

33

UNITED CHIROPRACTIC ASSOCIATION

ISSUE 64 | SUMMER 2022

PRINCIPLES

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Words Can Harm, and Words Can Heal

Rhiannon Oakley

TOP 10 TIPS
FOR TEAM
MEETINGS

Wendy O'Brien

BULLET PROOF
YOURSELF & THRIVE
IN A RECESSION

Tom Waller

THE BACK
DOCTOR'S SCHOOL
OF HEALTH

David Tennison

WHY YOUR
LOGO MATTERS

Justin Faulkner

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MEET THE UCA TEAM

YOUR UCA HEAD OFFICE TEAM AND CONTACT POINT



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PRESIDENT'S REPORT

Welcome to the Summer edition of the UCA 33 Principles magazine.

I'm sure it comes as no surprise to many of you that for each and every publication of 33 principles a huge amount of time, effort and care goes into delivering the magazine direct to your door with fresh, up-to-date, and digestible content from a variety of Chiropractors and friends of the profession at large. As such the wonderful head office team, including our new addition Sarah Graves-Wood, whom we warmly welcome and has got off to a great start, require a little lead time to pull all of this together so as I write this in mid-May it is wonderful to see the beautiful UK countryside coming into bloom. I look forward to seeing more of it as I will be taking a scenic drive up the country from my house in Warwickshire to Edinburgh to join Ross McDonald and others at Edinburgh Lectures in a couple of weeks' time.

The message of Chiropractic that health comes when you balance the physical, chemical, and emotional is so important at this time and the collaboration of likeminded professionals around the UK and indeed the world stage is something that must be reaffirmed and connected with. To that end it was a pleasure that both Paul McCrossin and I were able to be on a call with the Chiropractic Association of Ireland President Andrew Doody and his board to share some ideas, advice, and information about the challenges we both face. It also highlighted the distinctions that statutory regulation provides in 2022 in contrast to being unregulated and gives food for thought when feeding back into collaborative documents we are asked to comment on.

Two such documents we have been asked to comment on recently is the Department of Health and Social Care (DHSC) consultation regarding Regulatory Reform and the Professional Standards Agency (PSA) annual review into the General Chiropractic Council (GCC). Both of these documents are available on request from head office. These documents and their responses help develop the profession. The commentary we give is a combination of board member input along with feedback we have received from yourselves, and when appropriate, our legal team and/

or appropriate people with the relevant experience. We utilise these skillsets to give a well-rounded and considered response that we feel is useful and written in the spirit of openness and candour that we as an association expect in return.

The UCA has always been described as a heart orientated organisation, the concept of a Chiropractic family, a founding principle, and a home for Chiropractors' and their teams who value their identity. As I mentioned to the room at the UCA Spring conference the UCA member numbers are at an all-time high and head office informs me that we continue to have colleagues join at a higher than usual rate. That tells us broadly speaking that one of two things is occurring; either we are getting a lot of things right or perhaps people are finding they are now more aligned with the values we stand upon than others. Hopefully, it's both!

The UCA has always been keen to work jointly and as such we are part of the Alliance of United Kingdom Chiropractors (AUKC) along with the McTimoney Chiropractic Association (MCA) and the Scottish Chiropractic Association (SCA). The three in combination likely represent the largest body of registered Chiropractors in the UK sharing common values and a commitment to protect and promote them. One person who held the 33 principles close was long time member and friend to so many, Criss Partridge. Sadly, Criss passed away earlier this year and we extend our deepest sympathies to his family, friends, loved ones and practice members. I remember Criss going through all 33 principles from the stage at CE one year! I didn't get to know Criss as well as I would've liked but the fact he is held in such high regard by the number of people I personally hold in high regard tells me a lot about the man he was. He will be sorely missed.

The principles the profession and indeed the UCA are founded on are used by some to suggest they are responsible for a lack of growth in the profession, that is not mine nor the UCA's view. The things that hold the profession back are a failure to collaborate, a failure to respect others' views and a need to make these points with language or actions which are divisive, dismissive, or disrespectful. It has been my experience that that is not

the UCA way nor is it an approach UCA members take.

We accept difference and variety, and we acknowledge that we cannot, each of us, be all things to all people. Instead, we work together to facilitate the removal of interference from a persons' health path and coordinate to bring them to their goals. We do so from a place of care and positivity not from fear, reductionism, and disempowerment. Prospective practice members have had quite enough of the latter three over the last few years. There is no truer measure that the former two are the right place for UCA members to be than the fact we are contacted regularly by practice owners keen to bring on Chiropractors to help them manage the load of exponential growth rates amongst their offices. To them I say congratulations and well done and for those who aren't where they would like to be, please reach out and engage with the many wonderful webinars, seminars and events head office are creating to help you reach your potential. As they say, "a rising tide lifts all boats" and the UCA is a community working together to bring that about.

I wish you all a very successful summer season and beyond.

Yours in Health
Marc Muncila
UCA President



MARC MUNCILA
President, UCA



THE UCA HAS ALWAYS
BEEN DESCRIBED AS
A HEART ORIENTATED
ORGANISATION, **THE
CONCEPT OF A
CHIROPRACTIC
FAMILY...**

STUDENT **REPORT**

ARE YOU A CHIROBUDDY?

BY CHRISTIAN CASWELL

The Chiro Buddy programme is in full flow. In April, Dr Matt Harding spoke on the Gonstead system and in May, Dr Marina Papadimitriou will speak on the principles of Book Yourself Solid by Michael Port. Christian attended the McTimoney graduation in April and later spoke on Reggie Gold's 3 Paradigms of Chiropractic at the McTimoney Spring School in Manchester.

CE this summer will bring an exciting new break-out session designed and tailored for students. We have had some great feedback from the students on the talks and the 'Find a Buddy' tool, which is already proving invaluable for many students. So, thank you for everyone that has contributed and shared their details.



**CHRISTIAN
CASWELL**

UCA Student Liaison
Officer

We are pleased to report the continuing growth of the student membership which has doubled in the last year and is currently at its highest level. Our goal is to continue to provide high-quality content for students both online and face-to-face, to increase our student membership, and provide vital support for first year graduate members as they commence their careers.

If you have any feedback or recommendations, please reach out. We are always looking for new ways to support our profession by providing more and better services for our members.



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UCA

CHIRO MEMBER NEWS



Ami-Bree Said

◀ Congratulations on your engagement.

Criss Patridge

▼ We were very sad to hear of our dear friend Criss' passing our thoughts are with his family.

Gemma Weston

▼ Baby boy. Born April 1st – Theodore Weston (Teddy)



Marc & Jo Muncila

▼ Baby girl – Aria Rose.



Hannah Beard

▲ Baby girl – Billie.



In memory of Anthony Worton BSc Hons (Chiro), LRCC, MUCA

26th April 1960 – 19th April 2022

Tony was born in Birmingham and moved to Nuneaton aged 7 and always had an interest in cars. He eventually became a panel beater/paint sprayer for 30 years. When he reached mid 40's, he decided on a career change and decided he wanted to help people and chose to become a Chiropractor.

He juggled many years of studying at the McTimoney College of Chiropractic, raising two children (Emma and Andy) by himself and working full time. Upon graduating he opened his own clinic in Nuneaton and quickly became very successful and very renowned.

He was a huge music lover which was a passion he shared with Emma. Tony's other passion was football which he shared with his son and they were both Manchester City supporters. He had a very active social life from playing pool tournaments in his younger days, playing football and more recently playing bowls which, he loved. He loved watching all sports, having texting marathons with people and watching YouTube with a glass of gin.

He adored his children and knew Andy would grow up to have a career in cars as he always tinkered with them with his dad. He knew Emma would grow up to be a singer as she took every opportunity to sing from an early age.

Tony was a gentle, kind, open-minded, reflective individual with a zest for life. He was a "people person", had a great sense of humour and the ability to help others see the positive aspects of their lives. He was always concerned with the welfare of others and would "go the extra mile" for anyone in need of support.

Tony will be sadly missed by all who had the privilege of knowing him.

AVOIDING COMPLAINTS TO THE GCC TOP 10 TIPS



BY JOHN WILLIAMS

Alex Lane in the Spring Edition 2022 of 33 Principles set out the GCC complaints process, the mechanics of how a GCC case progresses and what the GCC need to prove for there to be a finding against you. Alex is now off on maternity leave and so it falls to me to inform of some common pitfalls and a top ten list of tips to avoid a GCC referral. Apologies in advance if the tips are seen as GCC or mechanistically slanted but the clue is in the title and to give you a steer as to how the GCC think and what they are looking for. The basic tenets of good communication, managing expectation and appropriate complaint handling should however apply to all health professionals.

1 Communication. Most of the complaints we deal with at both the Investigating Committee and the Professional Conduct Committee [PCC] allege clinical inadequacies and most arise because the communication and trust between chiropractor and patient has broken down. Chiropractors usually pride themselves with being able to read patients and respond appropriately if treatment is not going well or according to plan. However, very often complaints are made by patients who have only just come for one or a couple of treatments and they feel the need "to prevent other patients being exposed to examples of poor treatment" to bypass the chiropractors own complaints procedure and complain straight to the GCC. It is understandable that the treating chiropractor will often feel a sense of betrayal and animosity

towards such a patient for what the chiropractor will regard as an unjustified complaint and all the stress and attack on professional reputation which this can cause. While such reactions are understandable all health professionals are nowadays expected to show insight, candour and self-reflection. Receipt of such a complaint should cause the registrant to reflect on why the complaint was made and if it was down to poor communication how can your practice change to improve your communication and reduce the risk of complaints. So, the first tip is to look at the effectiveness of your communication with your patients and ascertain whether you have established from the very outset what their problems are, what their goals and expectations are and what makes them tick.

2 Practice communication. Look at how well your colleagues communicate with their patients and see if you can pick up some useful tips from those who you think are better at it than you. Don't be afraid to ask your colleagues what they think about your communication style and effectiveness. Although it may sound pretty basic, consider carrying out some role play with colleagues and put yourself in the position of a patient who you do not think you have communicated well with who e.g., has complained. Re-enact what the patient said to you, how they appeared and presented. Consider how your colleague deals with you as this patient and compare how you dealt with them. Whilst practice may not make perfect, it can inform, improve and provide insight for what makes a patient tick and give you a different perspective on your communication skills.

3 Be clear and honest about what you can do for a patient. Once you have established good communication you will need to carry out your examinations and explain them to the patient in a way they can understand what your findings are and then what the benefits, risks and alternatives to chiropractic treatment are so they can provide and sign for informed consent. If they understand and agree to the treatment you propose, it should go without saying that this should be incorporated in a documented report on findings with recommendations for care agreed and signed by the patient (with a copy for them and one for the file) and then subject to realistic and documented review with reference back to the ROF on a regular basis. This is a requirement of the Code of Practice See E2 "You must obtain and record consent from a patient prior to starting their care and for the plan of care". I repeat, the patient should either be given a copy of the ROF or even better it should be emailed to them after it has been signed by them and scanned onto their notes as this is one of most common faults I see in poor communication and unmet expectations. Included within this should be a supportable diagnosis or rationale for care and prognosis but be careful not to make any inappropriate claims about what you can do for the patient and ensure the prognosis is appropriate, reasonable and, if anything, erring on the side of caution. If you design your own form, you should copyright it by inserting © and then the name of your practice and the date at the foot of the document as I have done to this article to prevent it being shared without your permission.

4 Manage expectations appropriately. Many patient complaints are made because a patient expects significant or immediate improvement, and this doesn't happen or doesn't happen in the way they thought it would. So they are in pain, they have spent money on this and many who complain to the GCC feel they have been cheated too. The GCC do not see their role as being to mediate or discourage these views, quite the contrary. Whilst marketing advice encourages UCA members to hold orientation classes for prospective patients to educate and inform them of the benefits of chiropractic these can backfire if they are not objective and realistic. Some sceptical, prospective patients may see this as hard sell. Some forms of treatment such as corrective care, can lead to things getting worse before they get better. If this is likely, then it is your duty to explain those to the patient before they commit to what is often an expensive course of treatment so that patient expectations are managed appropriately. I can't remember the last time we advised a client that it would be helpful to serve a copy of an orientation class as part of their defence in GCC proceedings.

5 Ensure you have informed consent to examination, x-rays and treatment. The GCC are looking with increasing vigour at issues of informed consent to treatment, if you communicate benefits, risks and alternatives properly and document the patient's informed consent this will not only improve communication but significantly avoid the risk of an allegation of this nature proceeding to the PCC.

6 Audit or assess your notes to see if they include these requirements. I have had clients who have had allegations of poor note-keeping proved at the PCC and then been subject to an onerous conditions of practice order including improvement of note keeping and auditing of those notes by an auditor at great cost to the registrant. The audit was ultimately favourable, and the conditions of practice order revoked. On a subsequent complaint the quality of note keeping had improved significantly to such an extent that they were instrumental in ensuring that all the subsequent allegations were found no case to answer. Even a well-chosen comma in the notes was important in negating one of the allegations!

7 Keep good S.O.A.P. notes as you go. Mary Phillips provided an excellent article on note keeping in the Winter edition of 33 Principles. Mary is the best chiropractic note-keeper I have ever encountered and UCA members would do well to follow her advice on how to make effective S.O.A.P. notes. As she points out in her article, they were instrumental in her finding of no case to answer at the IC without the trauma of a PCC hearing.

8 Review and refer back to ROF and S.O.A.P. notes on a regular basis. If a patient's condition worsens you will be expected to review them and reconsider the care plan in agreement with the patient. Some chiropractors think that if they review every 12 sessions this is sufficient for reviews irrespective of how the patient is getting on. This is not the case. A failure to review when a patient's condition worsens considerably will be regarded as a serious breach by the GCC and the PCC. It is also a pretty good example of poor communication. If you have kept good S.O.A.P.

SOME FORMS OF
TREATMENT SUCH AS
CORRECTIVE CARE,
**CAN LEAD TO THINGS
GETTING WORSE BEFORE
THEY GET BETTER.**





JOHN WILLIAMS

John is Managing Director of Bankside Law. He specialises in professional disciplinary and regulatory defence work and white-collar crime.

John represents the UCA (United Chiropractic Association) and has assisted them in the provision of risk management webinars for their members. He has also acted for the McTimoney Chiropractic Association and College and acts for individual chiropractors in disciplinary proceedings before the GCC. He was part of the Bankside team which achieved a 100% success rate in successfully defending through DAS legal expenses insurers all UCA chiropractors accused of disciplinary matters in relation to web sites cases.

John has been recognised by both Chambers and Legal 500 for his regulatory and fraud work. In Chambers he is ranked as a leading expert for professional disciplinary work and is applauded for his "highly astute counsel - he makes certain his clients always get the best deal". He is an active member of the Association of Regulatory and Disciplinary Lawyers (ARDL) and in his spare time enjoys golf and watching rugby.

notes you can refer the patient back to what has gone on previously and suggest alterations for future treatment if appropriate. It is also a good opportunity to take the patient back to how they were at the outset and if there have been some improvements point these out to them. Patients are only likely to be impressed if you say, well, on 10th March your conditions was x,y,z and you told me a,b,c. We agreed 1,2,3 then. I have re-examined you now and found 4,5,6. In my professional view we could give 7,8,9 a try to address the new symptoms. Do you agree? I won't be charging you for this appointment.

9 Ensure you have a written complaints procedure and publicise it. If you are fortunate that the patient decides to make an internal complaint rather than go straight to the GCC then your complaints procedure comes into play. Internal complaints, how to deal with them and the duty of candour is a broad topic and will form the basis of a separate article in a future edition of 33 Principles. Suffice it to say that it is a requirement of the Code of Practice (F2) that you have a complaints procedure in place and that a patient has a right to refer any unresolved complaint to the GCC.

10 Don't be shy about your complaints procedure, encourage patients to use it and try and resolve their complaints at source yourself, do not leave it to support staff or practice managers (unless the patient does not want to deal with you direct). Many chiropractors would raise their hands in horror at the suggestion of referring to the complaints procedure at the outset of treatment and suggest this is hardly the best way to encourage patients and fill them with confidence about your

treatment proposals. However, if reference to your complaints procedure is made in the consent documentation, if it is on display in reception or even available on your website via a link this can be reassuring to patients, can be used if your communication is good and you pick up that a patient is not happy and last but not least is much more impressive to the GCC and the PCC than an approach of "What complaints procedure?". Many patients are reluctant to lodge a formal complaint if they have a good relationship with the chiropractor and if they do would be satisfied with an apology and fee reimbursement if things have gone wrong. The duty of candour now provides a positive duty for you to pursue this, **if something has gone wrong**. You should carry out your investigation, contact the UCA and your insurers and if their agreement is forthcoming apologise and offer reimbursement of fees. Last but not least make sure you document all of this very carefully, in particular, if the complaint is resolved seek the patient's documented confirmation of this if you can.

Good communication, managing expectation and effective complaints handling are the most effective ways of avoiding a patient complaint both internally and to the GCC. The consequences of a GCC complaint, even if concluded at the IC with no case to answer are significant in terms of time, effort, stress, wasted emotional energy and expense in lost fees. Some effort on these issues at this stage (recorded on your GCC training plan) is likely to produce an individual a collective saving, in the latter case by keeping down your Disciplinary Defence Scheme [DDS] fees to the UCA.

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BARCELONA COLLEGE OF CHIROPRACTIC UPDATE

MAY 2022

BY ADRIAN WENBAN

The BCC is the world's first, and still only, college of chiropractic in the Mediterranean region. It is the world's first bilingual college of chiropractic, with English and Spanish its two official languages, and contractual collaborative agreements with Spain's two top ranked public universities – the UPF and the UAB.

It is with much enthusiasm that I provide you, the members of the UCA, with the following BCC Update (May 2022).

ACCREDITATION STATUS

The BCC's programme of study was, on the 15th of May 2021, awarded full accredited status by the ECCE for the maximum period possible of 8 years. The related site visit had taken place from the 25th-27th of January 2021 after having been delayed by one year due to COVID-related travel restrictions. The site visit team's report related that the team had no concerns, issued no red flags and had issued no yellow flags. The full report can be viewed via this link on ECCE's website: https://www.cce-europe.com/tl_files/documents/evaluation%20team%20reports/bccrep2021final.pdf

The eight (8) years of full accredited status have therefore been awarded without any conditions attached. This means that, provided there are no annual AMoR-related complications, the BCC's programme of study will be fully accredited through until May of 2029 when the next re-accreditation site visit will take place.

STUDENT INTAKE FOR 2021-22 ACADEMIC YEAR

We started the current academic year (2021-22) on the 11th of October 2021 with our largest incoming class (46) and the largest total number of students (169) we have ever had at the BCC. The academic year, now heading towards the end of semester 2, has proceeded well with theoretical and practical classes taking place in-person and with the clinic having returned to normal activity levels, paralleling that of 2018-19.

RESEARCH UNIT

There have been important additions to the Research Unit coming into this academic year so that the following team of teachers and research supervisors are now in place:

- Dr. Jose Pineda, MD, MPH, PhD
- Dr. Guilia Fuschini, BSc, PhD
- Dr. Usman Ayub Sheikh, BSc, PhD
- Dr. Heidi Haavik, BSc, PhD
- Dr. Imran Naizi, BSc, PhD
- Dr. Nitika Kumari, BSc, PhD
- Dr. Imran Amjad, BSc, PhD
- Dr. Adrian Wenban, BSc, BAppSc, MMedSc.

The teaching of research related modules has changed this academic year to a mix of pre-recorded lectures and in-person Active Learning Sessions (ALS's). The content is now much more chiropractic relevant and students in the final year are transitioning from having previously needed to do individual research projects to group projects.

EXTERNAL EXAMINERS

Since its inception the BCC has employed the services of External Examiners (EE's). External Examiners are well respected and very experienced Educationalists from outside the BCC. They are replaced approximately every 5 years. One of the current External Examiners (Professor Stephen McHanwell, who serves as the Professor of Anatomical Sciences and Director of Unit for Educational Research at Newcastle University) is now coming to the end of his 5-year cycle. Replacements for Professor McHanwell have been interviewed.

RESEARCH GRANTS AND PROJECTS

The status of 3 recent/current BCC Research Grants and Projects:

1. Study title – 'The effect of cervical spine adjustment on elderly patient's grip-strength'.

The ASRF Board had resolved, in 2016, to offer the amount of AU\$9,283.00 inclusive of GST to fund this project. The project was successfully completed well under budget. With some additional funding from a second source the second ASRF instalment (50% of AU\$9,283.00) was not required to complete the project. The abstract and the written report related to that study was submitted for presentation at the 2020 ACC-RAC Conference and was accepted for poster presentation. The abstract to this project has been included in the publication of the Conference Proceedings, which have more recently included in the Journal of Chiropractic Education:

Wenban AB, Perez de la Osso P. *The effect of cervical spine adjustment on elderly patient's grip-strength*. [Abstract] J Chiropr Educ 2020;34(1):103.

2. Study title – Effects of cervical chiropractic adjustments on heart rate variability, quality of life and tumor marker of colon cancer patients.

The BCC currently has one clinical trial in process. It was successfully funded by ASRF and the UCA (AUS\$39,000.00) in 2020, and was submitted (4th of November 2021) for IRB review in the United States. The project has since been approved by the related Institutional Review Board and will be carried out in the USA. As a result, the full amount of funding is now in-hand and the training of chiropractors who will provide care in the study has been initiated. Dr. Wenban, the lead author, is collaborating with Professor Yori Gidron, BSc, PhD and Dr. Stephanie Sullivan DC, PhD who is Head of the Research Department at Life University.

3. Study title – The Evaluation of the Impact of Chiropractic Care on Cognitive Function Using fMRI.

The BCC had a third clinical trial planned and for which the Expression of Interest (EOI) was accepted, and the full Research Grant Application (RGA) submitted to ASRF (AUS\$36,000.00) in 2021. In the end, however, we were informed in January that the full RGA was not successful in receiving ASRF funding on this occasion.

BCC CHIROPRACTIC CENTRE ACTIVITY

The BCC Chiropractic Centre continues to operate above a financial breakeven point so that some of the previously accumulated debt can be repaid to the FPQ. The Centre continues to operate within the government's gradually easing COVID-related regulations regarding social distancing, PPE and hygiene. The clinical supervisors are made up of a team of 14 different chiropractors and have been expertly led by a Clinical Leadership team of 3:

- Dr. Nimrod Mueller, BSc, DC
- Dr. Marjolijn MacConuludh, Tit Sup (Chiro), Master (Chiro)
- Dr Mairianne Campbell, DC, PhD.

STAFF DEVELOPMENT

The BCC currently has 2 staff enrolled in study aimed towards a Master's in Medical Education. Additionally, Dr. Mairianne Campbell, a graduate of CMCC, who has served as one of 3 Heads of the BCC Clinical Unit for the last 2 years, completed her PhD at the start of the current academic year.

ANNUAL TEPARG MEETING HELD AT THE BCC

The annual meeting of the Trans-European Pedagogic Anatomy Research Group (TEPARG) was held this year at the BCC's Sarria facilities on Saturday the 5th of March: <http://teparg.com/index.php/2022/01/28/teparg-hybrid-conference-5th-march-2022/>

STUDENT GRADUATION 2022

This year's graduation is scheduled to take place on the 10th of July. We are excited to be able to have graduation take place in person on the UPF campus and to be able to have a full capacity of attendees (250 people) at the graduation ceremony. A total of 31 final year BCC students are currently working towards graduating in July of this year.

Report prepared by AB Wenban and sent to the UCA on the 23rd of May 2022.

Phone: 00 34 659 735 417

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ADRIAN WENBAN

Dr. Adrian Wenban presently serves as the principal of the Barcelona College of Chiropractic. He holds a B.Sc. (Anatomy), a B.App.Sc. (Chiropractic), a M.Med.Sc. (Clinical Epidemiology) and a P.Gr.Dip. (Medical Education).

In practice for more than 30 years, he has practiced in 5 different countries, was an Associate Governor of the Australian Spinal Research Foundation from 1993 to 2004 and was the inaugural president of the Fundación Privada Quiropráctica from 2007 to 2009.

In addition, he currently serves as a member of the ASRF's Clinical Advisory Panel, is a member of the Cochrane Collaboration's Patient Reported Outcomes Methods Group (PROMG), has been a member of the Spanish Chiropractic Association for the last 21 years and is currently enrolled in the last year of the Master in Medical Education at the University of Dundee's School of Medicine.

Adrian's areas of interest include philosophy of science, curriculum development and reviewing peer-reviewed health care literature. He is a father of two and an avid cross triathlon competitor.



HOW TO PREVENT SHITUATIONS ON THE FIRST 2 VISITS

BY MARTIN HARVEY

Have you ever had someone say, “I don’t see why I need x-rays” or “I don’t see why I need all these tests”?

Have you had someone upset because you weren’t going to adjust them on the first visit?

Have you explained your recommendations, and had someone say something along the lines of “That seems like WAY too much”?

Do you HATE these shituations? Would you like to be able to handle them easily and in way that the patient AND you are both happy with? Would you like a communication framework that can prevent them? If so, read on and I will share a framework I call “two parts to the problem” that prevents these and many other shituations that crop up on the first 2 visits.

What makes these situations situations is that there is the potential for conflict. You and the patient have different expectations based on different beliefs. You see many of the people who come in to see us have a different view of chiropractic. They have a different view of why and when you see a health care provider. They have a different view of health.

In my communication training I use a model where people we interact with have different levels of health belief.

LEVEL OF HEALTH BELIEF:

■ Pain/symptomatic.

- People with this level of health belief believe that you can tell how healthy you are by how you feel.
- They only come to see you as a chiropractor when they have pain or symptoms.
- They believe that it is your job (and your only job) to get rid of their symptoms. And you should be doing something about it right away!

■ Prevention/functional.

- People with this level of health belief realise that in most situations something stopped functioning properly before symptoms developed.
- They are likely to continue to see you after their symptoms have resolved for ‘prevention’ – to minimise the chance of it coming back.
- They will have a longer time frame with their expectations because they realise that you need to do testing to understand the true nature of their problem.

■ Performance/wellness.

- People with this belief system recognise that how their body works affects everything they do. This is particularly valuable in helping them do better at the things they have to do, love to do, or see as their identity to do.
- They are likely to use chiropractic the way chiropractors use chiropractic. They want to have regular chiropractic care so they can be at their best for things they value highly. They will also get an extra adjustment when they have something important on. This may be an upcoming board meeting, a family wedding, a half marathon, or any other big life event depending on their lifestyle value.
- They have a very long-term perspective – they realise that proactively looking after your body is an ongoing approach.

Most chiropractors have health beliefs that align with the highest levels. We tend to naturally see the value in prevention and performance. Unfortunately, many of the people who come in to see us don't! Our beliefs drive our behaviour and our expectations. It's easy to see why we end up with situations on the first few visits!

The communication literature talks about a concept called the 'curse of knowledge'. This is where, once you have a high level of understanding of an area, it is hard, if not impossible to imagine what it is like to not have that knowledge. We design our procedures for the first two visits with prevention and performance in mind. Of course, I need to do a full assessment before I can do any care. Of course, I need x-rays in this situation. Of course, we need to map out a plan to deal with the long-term issue in your spine. Of course, of course, of course...

Meanwhile patients are coming to see us thinking that all of these 'of course' things are completely unnecessary. In their minds they feel like they can tell you exactly where the pain is – what else do you need to know or do?

THIS MISMATCH OF EXPECTATIONS IS PARTICULARLY PRONOUNCED IN TWO SITUATIONS:

1. Recent onset of symptoms with minimal trauma. "I woke up this morning and my neck was locked up. Now I can hardly move" or "I bent over to tie my shoes and now I can hardly stand up".
2. Recurrent pain that has resolved with minimal care. "My back has got sore over the last week. It happens every six months or so. Normally I go to see an osteopath or chiro. I get cracked once or twice and then I'm fixed."

A key concept in the influence literature (research done in a range of disciplines aimed at understanding why people do what they do and what we can do to ethically influence them to make better quality decisions) is that there is a hierarchy of how likely something is to influence people's beliefs. Experience is the most powerful way that beliefs can be changed. The least likely thing to change beliefs is where someone says something that is different to their existing beliefs.

When someone has recent onset of symptoms with minimal trauma, this experience tells them that it is likely to be a small problem (it happened with a small impact), and it should resolve quickly (it only happened today). Their thought process is likely to be "it's a small problem. Something popped out. You pop it back in and I should be done".

When someone has recurrent pain it's natural for them to believe "it's a small problem. Every other time it's happened it's been easy to fix, and the other practitioners haven't needed to look at anything else.

On the other hand, viewing these scenarios through our prevention and performance lens we see things completely differently. When someone gets acute pain with minimal trauma, they have generally had weeks, months or years of declining spinal function that has been asymptomatic. To adequately assess their situation, we need to perform a comprehensive assessment, possibly including x-rays.

It makes sense that we need some time to put together a plan to address the underlying dysfunction and that we need time to put this together and to explain this, so we won't start care until their next visit. When people get the same symptoms back again and again it speaks of there being an ongoing biomechanical and neuromuscular issue. Again, it makes sense that we need to be thorough and comprehensive in our assessment and our recommendations.





MARTIN HARVEY

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He is an expert in state of the art chiropractic communication strategies and teaches chiropractors around the world how to better communicate the value of chiropractic through seminars and his podcast, "Under the Influence".

Martin was been awarded the Chiropractors Association of Australia (Vic) "Chiropractor of the Year", Parker Seminars "International Chiropractor of the Year", and was honored as an inaugural Member of the Australasian College of Chiropractors.



BY OFFERING A DIFFERENT PERSPECTIVE YOU **CREATE A CONCEPT THAT ALLOWS YOU TO EXPLAIN YOUR VIEW.**

So, you and the patient come into these interactions with vastly different beliefs and expectations. We then tend to use explanations that make sense to us to explain. "It's not about the pain, it's about the subluxation that has been there for years". "I need the x-rays to understand what is happening with your spine". Most of these either explicitly or implicitly make them wrong for their beliefs. The influence literature tells us that when we make people wrong, they either ignore us or go looking for reasons they were right. We, as humans, hate to be made wrong!

Two parts to the problem is the answer to this conundrum. It's based on an approach called 'yes.. and' from the influence literature. The 'yes' is that you start by agreeing with their perspective and the 'and' is where you offer an alternative view. By agreeing with them first you avoid the pushback that making them wrong creates. By offering a different perspective you create a concept that allows you to explain your view.

THE TWO PARTS ARE:

1. The pain part of the problem.
2. The underlying weakness or imbalance.

When you see either of these situations in the first visit you explain 'two parts' as early as possible:

- If pain with minimal trauma: " So Peter, does it make sense to you, that if your spine was working properly, you should be able to go to sleep/ bend over to pick up your shoes etc without causing this much damage?"
- If recurrent: "So Peter, you know how you keep getting the same problem back in the same spot?"
- Pause!
- "What it indicates to me is that there are probably 2 parts to the problem – the part that started the other day when you developed the pain and an underlying problem or weakness that allowed it to happen.
- "Does that make sense?"
- "When we do the testing, I suggest we do the tests that show me what is happening with the pain problem so that we can work out what is causing the pain so we can get you back on track as quick as possible."
- "I also suggest we do the tests that show me what is going on as far as the underlying problem goes. That way once we get you out of pain, we make sure that it doesn't recur- fair enough?"



This structure avoids almost all the situations because we are not trying to get rid of their existing beliefs about pain – we are adding a new belief!

If they object to any part of your process, it forms a structure to address their concerns.

If a patient says, "Why do I need all this testing when it just started today", you can respond with "You're right, I don't need all of this to understand the pain part of the problem. You can point to it for me. I need that to understand the underlying imbalance. Does that make sense?"

If a patient says, "why do I need all this care when previously I only needed one or two visits?" you can respond with "you're right, to deal with the pain it will only take a short time. The extra care is to deal with the underlying weakness.

So, the key to avoiding with situations is not about changing beliefs. It's about understanding the curse of knowledge. It's about agreeing with their perspective first then adding to it. And when we add to it, we create a space for them to grow into a new belief. A belief that could potentially transform their life.

TOP 10 TIPS FOR EFFECTIVE BUSINESS & TEAM MEETINGS



BY WENDY O'BRIEN

We have all been in those meetings that drone on and on with 90% of the topics discussed feeling irrelevant to your role and a waste of time. Half the team dominating and the other half doodling and thinking about what to have for lunch. Where the meeting has become the place to dump problems for other people to solve with team members whining and moaning.

The practice owner can find themselves in the hot seat fending off requests and problems. Or a business owner tired of trying to be motivational and sympathetic when all they see is a face of blank faces wanting them to perform.

MEETING ETIQUETTE

Do you remember Jackie Weaver? The Chief Officer from the Cheshire Association of Local Councils found herself a Zoom sensation after her handling of the Handforth parish council meeting. Her calm banishment of troublesome and shouty men was required after a meeting descended into chaos with people hurling insults and aggression. Whilst she handled this with great humour it highlights how quickly meetings can spiral out of control or become a pointless waste of time.

Or maybe you have no team meetings. Your practice is more a collection of individuals all bumbling along reacting to every situation as it happens. No one really has a clue what is happening or there is an attitude of 'that's not my role' creeping in. Where the lack of communication leaves people feeling out of the loop or frustrated. Where the business owner feels like they are repeating themselves over and over again, wasting time having multiple conversations on the same topic.

It definitely doesn't have to be this way.

The purpose of an effective team meeting is to bring everyone together in the operational processes of the business. They are to enhance the collaboration within the team. They provide an opportunity to communicate new ideas, projects and solve challenges together. Effective meetings provide clarity on the current operational processes of the business while designing and creating the future.

They allow the team to learn and improve from the past; they allow each team member to contribute and share in the running of the business. They create a powerful outcome for the week/month to come with clear accountability and actions. They should be organised, scheduled, a requirement for all team members to attend and a safe space for everyone to contribute and collaborate.

THERE ARE THREE MAIN TYPES OF MEETINGS:

1 The Brief: Taken from my time in the hospitality industry this was a short-focused meeting dealing only with the day ahead or immediate issues that needed actioning. It was for all departments to come together and be ready to operate with ease.

2 The Operational: Typically held weekly/monthly, this is designed to review the period since the last meeting and look forward to the coming period. It focuses on what's working or what's not working, highlights training issues, creates celebration points and is pivotal in team communication.

3 The Blue Sky: Typically, quarterly or less. This is the bigger picture meeting and is usually reserved for the leadership team. It looks at the needs of the business, the overall mission and the overall success of the business. It is a space to challenge the status quo and dream big.

These top 10 tips work for all types of meetings.

Personally, I would also suggest before you plan your meeting structure it's also worth spending a little time together creating your meeting etiquette. It is important to know in advance how you expect people to behave. What mindset, equipment or attitude are you expecting them to bring. Ensure that everyone avoids finger-pointing and the blame game by focusing on the team elements. Stay solution-focused. We don't want to require Jackie Weaver to attend!

TOP 10 TIPS FOR EFFECTIVE MEETINGS

1 Be prepared – That old scouting motto might seem cliché but being prepared makes a difference. Ensure that each member of the team knows what they need to bring i.e., pen and notepad, sounds simple but will prevent people from leaving to go and get things or forgetting what they were responsible for. Let them know how to raise agenda points in advance and give plenty of notice if they will be responsible for contributing, no one likes to be put on the spot. Where necessary ensure that they are supported. For example, remember not everyone is comfortable with speaking in groups or interpreting stats, so support and coach where necessary. Checking your previous actions points will be at the top of the agenda so ensure team members know that they will be reporting back to the team.



2 Start on time – No matter which team member is running late, be respectful of each other. It's so easy to start late, rush items or miss items because we need to finish on time, particularly if people will have to leave or the next shift is about to start. People running consistently late for the meeting is a different challenge though. Review the activities they are doing before the meeting and if necessary, adjust the start time or add in buffer time. Honor the schedule and where possible avoid rescheduling especially due to specific team members not being present. With the right systems and expectations, they will be able to catch up on what they have missed. Then as important, finish on time. Don't make it last an hour just for the sake of it, wrap up if you're done and get cracking.

3 Keep it relevant to everyone – Team meetings are just that; they are meetings for the whole team. If you need to have a conversation with one member of the team in more detail, arrange to have this at another time and make this meeting an action point. This works particularly well if people are prone to going off track or a topic needs detailed attention from only a couple of team members. They can report the results of that discussion at the next meeting.

4 Make minutes meaningful – When I go into clinics, I often find folders full of old minutes stuffed into cupboards. These are time-consuming to type and never to see the light of day anyway so pretty pointless. Document any key changes agreed, statistics and action points but leave the lengthy he said she said conversational points out. When? What? Who for actions is usually sufficient and will make it super easy to follow up with at the next meeting.

5 Separate meetings from training – This is essential. Observing meetings particularly in the healthcare industry, I see these getting merged all the time. When someone asks for help or the practice owners see somewhere the team could improve there is a tendency to deal with it then and there. It doesn't seem to matter if mentally we were checked into the middle of a different topic or if we only have two minutes to deal with the issue. If a training need is raised in a meeting, then a quick let me show you how verbal dump and run is not sufficient. Personally, I think it's one of the greatest causes of confusion, inferiority complex and lack of implementation. It's important to separate the meeting from the training. Training or coaching focuses on exploring, understanding the subject and its purpose. The operational aspects and integration between other team members and customers. It has its own reference documents and is practiced and sometimes may be of embarrassment to the team member that they don't know how. If it can be done at the end then by all means do it then but give it the attention it deserves. Stay focused, in a meeting we are looking at proactively moving the business forward. Communicating with the different departments. Reviewing measurable performance and creating collaboration on how to overcome challenges.

6 Resist the urge to take action in the meeting – You may think logging on to a computer and quickly solving an issue is helpful and will only take a minute (trust me it never only takes a minute!) It might help you to cross it off your list but in reality, you are holding up the meeting or worse not giving respect to the rest of the meeting as you sit there typing away.

7 Be present – Not just physically. Clear any distractions; for example, lock the door, put the phone onto the answering machine, close laptops. Distractions lead to the need for information to be repeated and interrupt the flow of ideas. It's just rude.

8 Allow action time after the meeting – If you have a 45-minute meeting, simply book an hour out of your diary. During this extra time, you will be able to complete those quick tasks, catch up with individuals you need to speak to further or use the time to plan where and how you will complete your other action points. Sounds simple, well it is and solves the challenges raised in points 4, 5 and 6.



9 Have an agenda – This will provide structure and focus to the meeting. It is also a great way to run on time. Allocate the topics on the agenda to different departments or team members, Mix it up on different weeks if you want to. For example, at the beginning of our meetings, we would start with a short point of inspiration. It could be a poem, a testimonial, a YouTube clip, a fun activity the list is endless. They are all free and quick to find. This did more than just get the meeting started it allowed each member of the team to find something that spoke to them. Typically, meetings naturally favour the leader personality types that want to get stuff done and the analytical types that are all about the data. This allowed the introverts, the creatives and the newer team members to shine. A simple meeting record sheet will provide a record of topics/actions and provide a key resource to increase implementation and prevent lengthy minutes that no one ever reads. Then move on to the important stuff. Practice timing each section so you know accurately how long to allow for the meeting. We would also always end with a moment of gratitude, thanking team members for specific issues or testimonials. Everyone should leave with a smile on.

10 Involve everyone – This is a time for people to come together, share ideas, review and contribute. Each department brings different information. Ask questions of the quieter team members. Allow for thinking time and be comfortable with asking for ideas by the next meeting. When presenting data, explore the information. So often this is just an up or down were doing well or were not doing well conversation. Boring! Dig deeper, what was happening to account for this result? What does this mean if it continues in this trend? What impact have we made?

Implementing a team meeting doesn't have to be hard work and can make a significant positive impact on everyone.

Want to keep learning? Find more tips from Wendy O'Brien – Northern Star Mentoring.



WENDY O'BRIEN

Wendy O'Brien is the founder of Northern Star Mentoring and STARS Methodology. As a coach, business consultant and international speaker, she is passionate about transforming healthcare and helping health care professionals connect with their patients and clients.

With over 20 years' experience in managing all aspects of practice management, Wendy has worked with many businesses enabling them to grow their bottom line and has empowered numerous teams to ultimately deliver the impact and results they desire.

Wendy has worked with well-established clinics to transform existing processes as well as being involved in the planning and implementation of new clinics. She has extensive experience across a number of disciplines including Chiropractic, Physiotherapy, Massage and Nutritional settings; which makes her perfectly placed in her field of expertise.



HOW TO BULLET PROOF YOURSELF AND THRIVE IN A RECESSION



BY TOM WALLER

Wow, that is a tough title to swallow, and does it really mean anything to us as chiropractors? My thought is yes, as chiropractors we are all selling a service and helping others. However, we often forget or overlook the importance of our service being a business and as such, our businesses have the fragility like any other service. With an imminent recession, how can we use it to our advantage and not buckle to it?

The recession has the potential to destroy business and the exciting potential to see it thrive. I genuinely believe this is the most exciting time of possibility and growth in the chiropractic profession that we have ever seen. Not only is there a financial market shift affecting businesses and buying choice, but there is also a shift in consciousness of humanity and potentially a divide in humanity, with a large proportion of people looking for something different, something unique, something inspiring that will help them.

TIME TO THRIVE

Here is how you can thrive not only now, but in any market, in any time and truly become the chiropractor you are meant to be and have the impact that I know you can.

As chiropractors our gift is to serve others and our responsibility is to lead them. We are truly **Servant Leaders**. We have the knowledge and skill to change lives, a quote I have used all over the globe; *"you have the power in your voice and in your hands to change the world"*.

When we can grasp the true essence of **Servant Leadership** and leave our ego at the door, our practice, our impact, our income, and our legacy will reach a level you never thought possible. As a chiropractor you are uniquely gifted, you are extraordinarily talented and in just being of service you are a true inspiration. But if you feel there is room for more, if you know your impact could be greater, then it is time to humble yourself to the service, up your skills, and lead by example. And here is how.

A **Servant Leader** is exactly that, a person who serves his fellow humans and leads by example. The ego driven 'successful person' pushes their following into a belief and highlights their own talents above others. This is not you, do not let this be you.

There are three things people look for in a **Servant Leader**, three things you need to adopt to help your practice thrive:

1. A New Opportunity

People are looking for a new opportunity, not just the next best thing. People are not interested in another cure for back pain. They want a new concept and a new idea. One where they are in control, where they understand their body has the ability and capacity to heal, one where there is more possible and an intelligent reason for what they are going through. Sound familiar? That's chiropractic!

2. A Future Based Vision

People want to be part of a community, a group with a shared goal, a shared vision for a better future, an empowered future. The chiropractic community and the community your practice can make is that.

3. A Charismatic Leader

That is you, yes YOU. Whether you know it now or not, if you can become excited by chiropractic, fall in love with it's potential and see the changes in others. If you can bravely and boldly tell the truth. You will inspire others.

I know not all reading this are religious, but if we take the example of Jesus, he chose deliberately to sit at the table of those who hated him, those who persecuted him. He chose to reason with the unreasonable.



You have a choice to stay the same and nothing changes. But don't be fooled, with a turbulent future, staying the same will swallow you up.

Or you could remember who you are and why you do what you do. You can choose to put service above finance. Giving ahead of taking. Boldly tell the truth, hold yourself to account and lead by example. Be that example.

I want to take a few sentences to remember a great friend and chiropractor we said goodbye to recently, Dr Criss Partridge. We can all take a huge example from his life.

Criss and I have been adjusting each other weekly for 10 years, he helped me through thick and thin and always answered the call. If only I could have reciprocated to the level he gave.

At his funeral the church man leading the service explained how he and his whole family saw Criss; "every week to have their subluxations taken care of". I mean wouldn't we all desire our patients to be educated and enthused to that level, to be able to speak our language?

Criss would often adjust people at home out of hours, simply because he cared.

He truly was a servant of his people. His people loved him, and he left a real legacy. He was a charismatic leader, he was the Steve Irwin of chiropractic, the lovable Australian on a mission to serve. He boldly and bravely told the truth of our wonderful profession.

His time on earth was used well, he left us with a rich soul.

We can all take examples from his life, from his dedication, from his love for our profession, we can all get out our own way sometimes. We all have potential greater than we know, or greater than we may ever realise.

It is time now, more than ever for chiropractors to step up and serve.

Lead your community, serve your people and be that Servant Leader that your people so need at this time. Adjust your own Skills and work on your own Certainty.

If I can be of any service to anyone, please reach out.

With love and gratitude for all that you do. And yes, *you have the power in your voice and in your hands to change the world.*

Tom

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TOM WALLER

Dr Tom is one of Europe's most exciting and dynamic chiropractors with a purpose to Inspire, Educate and Serve. He does this through his busy full-time practice, as well as through his other businesses as a sought-after entrepreneur. He is the host of the The Tom Waller Podcast and founder of the Adjusting Skills and Certainty (ASC). Designed to help individuals and businesses in the health and wellbeing sector achieve outrageous success while remaining true to their purpose. Along with his wife he is a coach and mentor to health professionals with ASC. A regular guest expert on radio, an international speaker and property investor. It is his mission to inspire you to bring your unique gifts and talents to the world and create a life of health, abundance and happiness.

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'I AM A FAILURE AS A CHIROPRACTOR AS I HAVE NEVER OWNED MY OWN PRACTICE'

BY CRAIG MCLEAN

Now I have your attention let me attempt to debunk the myth you've just read in the heading above.

Late last year I was a guest on a podcast with fellow Aussie chiro Angus Pyke. We declared a fairly lofty goal at the start of the pod to 'solve all the problems linked with the current chiropractic practice model in terms of chiropractic associates vs practice owners'. We then set off on a journey covering many challenges that we all face either as an associate or a practice owner and attempted to defuse some of the stigma and misinformation around both roles. Let me share some of the ideas discussed here in this article.



For those that don't know me, I founded and now run Chiro.London a group of 6 clinics in SW London and I'm grateful to have around 20 associate chiropractors working in my team. I began the journey to expand as I wanted to make a bigger impact to the health of London than simply my one pair of hands could achieve.

I have been an associate, a practice owner, now own multiple practices so I am well positioned to pass comment on the topic. On the last count of our 23 chiropractors only 5 have less than 5 years' experience and we have welcomed 6 chiropractors back to associate life after owning their own clinics. I hope we are doing things right in providing a long-term home for chiropractors to be happy and content.

However, I consider the source of some of the problems of associate and practice owner life stems from the relative infancy and size of our profession worldwide.

THE LAW FIRM

Let's take law as a professional parallel. As a recently graduated lawyer joining a law firm you have a well-trodden path of – trainee solicitor – associate solicitor – senior associate solicitor – partner – senior partner. The time it takes you to move through these steps will be dependent upon time and performance.

Therein lies the problem with chiropractic, our career path is not well prescribed. It is 1. become an associate, 2a. buy a practice and become a practice owner, 2b. I'm quite busy now, I need more time off, I need some help – I'll get an associate. Sometimes new graduates skip step one and just launch straight into step two.

As a solicitor you can be quite content as a senior associate in a law firm and never feel the need to progress any further. As a chiropractor you spend 1-3 years as an associate and begin getting restless feet. Thoughts appear in your mind like, 'it's not so hard running a practice I could easily do that', 'I'm paying all this money to my boss, especially relative to our new associate and I pay thousands of pounds more to the practice than they do', 'if I owned my own place I'd be making way more money', 'I could run this place so much better, my boss never listens

to my great ideas about how we could improve things' or 'I'm a failure, I've not made it to the pinnacle of my career by owning my own place'.

THE CHIRO FIRM

Some stick it out being increasingly frustrated, others take the plunge and look for a practice to own or set up from scratch. Some are successful and some regret it and the extra hours involved for not very much more money. Once you take the plunge the extra work involved with lease negotiations, landlords, deposits, planning, change of use, unrealistic expectations of practice value by the seller of the clinic, CA recruitment and training, marketing and the time it takes to develop a name in the area, networking and patient management are not always factored in.

There is no doubt however that taking the plunge allows you to create your own dream practice, stamp your personality over it and have a space you feel proud to have created. You can also change anything you like or don't like without having to consult 'management'. The most successful chiropractors who follow this path have a clear idea of what they want and are prepared to do the hard work to get there. They have done a serious analysis of their own skill set and decided they have what it takes to be able to take on all the responsibility.

When writing this article, I decided I should ask one of my longest standing associates Edwina Waddell's opinion. She was with us in Putney for 9 years. She left the UK and eventually set up her practice on the Gold Coast, Australia. Four things she said were invaluable...

- If I had relaxed more as an associate and parked the feelings of frustration of not owning my own practice and 'those feelings of failure' I would have enjoyed my time even more.
- I am eternally grateful for the support and freedom you provided me when I was in Putney, I think that is the key to long term associate life.
- I underestimated the first 2.5 years of opening my own practice how much hard work and effort goes into promoting our new business
- I am so proud of the space I've created and love being in charge to change anything I want at any time.

Another opinion was from Luke Mulvihl, our chiro in Marylebone who ran his own clinic for 10 years in Sussex, sold up and joined us. He's been happy with us as an associate for around 4 years. His thoughts...



- The downside is not being able to practice exactly as I did in Sussex.
- The massive upside is I can turn up for simply the hours I'm scheduled and leave all the admin to the Chiro.London team.

Do I have all the answers, NO! Let's not forget, if done well an associate chiro can have a super balanced lifestyle, earn an impressive amount each year and have a low stress life. I'm all for promoting the idea of a career associate.

I'd like this article to attempt to start a dialogue to create new and better ideas. The things I'm still struggling with you may be able to help me resolve. Watch the UCA social channels to begin a dialogue about this.

- What is the perfect % an associate should be paid? If you ask practice owners their response is 'well my business only profits 25%, why should an associate get 50%?' If you ask associates 'I am worth 60%, especially considering the amount of money I generate for my boss'. The reality is businesses will fail if they pay associates 60% (or even I heard recently of a 70% model). Associates will leave if they only are paid 35%
- The associate maternity leave model. There simply isn't a model I know that works. Female chiropractors who take 12 months off to have a baby lose out on the momentum they have generated. There must be a win/win situation for both the practice and mum to be.
- The development of a pathway to 'senior associate'. A path that is not purely based on time spent in a job but rewarded by performance and taking full responsibility for the role.



CRAIG MCLEAN

Craig has been a chiropractor for 25 years, 20 of those practicing in London, UK.

Driven by his desire to help more people than he could reach with just one set of hands, he founded chiro London a group of now 6 clinics with 20 chiropractors on board.

All located in central and SW London he's well on the way to making it easy for Londoners to find quality chiropractic health care.

Some advice to practice owners to help prolong associate life and fulfilment:

- Consider carefully the branding of your clinic. If it's Smith Family Chiropractic Centre and Doctor Smith is the guru who gets the lion's share of the new clients – your associates will feel inferior from the off.
- When employing associates the more time and effort you put into mentoring your crew the more they will feel valued.
- Listen to your associates, they may have some great ideas
- Give associates freedom (within a certain boundary) to feel as though they own the place.

Some advice for associates:

- The more you put in the more you will be rewarded. Network your local community as though you owned the place.
- Try and set up some regular time with your boss to get some structure to your relationship.
- Enjoy the freedom of practice life with low administration.



THE MORE TIME AND EFFORT YOU PUT INTO MENTORING YOUR CREW THE MORE THEY WILL FEEL VALUED.

As I mentioned above, let's start a discussion, check the UCA channels for an opportunity to share some ideas. If we can get the balance right the main people who will benefit are our patients. Remember it's mainly our communities that are not served by having a high turnover associate workforce, people value long term relations and care is often interrupted by change. Thank you for reading my ramblings and lastly thank you to all my associate chiropractors, I am privileged to work alongside such an amazing group of professionals.

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WORDS CAN HARM, AND WORDS CAN HEAL: THE IMPACT OF LANGUAGE IN A HEALTHCARE SETTING

BY RHIANNON OAKLEY
EMCC ACCREDITED COACH
NHS LEADERSHIP ACADEMY COACH AND MENTOR

You've no doubt heard the phrase "the pen is mightier than the sword." This is one of many similar phrases supporting the notion that words can often cause more harm and create more lasting damage than a weapon. The impact of language and good communication in a healthcare setting is universally associated with improved health outcomes, and it's a topic I feel particularly strongly about, supporting practitioners to reflect on their choice of words and make simple changes to avoid a negative impact in our patients.

It may seem overly simplistic to suggest that replacing one or two words in our clinical conversations can impact our patients' outcomes from care, and yet it's the truth. When undergoing my training as a coach, there were certain words that we were trained to avoid, and trained to 'flag up' to our clients if we heard them mentioned. Should. Can't. Mustn't. Ought to. Why.

It's the simple question "why" that we're going to focus on in this article. The question "why" is no doubt one that you use regularly in your consultations. "Why are you worried about your back pain?" "Why haven't you done your exercises?" The stark reality is that this simple, three-letter word can be a barrier that prevents you from building

rapport with your patients and creating a trusting relationship.

I'm going to ask you a little question: Why did you become a chiropractor?

What would your answer be? "Because I wanted to become an expert in a field of medicine that optimises healing without a need for drugs or surgery."

Now, let me ask you another question: What made you decide to become a chiropractor?

This time, you might say....

"When I was younger, I suffered a nasty injury playing football. I couldn't walk properly and was in a lot of pain. My mum took me to see a chiropractor and I remember walking out of the treatment room pain-free. It changed the way I viewed healthcare. I realised I could help people without giving them drugs or surgery and I realised that was what I wanted to do with my life."

If I told you that these were very real answers given by real people, you'd probably be as blown away by the difference in the responses as we were. The first response was intellectualised, very well-thought-out, but perhaps lacking in any real 'meaning'. The personal element was missing- I certainly didn't get an impression of the person behind that response.

The second response tells me so much more. It's produced a narrative, a description of this event's impact on the responder, and shed some insight into the emotions they must feel about their work. I truly get a sense of the responder's passion for Chiropractic in that response.

The difference between the two questions is the use of the word "why".

So what is it about "why" questions that cause these problems?

Why questions tend to do one of three things. Firstly, we either get an overly intellectualised response that, whilst perhaps factually accurate, is often unhelpful and without meaning. Secondly, it can make people feel the need to justify their actions, desires, thoughts or decisions. Thirdly, it can force the respondent to find a socially acceptable response and therefore avoid telling you the true answer.

When you ask the question "why", you'll most likely hear the word "because" in reply. Asking "why" often forces someone to go on the defence, justifying their reasons rather than providing information – and as a healthcare practitioner, it's information you're after. When we're put on the defensive, we're explaining the reasons behind the decision, as opposed to giving information- you've put the patient on the back foot and instantly impacted that all-important rapport that's vital to a successful course of care and building a trusting doctor-patient relationship.

ASKING "WHY" OFTEN FORCES SOMEONE TO GO ON THE DEFENCE, JUSTIFYING THEIR REASONS RATHER THAN PROVIDING INFORMATION.



What's more, asking why implies some judgement behind it.

Take this as a further example- you're in the clinic with a patient who is in pain or distress, and emotions are high. The patient mentions that they haven't done the exercises you advised they do, and your response is "Why not?". Chances are, they're not going to volunteer information, they're going to shut down and immediately start defending themselves. "Because it hurt too much because I didn't have time, because I find them too difficult." Fine, you've explained why it hasn't been done, but the patient hasn't identified any way to ensure that they do what they need to do to get better. They're completely stuck, and you've shut down any forward progress.

It may seem harmless, but to think about the negative impact of the word "why" let's cast your mind back to your childhood. Were you ever asked, "why did you hit your brother?" "Why are you crying?" "Why are you late?" Think of some examples where you perhaps can recall being asked a question like that, and I imagine that it brings up some feelings of guilt and shame. Not ideal emotions for our patients to experience when trying to recover or make positive, lasting change.





RHIANNON OAKLEY

Rhiannon has extensive experience in marketing, PR and business consultancy with experience in business development for SME's, start-ups and established businesses.

She loves helping individuals and teams meet their potential and established her own consultancy Acorn Creative to do just this. She assisted with the expansion of Acorn Health into an inter-disciplinary healthcare clinic working as the Practice Manager.

- SFEDI Level 5 Diploma in Personal Performance Coaching (Distinction)
- Coach and Mentor with the NHS Leadership Academy
- An Associate Member of the Chartered Institute of Marketing

So this is where I encourage my coachees to ask the question “what” instead- in fact, I recommend you completely ban the word “why” from your vocabulary for 24 hours just to see how powerful it can be to use the word “what” instead. When a patient tells you they haven’t done the exercises, don’t ask them why- ask them “What can you do to make sure you complete your exercises next time?”

This is a simple change to make, with incredibly impactful results, and is why many coaching strategies involve simple tweaks to language. To fully understand the importance of this, we need to appreciate that part of what makes coaching so powerful is how we honour the client's (or patient's) autonomy to make their own decisions and empower the patient to take responsibility for their health. Asking “what” helps show patients the way forward, enabling them to identify options and practical steps that they might need to do to create a forward-facing action to help them along the path to recovery. Rather than force them to defend their choices, they're instead empowered to tell you what didn't work, the reasons behind this, and their suggestions for options that would work for them instead.

Now, instead of justifications, you should hear more useful responses such as:

“I need to speak to you to see if there is an easier exercise I can do.”

“During my work day, I need to set a reminder to make sure I remember to do my exercises.”

“Going to the gym is too difficult for me right now, I could go for a run before work instead.”

“I need to print out a copy of my exercise sheet so I can remember how to do them.”

These responses are much more insightful, and the patient has given you some really useful

information about the reasons behind their actions (or lack thereof), without being put on the defensive, without being forced to justify themselves and with a real focus on positive change instead. If you are like Philippa and I, part of the joy of the work we do is in getting to know and understand the people we're working with, what makes them tick, what motivates them, and what impact we're having on their lives with the work we do. Utilising careful coaching questions and being mindful of our choice of language can impact their response to coaching, and you'll find being similarly aware will have a powerful impact on your patient's outcomes from care.

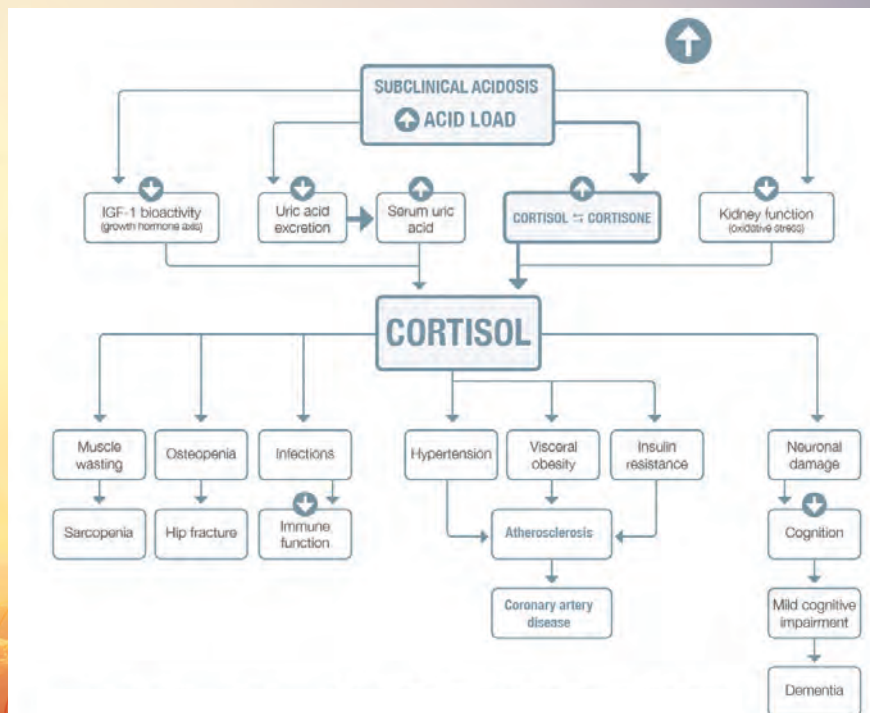
Give it a go, ban the word “why” from your vocabulary this month and see what a difference it makes to your week!

Thanks so much for inviting us to talk at your Growth Series in May – we had some insightful questions and we are delighted to have welcomed new UCA members to our community via our private Facebook group. We are proud to be working with such wonderful chiropractors and clinicians across the world who are all learning coaching skills through our online training, ebook and private coaching with us. If you are interested in learning more and developing your communication skills, you can do so via our dedicated online learning platform tailored to suit your needs as a healthcare provider.

Find out more about coaching and how it can help you and your patients get better outcomes from care, higher satisfaction rates and build healthier communities by visiting <https://oakleycoach.com>



WHY DO WE NEED TO ALKALISE OUR BODIES, AND WHY IS IT ESSENTIAL FOR CHIROPRACTORS TO KNOW THIS?



BY MARY PHILLIPS

"The countless names of illnesses do not really matter. What does matter is that they all come from the same root cause ... too much tissue acid waste in the body!"

Theodore A. Baroody, N.D., D.C., PhD.

As chiropractors, we are concerned with how the body functions, above, down, inside and out. For me, the synchronicity of every intrinsic part of our being working is the miracle of life.

What do we do when chiropractic care doesn't deliver all the answers on its own? What tools do you have in your box?

Did you know that high cortisol levels directly affect the central nervous system, impacting the brain regions that contribute to blood pressure regulation (e.g., hypothalamus, limbic system)? Stress is also proven to negatively affect the acid-base balance in the body by increasing acid levels.

However, when in an acidic state, the body requires more cortisol to excrete the excess acid. This can eventually lead to subclinical acidosis and numerous health conditions.

The body must be maintained at the correct pH to function correctly.

Normal human metabolism produces more acidifying waste products than alkalising substances, so the body must continually adjust pH to compensate for this. In addition, the average Western diet and lifestyle practices are highly acidogenic, placing further pressure on the body's pH balancing systems. This imbalance can create a state known as Chronic Metabolic Acidosis (CMA).

Over time, CMA can increase the risk of developing many chronic diseases, including diabetes, hypertension, increased cortisol, chronic kidney disease and osteoporosis (see chart above). The adverse effects of excess cortisol and acidosis on adults and children may include:

Above: The effects of acid and stress induced cortisol on the human body.



NUTRITION EXPERTS HAVE LONG RECOMMEND ADOPTING A MORE ALKALISING DIET TO REDUCE THE EXCESS ACID BURDEN.

Muscle wasting: Skeletal muscle acts as a primary storage site of amino acids and is subject to atrophy under conditions of excess cortisol. Cortisol may induce muscle wasting by increasing the rate of protein breakdown via the ubiquitin-proteasome and autophagy lysosome systems.

Increased fracture risk: Studies have demonstrated elevated cortisol levels directly inhibit osteoblast proliferation, differentiation, and apoptosis. This can diminish the bone formation process, leading to reduced bone density.

Visceral obesity: High cortisol levels may increase appetite, particularly in favour of 'comfort foods, and trigger the redistribution of white adipose tissue to the abdominal region. This redistribution is attributed to the greater density of glucocorticoid receptors within visceral adipose tissue instead of other adipose tissue.

Insulin resistance: Glucocorticoids such as cortisol stimulate glucogenesis within the liver. Skeletal muscle and adipose tissue antagonise the insulin response, causing a reduction in glucose uptake and utilisation. Consequently, excess cortisol leads to hyperglycaemia and insulin resistance.

Impaired cognition: Prolonged brain exposure to cortisol (i.e., extended periods of high stress) can have cumulative deleterious effects, attenuating hippocampal neurogenesis and inducing structural degeneration of the prefrontal cortex (PFC). This exposure increases the risk of learning/memory impairments and may contribute to the development of affective disorders.

Since cortisol promotes the development of visceral obesity and negatively impacts insulin function, long-term exposure to a high acid load diet has been linked to an increased risk for insulin resistance and type 2 diabetes.

Additionally, cortisol indirectly affects growth hormones and gonadal steroid synthesis, further reducing bone mass. Of course, this isn't a surprise to the chiropractic world. We know that a body in an acidic state heals slower than one in an alkaline state. How often have we recommended dietary changes that will speed up our patients' recovery, and they simply won't or don't implement, which slows their progress?

Adrenal function is also strongly linked with long covid.

NOW FOR THE SCIENCE PART:

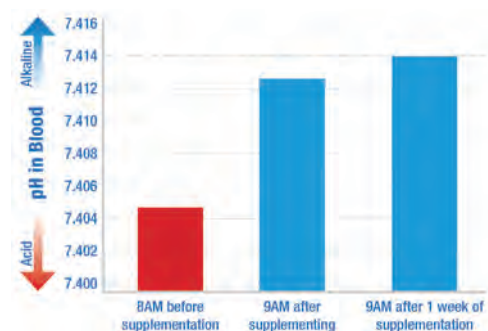
Scientific studies have found that taking a supplement that contains alkalisating mineral citrates significantly increases blood and urine pH, meaning it makes them more alkaline.

For example, in one study 25 healthy subjects had their urine and blood pH levels measured before, during, and after morning supplementation with alkalisating minerals. The alkaline mineral drink containing citrates was given at 8:00 am each morning for one week. Results indicated supplementation with alkaline minerals was associated with a significant and rapid increase in blood pH. After one week of supplementation, pH levels were even more alkaline.

Nutrition experts have long recommend adopting a more alkalisating diet to reduce the excess acid burden. Ideally, up to 70% of your diet should consist of alkaline foods. Other alkalisating lifestyle choices include reducing your stress load, not smoking, reducing alcohol intake, and taking mineral citrates.

Minerals such as potassium, magnesium, and calcium have an alkalisating effect on the body and help restore the pH balance. These minerals have an even more pronounced alkalisating impact if they are bound to citrate as in potassium citrate or magnesium citrate due to the citrate binding to acidic hydrogen ions in the blood, converting these into carbon dioxide and water. The carbon dioxide is excreted through the breath, leaving only water.

Regular intake of an alkalisating mineral supplement containing potassium citrate and magnesium citrate will dramatically improve acid-alkaline balance and may help improve energy and vitality.



Above: Before and after supplementation with an alkaline mineral drink.

Let's face it, most of our clients don't eat the five portions of fresh fruit or veg a day recommended by the NHS, let alone the ten portions we should be having. When we did a sample pH test in the clinic, it was not surprising that most patients were acidic. These samples indicate that a supplement that helps them support their acid-base is a no



brainer for most of our clients. The optimum conditions for the metabolic functions in the body can be re-established if taking alkaline supplements over 2-3 months. A low acid diet and/or alkalising supplementation may help slow accelerated ageing and kidney damage from metabolic acidosis.

Bicarbonate is one of the significant chemical buffers used by the body to adjust pH, and sodium bicarbonate can be used as a supplement to alkalise the body. However, it also has an alkalising effect in the digestive tract, neutralising stomach acid and altering digestion. These changes to the digestive tract can trigger unpleasant side effects such as diarrhoea, reflux, gas, and bloating. On the other hand, mineral citrates do not have an alkalising impact until they are absorbed and therefore have no adverse effects on digestion. As a result, mineral citrates are the better alkalising choice for most people.

Last year I started using Basica ActiveE, a mineralising citrate powder mixed with water. I did this on the recommendation from my naturopath to see if it could make a difference. I was already leading a healthier than the average lifestyle – eat plentiful fruit and veg, exercise regularly, aim for 8 hours of sleep a night and drink at least 2l of water a day. In addition, I have limited alcohol consumption (unless I'm meeting with chiro friends!) and meditate. I found that it gave me an extra boost when taken mid-afternoon. Basica ActiveE is an established product that has been around for years. It was developed by a German scientist Jürgen Vormann whose research focuses on magnesium. He wrote the book *The Alkaline Solution*, which focuses on how the modern western diet is a testament to our affluence but has also become a significant contributor to ill-health and chronic disease.

Basica ActiveE is now the best-selling nutritional supplement in Australia, and I have since introduced it into my clinic and see excellent compliance and raving fans.

This summer, we are integrating a push to raise awareness of the importance of acid-base in our clinic. For those clients who would like to do this through nutrition, Basica ActiveE is an easy way to get alkalised.

We know how busy you are, so we have done all the work for you! When you sign up and purchase your next wholesale order of Basica ActiveE from In8 Integrity this summer, you will receive free of charge, a 'done for you' 5 Day Alkalise and Energise Basica & Smoothie Challenge so you can easily support your clients to become more alkaline, energised and curb some cravings as well as implementing some essential daily habits to help them thrive.

INCLUDED IN THE PROGRAMME IS:

- Step by step guide on how to promote & run the challenge to your client base
- E-book with fabulous, easy to follow smoothie recipes with a shopping list and daily guide
- Social media and email templates you can brand as your own clinic to promote the challenge and throughout the 5 days
- In8 also provides training for you and your team and educational support

The great thing is you can start the challenge any time you like, either as yourself or a group challenge.

If you haven't already, you can sign up as a practitioner on our website www.in8integrity.co.uk so you can benefit from all the amazing resources that we offer. As this is a practitioner-only product not only are you assured of an excellent quality product that has been extensively researched but also your clients won't be able to buy in the high-street.

Order some Basica ActiveE today and get your FREE 'Done for You' Alkalise and Energise Basica & Smoothie Challenge included.



****Clinical trials on alkalising mineral therapy available for review**

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MARY PHILLIPS

Mary is a 2nd generation DC on the Isle of Man who has been a keen and long term supporter of The Scottish College of Chiropractic Trust. With 16 years running her own chiropractic practices she now mentors solo chiropractors and associates, helping them to grow their practice, giving clinical support and achieve the balance they desire. If this sounds like something you would be interested in drop her an email hello@consciousbutterfly.co.uk

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THE BACK DOCTOR'S SCHOOL OF HEALTH

NEW BOOK BY DAVID TENNISON

The Back Doctor's School of Health is a book written by David Tennison, which was released in March 2022. He felt compelled to write a book which would empower not only patients but other practitioners. Importantly, he wished to enable people to take control of their own health without needing to enroll on a college course or a degree in health sciences. David wanted to teach people that they didn't need to wait until they were sick before taking control of their health, as they are often encouraged to do by the current national health system.

Part of his overall dream was to connect practitioners who are healthcare professionals across different fields of expertise such as chiropractors, doctors, nurses, physiotherapist, and Osteopaths, who are at odds with a symptom-focused healthcare model and help them see the value in shifting towards a more integrated healthcare model.

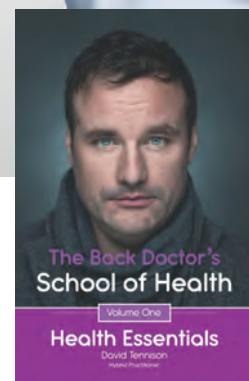
David's book asks two core questions:

1. If health was a subject at school, what would be essential to teach?
2. What might a detailed future vision of a vastly more powerful integrated model healthcare look like?

Here is a quick insight into the answers this interesting book provides ...

It is logical to think that people learning about their health is equal to teaching English grammar and math's equations. The concept of supporting individuals to take responsibility and raise their knowledge on health matter is a solution to the world's increasing health problems.

In his book David brings awareness to the idea of transcending beyond health as an individual, and towards a situation where health means so much more. This improved attitude would be one where health is viewed as a collective, including not only our cells but also the ecosystems which are essential to supporting and facilitating all of our health.





We all live in a body that we call home for the period of our life on a planet called Earth – therefore, learning about our health is beneficial to ourselves and our community. This book exists because David wanted to provide the missing gaps in education; “the essential need to knows” of how health works.

In his significant experience of over ten years in health industry, he had seen that people were unaware of these health essentials. This was not because they didn’t want to learn, but rather that they often found health information hidden in medical jargon and complex, verbose formats.

This book is a broad range covering the spectrum of health, written in plain language and easy to comprehend for both health professionals and lay people alike. ‘The school of health’ is delivered in college format of essential subjects of health and they are philosophy, biology, systems, physical education and psychology. Learning these essentials of this book will cover the nuts and bolts of our physiology but also our emotion and spiritual needs for increased well being and good health.

One reason for this oversight in education is that healthcare is fundamentally reactive.

Chiropractors understand the spectrum of health because they took an interest in health matters when enrolling on their professional training course. David’s story is explained in this book, when he left the marines and enrolled on a health course as part of becoming a personal trainer. As part of that process, an ugly truth was revealed; there were masses of manipulation and personal interest leading the healthcare sector.

He felt this way because his perception was that healthcare policy and budget allocation was not being used for the best interests of the public, but rather this was being controlled by big business for their own interests. This resulted in a situation where David believed (and still believes) strongly that the political focus is more on protection and preservation of big business than delivering the maximum health benefits for the UK public.

A proactive healthcare system that would focus on lifestyle modification as a treatment and prevention is aligned with holistic chiropractic principles. The chiropractic profession would benefit from a conscious and intentional shift away from a reactionary model. This is not happening today only because healthcare is currently playing into the hands of large companies who are slow, and perhaps unwilling to evolve, and thus remaining a reactionary service.

Waiting for symptoms to arise is not in the public’s best interest as some diseases are irreversible and significant damage can be caused to a person’s health by the delay in seeing a medical professional. In the long term, unresolved or late attended issues are costly, both in terms of treatment, but perhaps more importantly at the human level where misery can often result.

This bad habit of failing to think holistically about health, and the progression of disease through healthcare inaction is problematic. Continuing to reason in eugenics terms simply means that healthcare stays in a negative spiral where those seeking power and control over budget spending prevent progression in the health of the nation.

An example of this happening in recent times, was the UK governments’ initial over-reaction to a flu virus of short duration in 2020 (commonly called Covid-19). At the time, ministers with key decisions to make were being advised solely by SAGE whose members were conflicted by three aspects:

- Some members were influenced by personal financial interests and investments (such as shareholdings).
- Others stood to benefit from career advancement through relationships with senior people within those organisations.
- Finally, some were reliant upon funding for their future projects from pharmaceutical companies.

No-one outside of SAGE was being listened too, even though many could see that this particular flu virus was being falsely reported as ten times more deadly than the statistics later proved.

In the 21st century for healthcare to still be a reactionary service, using eugenic reasoning and focusing solely on isolated symptoms as a cause to disease is outdated and antiquated. It is also hugely damaging to the economy, public

confidence in a health service, and a range of other socially important areas. The reactionary nature of healthcare means there is inadequate intervention to achieve understanding of the period of 'dis-ease', which in most cases precipitates physical disease.

Our chiropractic founders and developers understood this concept by coining this phase 'dis-ease', which is a holistic term that encompasses thoughts, feelings, and emotions as precursors to illness. David believes that within an evolved publicly funded healthcare system it is vital to start considering these factors together with diagnostic reasoning and treatment plans.

Healthcare at present is discounting these important factors when reasoning diagnosis and treatment plans. Instead, it drives a conditioned or systematic eugenic approach to treating patients in a manner, whereby they are led to believe they are a victim of bad genes. This disempowers them from making positive changes to their behaviours and actively addressing the underlying causes. The diagnosis given may make a patient feel better in the short term but it also denies and misdirects them away from taking responsibility over their own health and thus achieving a long term resolution.

There **are** some genetic diseases that are passed on at birth but this is not the case for many health issues. An example of this is genes activated for heart disease and cancer, which actually develops throughout a lifetime of behaviours and patient choices. These behaviours include how much or little they exercise, what they eat, and their ability to manage stress.

Far from being gene-hereditary issues, these are learned behaviours that are carried across generations. The current healthcare model does



WHEN A PATIENT BELIEVES THAT THEY HAVE NO CONTROL OVER A FUTURE EVENT HAPPENING, THE LIKELIHOOD OF IT OCCURRING IS INCREASED.



not communicate or challenge that reality, but rather acts as a clairvoyant, telling patients they **will** develop heart disease or cancer in certain time frame because of their genes, implying they have little to no influence over that result. When a patient believes that they have no control over a future event happening, the likelihood of it occurring is increased. This placebo effect is highly contagious, and leads to a lack of corrective action, and a higher than necessary negative result.

In this new book David Tennison lays his argument out by first discussing the systems of nature and then comparing them with the current healthcare model. He makes recommendations on how a modern healthcare service could radically change to work in our favour with no increase in budget. In fact, these changes would eventually reduce the cost on the economy to fund healthcare for all by preventing long term chronic illnesses and the associated health management costs.

Similar to the woke movement, the chiropractic profession has been excluded from any NHS budget, grants, or access to testing. This is despite the fact that these practitioners currently do act as primary care on the front line without any funding support.

This ostracizing of the profession and its practitioners does not fit into an inclusive and patient centre model which the National Health Service claims to be. As a health provision sector, chiropractors deserve some recognition for the part they play and could help more people if given a voice and funded appropriately. Chiropractic treatment is not the problem; the philosophy is already evolved and well proven. Those controlling the healthcare train need to "wake" up, and enable their involvement, value their expertise, and benefit from their activity.

David Tennison's recommendations for a new healthcare order, is focused on delivering a truly a patient centered model. This approach is more proactive. and would enable patients to use lifestyle modifications as their first line of medication. His suggested approach will lead to a greater level of prevention through pro-active behavioural treatment **before** resorting to industrial medication. Once this evitable shift happens and the national healthcare system buys in, chiropractors will not just become integrated, but integral to patient care in the UK and beyond.



DAVID TENNISON

David Tennison has been a marine, personal trainer and exercise referral specialist to GPs, before becoming a chiropractor. These experiences made him realise the value of exercise and gave him an intricate understanding of how the healthcare service currently functions. His experience, and knowledge are distilled in this book, along with his well-evidenced recommendations for a new healthcare order. David's book is available online through Amazon both in paperback and kindle format. If you share some of these views, and would like to contact David directly, you can connect with him via his practice Facebook page at @TheBackDoctoruk

WHY YOUR LOGO MATTERS AND HOW TO TAKE THE GUESSWORK OUT OF YOUR DESIGN

BY JUSTIN FAULKNER
BRAND CONSULTANT AND DESIGNER

Logo design is a very impressionistic conversation. Convincing a team that a new logo and design direction is the right choice for a business can often lead to conflict and confusion. Both within the business and between the design team and the client.

Why? Well, unlike objective professions. Design is subjective. If you asked ten accountants to work out the answer to a sum of numbers, they would (and should) come up with the same solution.

With design, that answer is variable. Because design is subjective, and in being subjective, design can easily take the wrong direction. Leading to a confused and unaligned message.

So, take ten designers, give them a loose brief to design a logo and identity for a business, and they will all come up with ten vastly different solutions.

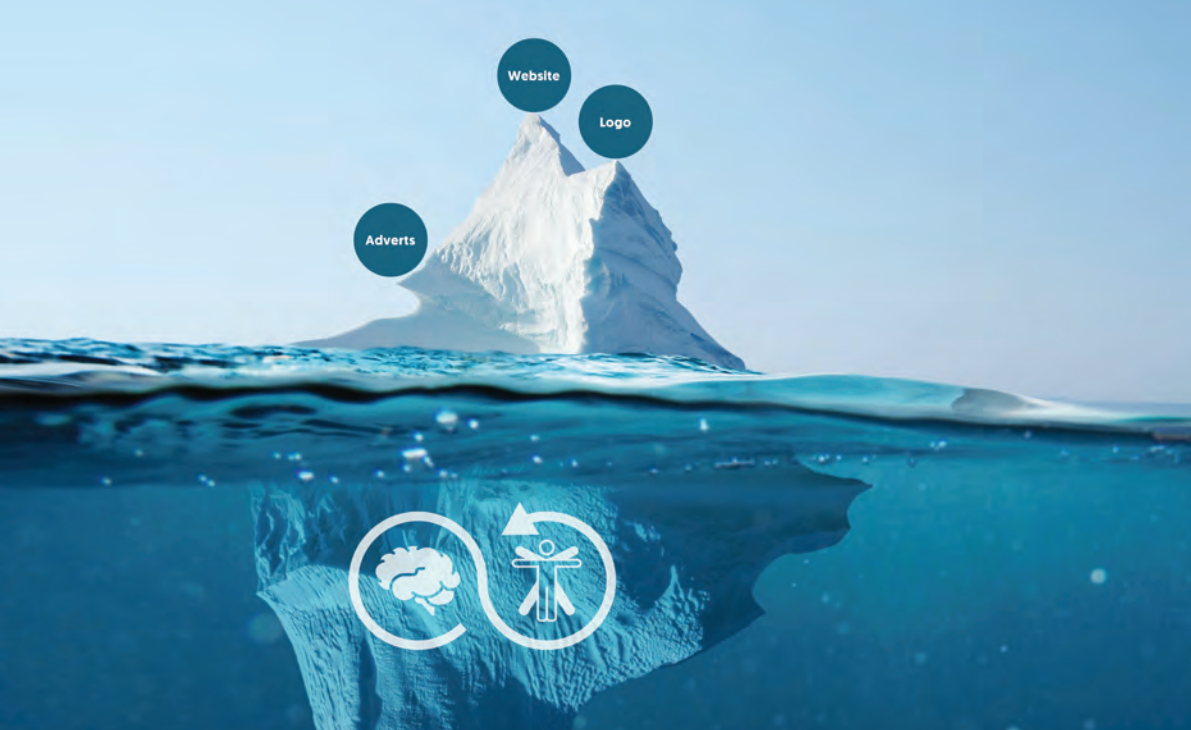
WHY DESIGN SHOULD NOT BE SUBJECTIVE

Over ten years ago, after graduating, I learned the ropes of my trade as a Junior Graphic Designer in a London and Jersey-based design agency. We had a reasonably corporate client base in the global finance market, fintech, law and local government.

One of our clients, who headed up marketing for one of the companies, would take our team's creative work home after work for her cat to review. If her cat (who shall remain nameless) liked our designs, we would get the green light and proceed to roll out the creative. If her cat wasn't impressed, we were asked to go back to the drawing board.

As unbelievable as this story is, it highlights a point: design should never be subjective and should never be based solely on visual preferences. In being open to subject, design can easily be misled.





Resulting in a muddled message driven by what a few people (or cats) 'like' visually and not driven by what is suitable for the business and its client base.

SO, HOW CAN YOU MAKE DESIGN AN OBJECTIVE SOLUTION FOR A PRACTICE?

The answer lies in where you start. In chiropractic, the iceberg analogy is often used to describe how minor symptoms on the surface are driven by much larger causes below the surface.

This analogy nicely connects well to how your brand interacts with your business. Your brand is what happens below the surface. It is that master brief that runs in the background and drives all of your business decisions moving forward.

Typically, 'brand' gets a muddled name. Business owners usually consider the style of their logo, advert and business cards as their 'brand'. Well, in fact, these are all business outputs. As is your website, the colour of your practice walls, the scent in your oil diffuser, and the character of the staff you choose to hire.

These business outputs form touchpoints, and all of your touchpoints paint a bigger picture of who you are as an organisation. This is your brand. Your brand is your vibe, and your vibe can be felt across every touchpoint. From the way your receptionist greets your customers to the design and wording on your latest Facebook advert.

Brand guru Marty Neumeier, author of 'The Brand Gap', sums up what a brand is nicely:

"A brand is a person's gut feeling about a product, service or organisation."

I like to use the brain-body connection to further connect this idea of your brand directing your business. Chiropractors use this concept to educate their clients away from 'pain' thinking and toward 'mindset' thinking.

So, using this idea, your 'brand' is your brain, and your 'business' is your body. Your brand fuels

your business with information, and your business is constantly feeding back information to your brand. Helping it develop and grow in richness and allowing it to adapt to your marketplace.

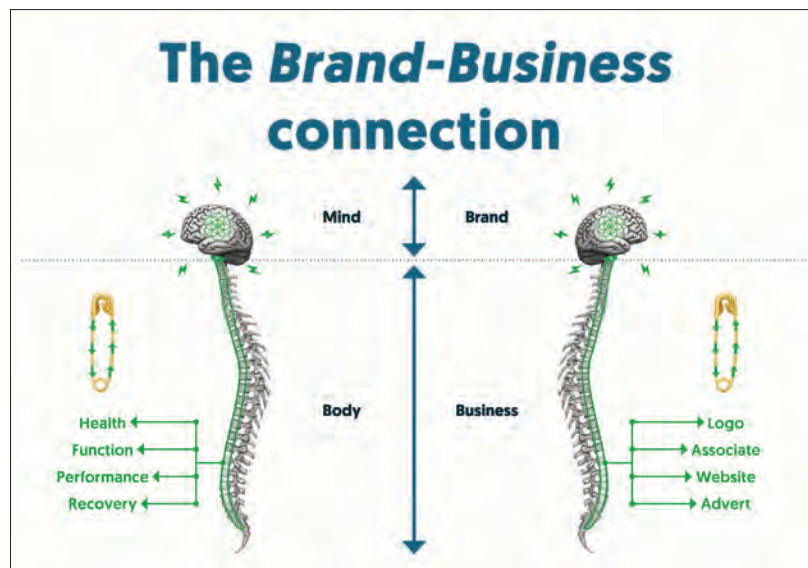
WHY IS DESIGN SO IMPORTANT?

On average, in the UK, consumers need to interact with at least **seven different business touchpoints** before taking any action with a business.

To top this, as consumers, we are exposed to over 5,000 marketing messages each day, and our brains can take in less than 100 new messages a day. (According to *The American Association of Advertising Agencies*.)

Focussing on one consistent brand direction creates coherence between your touchpoints, from your office signage, to your Facebook ads, website, and event banners.

With consistency comes recognition, and with recognition comes trust. A well established and trusted brand breaks down barriers. It turns the conversation from 'who is this stranger' to



'hello friend' and, in turn, supercharges all of your marketing efforts.

When you get your brand message right:

- your Facebook ads convert better,
- your SEO generates more clicks,
- your flyers yield more calls, and
- your signage attracts more walk-in traffic.

WHERE TO START?

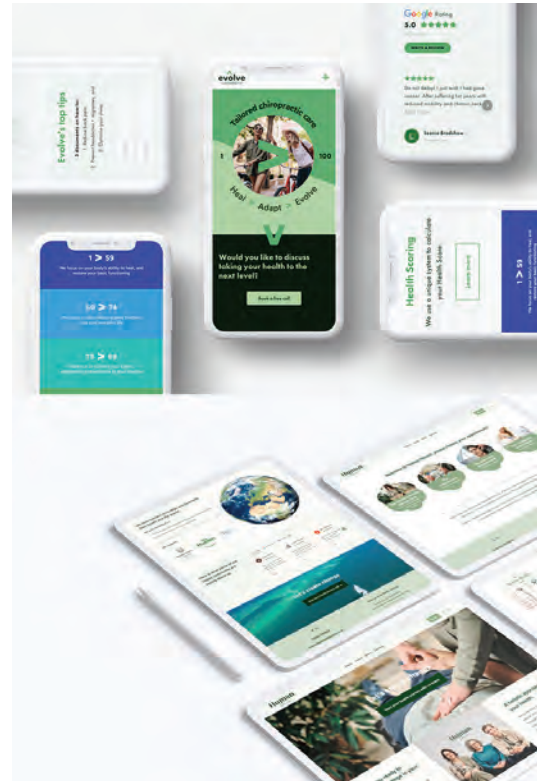
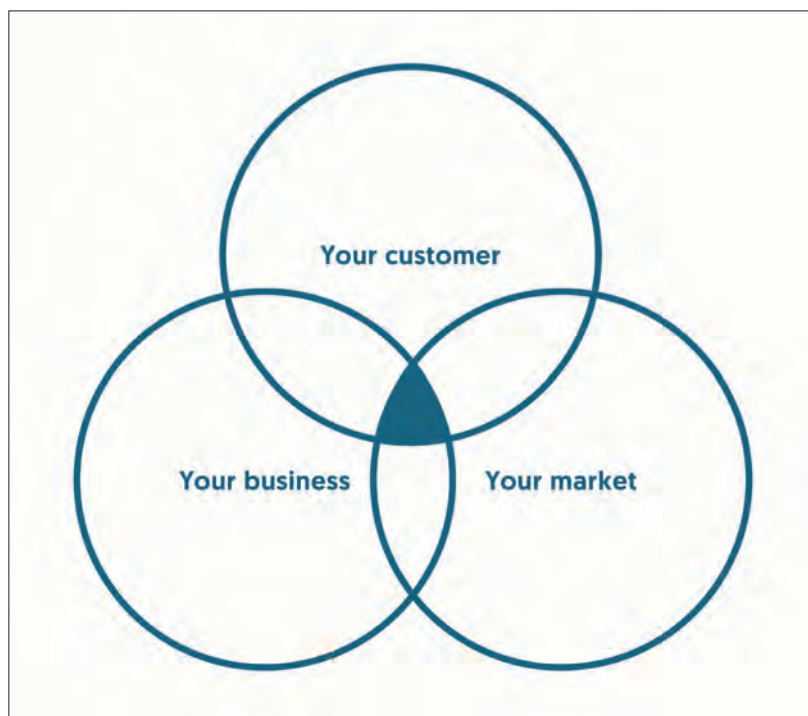
At a very simplified, birdseye view, your brand foundation exists at the intersect of these three core business questions:

- Who is our customer?
- What makes us unique in our market?
- Why do we exist as a business beyond making money?

These questions are inherently hard to answer and come with various deeper sub-questions. This sum of these answers collectively makes up your 'brand strategy', which acts as a master brief for your business.

Your brand strategy works to inform the subjective areas of your business. It removes guesswork and has the power to turn design from subjective to objective. Creating accurate solutions for your logo, website, brand story and tagline.

This brief can then be given to anyone working on your business, from your staff to your Facebook ads whizz. Ensuring that everyone is driving your business with one aligned and coherent message.



HOW DOES A BRAND STRATEGY DIFFER FROM A BUSINESS STRATEGY?

A business strategy usually has an organisational intent. For example:

'By 2025, we will be making £X amount a year in revenue and have five full-time staff working within the business'.

The problem with using a business strategy to direct your practice is that your customer doesn't care about your internal objectives. Communities care about your 'why'. The reason you exist to better our world and how you can better their lives. Relying on a business strategy to direct a business usually ends in a weak brand due to disconnect and an inherent lack of excitement in business direction.

Your brand strategy gives your business direction, and it can be thought of as your north star. The thing that directs your practice towards the goals laid out in your business strategy.

WHAT YOUR LOGO REALLY SAYS ABOUT YOUR PRACTICE

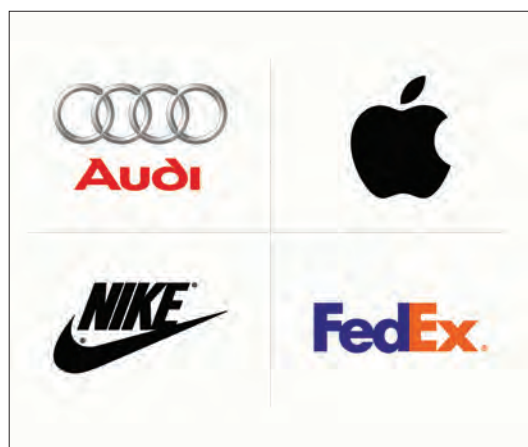
Although, as we have established, it doesn't make up your whole brand, good design is usually pivoted around a strong logo. A simple mark that is easily recognisable for your community and rich in concept.

Generally, my clients who care about their logo care about their other brand touchpoints. Which ensures their brand is consistent and remains strong. So caring about your logo definitely carries weight through other areas of your business. A logo is a mark to be proud of, to hang your hat off and say, 'this is us, and together, this is what we stand for'.

I have three core criteria for a good logo and tagline:

1. Our world is busy, and people scan, so it should be easy to read and clear. It should work at 1cm on an advert and 10 metres on a billboard whilst ensuring nothing can be added or removed from the logo.
2. It should be rich in concept and meaning. Good logos and taglines should be based on the transformation you provide for clients and not on the 'nuts and bolts' of what you do.
3. It should be easy to explain and make people say 'ah ha' when they are told the meaning behind it. In being easy to explain, it creates a mini-story behind the logo for people to share.

Here are some of my favourite logos and their meanings:



- The Nike swoosh and tagline 'just do it' stands for human possibility.
- The Apple bite stands for 'thinking different and creating change'. Taking a bite of the forbidden fruit.
- The FedEx logo, my all-time favourite concept, has an arrow between the 'e' and 'x'. Representing forward movement and pioneering the transformation of our postal service.
- The Audi logo represents four tyres on the ground. Representing a sturdy, reliable machine.

The Nike logo isn't a shoe. The Apple logo isn't a computer. The FedEx logo isn't a letter. And the Audi logo isn't a car.

These businesses have all tied meaning into their logo and meet my above criteria. They represent a feeling of being part of their tribe. Then connect with that feeling through their marketing and advertising.

YOUR BRAND STRATEGY GIVES YOUR BUSINESS DIRECTION, AND IT CAN BE THOUGHT OF AS YOUR NORTH STAR. THE THING THAT DIRECTS YOUR PRACTICE TOWARDS THE GOALS LAID OUT IN YOUR BUSINESS STRATEGY.

TAKING YOUR BRAND TO THE NEXT LEVEL

Have you been building your brand from a strong foundation? To take these concepts further, head over to my website theshapingbay.com where you can sign up for my free 20-minute training on organic brand growth. Within the training, I dive deep into buyer psychology, how to find your 'why', discovering your uniqueness and how to define your ideal customer. It also includes a Chiropractic specific mini brand strategy along with printable worksheets and helpful process tools.

If you have any questions at all, you can reach out to me using your preferred messaging channel; Facebook, Instagram, LinkedIn, WhatsApp, Signal or Telegram. Links to these channels can be found on my website.

And finally, I take on a handful of chiropractic clients a year into my signature brand building program, 'The Brand Mind-Body-Spirit'. A brand building journey that starts with strategy and leads into graphic design, website design, search engine optimisation (SEO) and organic marketing. To apply, book a free brand diagnosis and strategy call through my website, and we can decide if the program is a good fit for you and your business.

Keep building your tribes.



JUSTIN FAULKNER

Justin has over ten years of experience growing brands across the globe. From corporate organisations in the finance sector to boutique healthcare practices.

He is the owner, principal designer and strategist at The Shaping Bay. A brand agency working to reshape and transform our world of healthcare by empowering natural practitioners with the tools they need to organically grow.

Justin holds a degree in Graphic Communication and specialises in brand strategy, graphic & website design, search engine optimisation (SEO) and organic marketing. He works mainly with UK based clients in the Chiropractic space.

Outside of work, Justin is passionate about health and wellbeing. Originally from Jersey, he is an avid surfer who has travelled the globe. Surfing the world during his early 20's brought him to Western Australia (Margeret River), where he now resides with his partner Mara, son Koa and puppy Mango.



GRILLED PEAR AND HALOUMI SALAD WITH CHICKEN WINGS

A BEAUTIFUL BALANCED MEAL,
PACKED FULL OF TASTY INGREDIENTS.

Yields: 4 Servings

Prep Time: 15 mins

Cook Time: 30 mins

Total Time: 45 mins

Difficulty: Beginner

CHICKEN WINGS

1 kg chicken wings

1/4 cup tamari

4 tbsp maple syrup

2 tsp Changing Habits Cinnamon

1 tbsp coconut oil

Pinch Changing Habits Seaweed Salt

SALAD

1 tsp olive oil

180 g Haloumi Cheese sliced

4 pears cut into slices

1/8 spanish onion thinly sliced

1/4 cup pistachios

1/2 cup red cabbage thinly sliced

Large handful rocket

DIRECTIONS

Chicken Wings

1. Preheat oven to 200 degrees celsius.
2. Place the chicken wings in a shallow dish and add the tamari, maple syrup, cinnamon, coconut oil and salt and mix well.
3. Heat a frying pan over a medium-high heat and cook the wings until they begin to brown on each side.
4. Transfer the chicken wings into a lined baking dish and place in the oven for a further 15 minutes or until cooked through. Set aside.

Salad

5. Heat a pan over a medium-high heat. Cook the haloumi until it begins to brown on each side. Set aside.
6. Grill the pear slices until brown on each side. Set aside
7. Place all salad ingredients in a bowl and combine.
8. Serve the wings and salad on a serving platter or individual plates. Enjoy!

Online: To check out this recipe and other fantastic mouth watering dishes from Cyndi O'Meara, Changing Habits, go to: www.changinghabits.com.au

CHANGING
HABITS



DATES FOR YOUR DIARY

Make a note of the great events and promotions the UCA head office have planned for 2022.

GROWTH SERIES

Episode 5: Tuesday 9th August at 8pm with John Minardi

Episode 6: Thursday 1st September with Brandi MacDonald

XRAY ANALYSIS & COMPLIANCE

Tuesday 2nd August at 7pm with Inger Roug

Friday 23rd September at 1pm with Natalie Thring

CHIROPRACTIC & PREGNANCY WORKSHOP

Saturday 10th September, 9am – 5pm with Kelly McLaughlin

SWITCHED-ON KIDS

Thursday 13th October, 9am – Friday 14th October, 1pm with Dorte Bladt

SWITCHED-ON BABIES

Saturday 15th October, 9am – Sunday 16th October, 1pm with Dorte Bladt

CHIROBUDDY SERIES

Episode 5: Wednesday 20th July Introduction to SOT with Donald Francis

Episode 6: Wednesday 17th August Introduction to Upper Cervical with Christian Caswell

CA SERIES

Episode 3: Thursday 11th August at 1pm with Claire Turner

CE 2022

Saturday 5th & Sunday 6th November at Hilton Birmingham Metropole

SPRING CONFERENCE 2023

Saturday 18th March at Radisson RED Heathrow

CLASSIFIEDS SUMMER 2022

PLACING AN ADVERT

If you'd like to place an advertisement please contact:

UCA, Unit 67, Basepoint Centre, Metcalf Way, Crawley, West Sussex, RH11 7XX

Telephone: 01293 817175

Email: contact@unitedchiropractic.org

The UCA reminds all advertisers that they must comply with the Advertising Standards Authority rules and the recruitment classifieds must also comply with laws on discrimination. We will make best effort to point out where adverts may fall short of legislation, but ultimately, the responsibility will rest with the person placing the advert.

ADVERTISING COSTS AND CLASSIFIED TERMS

FIRST 50 WORDS: £45 – UCA Member, £75 – Non Member (Plus 50p for every additional word)*
INCLUDES: Advertising on website for 90 days and next edition of the magazine.

*Payment must be received in advance

CONTACT US FOR HALF PAGE AND FULL PAGE ADVERT PRICES AND SIZES.

ASSOCIATE/CHIROPRACTOR REQUIRED

ASSOCIATE

Established Patient Base, Earning 70K+, Flexible Hours, Great Team

One of our lovely associates, who's been with us over 8 years is moving away this year.

So, there's an opportunity for a new lovely person to step into their 70/Rx patient base.

We'll look after you every step of the way.

For an informal chat call or message me, Clinic Director James Revell 07830 107558.

- Great patient base
- Thriving clinic (over 20,000 Rx/Yr)
- Outstanding mentoring
- Team of chiropractors, multi-level mentoring/support
- Winner of Employer of the Year
- PLUS, £3,000 pcm GUARANTEED RETAINER
- PLUS, % commission

Experienced Chiro?

Thriving, efficient, organised and happy clinic. Patient base to walk into. We encourage a work-life balance. If you're career focused there's opportunity to earn well (£70K+).

New Grad?

Plenty of support. Enjoy the positivity at our clinic, with experienced, ethical mentoring with social and clinical support from rest of team. PLUS PRTS Mentoring; weekly Chiro and case discussion meetings.

Call James Revell 07830 107558 James. Revell@LushingtonChiropractic.com

Lushington Chiropractic: Eastbourne

More info @

www.backblog.co.uk/career/

AS A CHIROPRACTOR YOU HAVE INCREDIBLE POTENTIAL TO DO GOOD IN THE WORLD (BRISTOL, UK)

You have the potential to transform the health of your community; to change lives for the better.

We believe that Vitalistic Chiropractic should be the first healthcare choice in our community.

At Willow we will work relentlessly to help you reach your potential. We have a dedicated coaching team and will support you with significant resources so you can become a master and deliver the best quality of care for your patients. Check out our own stories here:

<https://chiropracticjobs.com/stories/>

You will be:

- In love with chiropractic and in love with patients
- Willing to do the work necessary to become the best version of you
- Committed, reliable and professional
- Keen to learn, grow, develop and be challenged

In return we offer:

- To love and appreciate you; to make your goals our goals
- Coaching and training from world class coaches
- Access to the largest Vitalistic community in Europe
- Beautiful open plan clinics
- Support with relocation, Visas and training to pass the Test of Competence

Generous package and relocation support available for overseas candidates:

<https://chiropracticjobs.com/chiropractic-jobs-in-europe/>

Get in touch (people@willowlife.co.uk) and join a team who create incredible stories of personal transformation every day!

ASSOCIATE TO JOIN DYNAMIC TEAM IN HORSHAM - AN HOUR SOUTH OF LONDON

Associate position available working in our Horsham, West Sussex clinic. Guaranteed minimum income of £35k in your first year with us, with most associates earning around £100k pa once they've gained some experience. Join us and you will learn how to get people better and enjoy practice!

Full training, support and mentoring by BritChiro's founder Dr Peter Westergaard provided. You will need an interest in evidence based Chiropractic protocols similar to those taught internationally by Dr James Chestnut and a desire to become a top professional primary practitioner. Join a positive, dynamic and friendly team of 12 in our Horsham branch, where we treat patients the way we would want to be treated ourselves.

All clinics have digital in-clinic X-ray departments, Zenith Hi-Lo verti-lift benches and well trained support staff. See our website www.britchiro.com for videos and more information about our clinic group.

E-mail your CV with a cover letter to britchiro@hotmail.co.uk to register your interest.

EXCEL EMPOWER ENJOY

- Is becoming an exceptional chiropractor your passion?
- Are you inspired to help people tackle their underlying problems and know what to prioritise?
- Do you want to develop your unique expertise and build a confident foundation for your practice?

For more details on the position and initial support package please see **<http://back-in-action.com/associate-chiropractor>** call **01772 749389** to arrange an informal chat or e-mail **reception@back-in-action.com** for further information, an application form and to submit your CV. Thanks!

CONTACT US FOR HALF PAGE AND FULL PAGE ADVERT PRICES AND SIZES OR VISIT:

unitedchiropractic.org/advertising

ASSOCIATE/CHIROPRACTOR REQUIRED

FULL-TIME OPPORTUNITY IN LARGE, WELL-ESTABLISHED CLINIC IN LEEDS

We are looking for our 7th chiropractic associate to join our hugely experienced team.

Offering split shifts for work-life balance and the ability to earn up to 60%. We can offer full support and training to newer graduates or can welcome more experienced chiropractors.

Apply to
debbie@broadgatechiropractic.com
for further details.

FULL- OR PART-TIME CHIROPRACTOR – MILTON KEYNES

We are looking for a confident, hard-working, dynamic and enthusiastic chiropractor to join our multi-disciplinary team of practitioners at the Blackberry Clinic Milton Keynes.

You will be responsible for assessing and treating a wide variety of musculoskeletal complaints, managing your own caseload whilst working alongside a multi-disciplinary team of osteopaths, physiotherapists, chiropractors, podiatrists and musculoskeletal and sports medicine doctors. We pride ourselves on research led innovation, high quality, gold standard services delivered to our patients.

This position is for a full-time chiropractor. We offer an attractive salary package of £30-£40,000 dependant on experience. Plus, a performance-based bonus scheme. This is to take over a busy case load so bonus will be easily achieved. We offer 45-minute assessment and 30-minute follow ups to ensure best patient care.

Benefits – annual £1000 CPD budget, weekly CPD meeting, private medical insurance, pension scheme, mentorship scheme for junior/newly qualified practitioners

Contact mark.suttie@blackberryclinic.co.uk with a CV and covering letter.

FANCY LIVING IN EDINBURGH? WE'RE HIRING!

Associate position available in our rapidly expanding friendly practice.

We are based in Penicuik south of Edinburgh, an easily commutable distance from the city centre. We push ourselves to deliver the best possible chiropractic care available and have earned a substantial community presence.

High earning potential £70k +

New graduates and experienced chiropractors welcome.

For more information email us at
info@dbchiropractic.co.uk

"I always feel that when I come to Edinburgh, in many ways I am coming home" - Alan Rickman

RARE OPPORTUNITY TO JOIN US IN THE IDYLIC COTSWOLDS AND TAKE OVER AN ESTABLISHED CLIENT BASE

We are looking for an outgoing, passionate and energetic chiropractor, who would like to become an integral part of a pioneering wellness practice and make it their home.

You should have a passion for Chiropractic, an interest in SOT / Cranial / Paediatrics/Nutrition/Neurology and a desire to become a top professional primary practitioner.

Training, support and mentoring will be provided by the principle who has been a primary postgraduate lecturer internationally for 20 years.

You should be committed to excellence and lifelong improvement, as we continuously aim to nurture and cultivate our abilities to achieve reliable and outstanding client outcomes.

The position is ideally suited to a Chiropractor with strong communication and interpersonal skills, good attention to detail and with experience of sustaining and growing a client list.

Tools, resources and support for the continued development of the patient base will also be provided as part of this generous and rewarding position.

Email CV + cover letter to
info@cirencesterchiropractic.co.uk
to register your interest.

COME AND WORK BY THE SEA!

Self-employed Associate position available at Oakwood Chiropractic

This is an exciting opportunity to join a thriving practice, located in the heart of Shoreham-by-Sea. Shoreham is a prosperous town in Sussex, only 10 minutes on the train from Brighton, with a great vibe and a large population who prioritise wellness.

You will benefit from being part of an experienced team with supportive, friendly CA's, at our newly renovated clinic. For the right candidate, there will be a guaranteed minimum monthly salary of £2.5k for the first three months, alongside a generous percentage, fantastic work hours and as much support and mentorship as desired.

We are a wellness focused clinic, looking for someone who is passionate about providing excellent patient care alongside the benefits of chiropractic. If living by the sea and working in a vibrant and successful clinic sounds like your thing, please get in touch by emailing Helen at: **hello@oakwoodchiropractic.co.uk**

WEST BERKSHIRE – CHIROPRACTIC ASSOCIATE WANTED

We are looking for a chiropractor to join our team. The principal chiropractor will be going on Maternity leave in the summer so there will be a patient base to take over 100-150 visits a week.

We are a family run multidisciplinary practice offering chiropractic care, physiotherapy and massage.

Hungerford is a lovely town with great connections and a fantastic community.

Self employed basis - Full Time Hours, Flexible working hours Monday to Friday.

Starting date is flexible and can be discussed with the successful applicant.

Initial monthly retainer and % based pay.

Supportive fun working environment

1-1 support and access to training and seminars

<https://www.hungerford-chiropractichealth.co.uk>

apply with your CV to Rebecca at
2mwellnessltd@gmail.com

CONTACT US FOR HALF PAGE AND FULL PAGE ADVERT PRICES AND SIZES OR VISIT:

unitedchiropractic.org/advertising

ARE YOU AN ENTHUSIASTIC AND ENERGETIC CHIROPRACTOR WANTING TO WORK WITHIN A DYNAMIC AND CLOSE KNIT TEAM?

About YOU!

- You must be confident and passionate about helping people
- You have high attention to detail and communicate with clarity
- You want to have fun within a workplace
- Being accountable is important to you
- Growth personally and professionally are a top priority
- You value being mentored
- You have a positive mindset and are happy to achieve goals
- You enjoy working independently as well as in a team
- You want to grow within a dynamic team

APPLY NOW!

We are offering all the benefits of full-time employment, including mentorship, 1-1 training, team training, PRTS mentorship and paid annual CPD allowance.

Onsite Gaitscan and Orthotic prescription, and Shockwave Therapy. Full International VISA sponsorship available

Interested?

If this sounds like a perfect fit – then email your interest to: reesclaire@hotmail.co.uk OR register your interest through our recruitment page.

<https://reesclaire.systeme.io/recruitment>

ASSOCIATE/CHIROPRACTOR REQUIRED

2 SELF EMPLOYED OR EMPLOYED CHIROPRACTORS REQUIRED!

This is a fantastic opportunity for new graduates or an experienced chiropractors to join our reputable clinic in Bedford, just outside Milton Keynes. The clinic has been established for 8 years and is continually growing.

We are looking for 2 hands-on chiropractors. The associates should be coachable and possess excellent communication skills as well as be reliable and punctual. Full training and mentorship provided.

The positions are open for negotiation, self-employed or employed.

Current patient base if joining ASAP! Salary

Employed - Basic Salary of £30,000 PA, Plus a percentage scale

Self Employed percentage of earnings

Working hours

Set working hours/shifts - Monday to Friday, occasional Saturday

Benefits for Employed Associates

- Guaranteed monthly base salary
- Paid 1st Year insurance and GCC fees
- Paid 1st and 2nd Year CPD
- Paid time off (28 days)
- Pension Contribution
- Strong career progression and work life balance
- Future Partnership Opportunities

If you are motivated to learn and build your practice, we would LOVE to hear from you! Please send a covering letter and CV to: Vanessa on info@amiclinics.co.uk

AN ASSOCIATE POSITION AVAILABLE WITH IMMEDIATE START AT THRIVING LONG-ESTABLISHED IN COVENTRY

An associate position available with immediate start at thriving long-established in Coventry city centre

- Due to rapid expansion, we are looking for an associate (new-graduate or experienced chiropractor) to join our clinic.
- You will be self-employed with a retainer and remuneration depending on your track record.
- Supportive reception staff
- Use of K-Laser and Shock-Wave modalities with training provided
- Digital X-Ray onsite
- Excellent city centre location within 200 yards from central train station

Contact Mr R Pitt On 02476222002 to apply or send the CV to info@centralchiropracticclinic.co.uk

ASSOCIATE CHIROPRACTOR NEEDED IN SHEPPERTON, SURREY

A great opportunity to join our thriving clinic in Shepperton, TW17, proudly serving the community for more than 20 years. Currently a team of 2 Chiropractors and 2 Sports massage therapists and 4 wonderful reception staff, we need an extra pair of hands for the workload of regular and new patients. 5 minutes from Shepperton Studios where Netflix is currently creating a purpose built production hub with 10,000 jobs being created- we look forward to busier times. Our principal, Dr. Mika is highly involved with sports chiropractic on the global arena and happy to provide mentorship and training as required. The position is part time or full time depending on circumstances.

Our website is www.sheppertonchiropractic.com, should you be interested in the position, please email your CV and cover letter to:

Mika Janhun DC at info@sheppertonchiropractic.com or mjanhun@gmail.com

Or call **01932 429584**

SPRING INTO ACTION AT STOKE CHIRO

Are you looking for a great work/life balance with a choice of hours to suit you?

Do you want a great monthly salary plus a simple and fair % bonus structure?

Are you looking for somewhere where you can live comfortably, afford to buy a home and pay off student loans?

If so, we have a great opportunity to join our Spinal Health Team based in Stoke-on-Trent, Staffordshire.

WHAT WE OFFER:

- Our newly refurbished centre offers outstanding facilities including bright, modern treatment rooms, digital note and exercise prescription software, Atlas treatment tables, x-ray suite with digital processing and a yoga and Pilates studio
- A brilliant team environment with quality coaching and social events.
- A rewarding salary of £26,000 plus % bonuses where you can earn 50-100K
- Your professional fees and insurance paid
- Low cost of living in an area voted in the top 10 property investment hotspots.

INTERESTED?:

We invite you to introduce yourself to Centre Director Hannah Knibbs at Hannah@stokechiro.co.uk

P.S. Check out our recruitment video here: <https://youtu.be/5llirYn4MMY>

YOUR OPPORTUNITY TO JOIN TEAM REFLEX

We would love to meet you at our lovely clinic in Reading.

After a fantastic 9 years with us our Lead Associate is re-locating meaning that we have a full-time position available now. Our lovely award-winning centre is based in the Caversham area of Reading.

Team Reflex consists of Chiropractors, Osteopaths and Massage Therapists and we have fun as a team, ensuring that happy work-life balance.

All our associates hold employed positions. Our packages include:

- GCC & Association fees paid
- Generous guaranteed basic salary
- Multiple Bonus options
- Weekly team training & 1-2-1 mentorship

Join our team and learn from one of the most successful practices in the country. We would love to meet you!

Please send your application to:

Andrew Green

Clinic Director

andrew.green@reflexspinalhealth.com

ASSOCIATE CHIROPRACTOR

Our Lead Associate is due to set off on their travels around the world meaning we have an immediate position to fill that currently sees 90-100 patients per week at our award-winning clinic just outside Chester

With a guaranteed salary and commission our current Lead Associate earned over £70K last year – and we are still growing!

This is a Full time employed position consisting of a mix of shifts offering great work/life balance.

Fantastic benefits including

- 1st year GCC & association fees paid
- A relocation package (if required)
- Healthcare contributions
- Holiday bonus pay
- CDP course contributions

We are an expanding team due to the demand for our services in the area and regularly have waiting lists for New Patient appointments. We have a dedicated marketing team who generate all the patients you could wish for as well as a highly trained admin team, meaning you can focus your time on treating your patients.

We are Tier 2 sponsors and can assist with Visa applications.

Please send applications to:

Andrew Beedle

Practice Manager

Hello@alignedhealthclinics.co.uk

01244 880186

ASSOCIATE/CHIROPRACTOR REQUIRED

ASSOCIATE WANTED FOR BUSY CLINIC IN NOTTINGHAMSHIRE

If you are looking for a new growth and development opportunity in your chiropractic career, we have a flexible opportunity for the ideal chiropractor to grow this well-established clinic in Nottinghamshire.

What we offer is an opportunity to work in multiple clinics or concentrate on one location, taking over a ready to go database of clients so some experience is preferred.

You would need to be motivated able to work on your own and within a team, possibly traveling between locations. Experience with diversified manual techniques is an advantage.

The area is famed as the 'Gateway to the Dukeries', a unique selection of Ducal properties in north Nottinghamshire. It has great transport links to Sheffield, Lincoln, Newark and Nottingham and has the bustle of town life while being on the edge of the rolling countryside near Sherwood forest and the Peak District.

Application Instructions

Please send your CV or enquiry to enquiries@newarkchiropractic.co.uk we are happy to discuss any questions or options you may be looking for.

ASSOCIATE CHIROPRACTOR NEEDED

We are looking for a Chiropractor to slot into our team and take on an overflowing patient base in an established Chiropractic Clinic in Wiltshire, UK.

Do you want to be practicing in a prolific clinic?

We are looking for a motivated, driven, and passionate Chiropractor to become an integral part of our dynamic team, delivering top quality care to a diverse patient base.

Daily duties will include patient examinations, adjustments including spinal rehabilitation as well as growth and maintenance of a patient base.

You will be working with Chiropractors with well over 40 years of experience between them having built this successful, busy, and thriving practice.

If you are a New Graduate this position will provide mentoring and training as necessary.

A dedicated and enthusiastic administration team will support you.

Remuneration as follows;

GCC and membership fees covered (T&Cs will apply)

Potential to earn over £70K+ per year based on monthly retainer and bonuses dictated by performance.

Contact Hannah to apply

01793 316016

info@ridgewayhealthandwellness.co.uk

ASSOCIATE WANTED – EDINBURGH

Looking for your next challenge? Due to our rapid growth, we need you!!

Experienced Chiros & Graduates Welcome!!

****Come and join our modern, dynamic, rapidly expanding clinic in beautiful Edinburgh! ****

You should be keen to join a fun team who put patient care at the centre of everything we do.

WE OFFER:

- A great work/ life balance- half day shifts/ 2 days off together.
- Regular coaching and support weekly & monthly.
- GCC & professional fees paid.
- Generous % based commission
- Full marketing support to generate large numbers of new patients and grow your clinic.
- A beautiful modern, digital clinic – We are fully paperless and carbon neutral
- An amazing team of colleagues & regular social activities.
- Edinburgh is frequently voted one of the best places to live in the UK (It's very beautiful too)

Let us know about you and what you're looking for, and we'd love to see if it's a good fit! Contact:

angus@oakfieldhealth.com

0131-259-4537

<https://www.oakfieldchiropractic.com>

<https://www.instagram.com/oakfieldhealth>

ASSOCIATE REQUIRED FOR BUSY BRISTOL CLINIC

Join our friendly multi-disciplinary team offering weekly social and CPD meetings, mentoring and support. Established over 15 years ago, our clinic is lovely and bright, with a relaxed working environment, good new patient numbers, longer treatment times and a firm focus on patient-centred care. Our treatment approach is broadly diversified and all levels of experience are welcome. We reward our associates with a higher rate of pay per patient than other local clinics. Positions available from mid June.

Please send a CV and covering letter to info@bristolbackpain.co.uk www.bristolbackpain.com

ADVERTISING COSTS AND CLASSIFIED TERMS

FIRST 50 WORDS:

£45 – UCA Member

£75 – Non Member

(Plus 50p for every additional word)*

INCLUDES: Advertising on website for 90 days and next edition of the magazine.

*Payment must be received in advance

100+ PER WEEK CLIENT BASE AVAILABLE IN SURREY

100+ per week client base ready to take over

Minimum guaranteed £5k/month salary with the current client base

20 paid days off per year

All insurance and GCC fees paid.

Great work life balance with easy access to London Waterloo in 20 minutes.

Weekly technique coaching with principal Chiropractor who is a qualified AK practitioner as well as trained with Piet Seru and Jean Pierre Meersseman.

Clear achievable targets to progress within the practice.

Do you want to be busy?

Do you want to make an impact?

Want to have 10+ new patients each week ready to be under your care?

Are you looking for a role where you can grow?

Do you want to learn a system that produces reliable and consistent patient outcomes?

Work in a clinic with a proven marketing strategy to provide streams of new clients with systems to increase retention.?

Please send your CV and cover letter to jeremy@westchiropractic.co.uk

ASSOCIATE REQUIRED TO TAKE OVER AN EXISTING PATIENT BASE IN NORFOLK

Would suit either an experienced chiropractor looking for a relaxed pace of life or a new graduate as part of the RCC PRT programme.

£47,000+ Per Annum

£33,280 guaranteed basic minimum

(40% of 40 patients as a guaranteed minimum salary and then 50% of everything in addition per week)

5.6 weeks paid holiday per year.

50-60 patients per week with 20-30 minute treatment times. We are looking for someone with good patient management and communication skills, together with a warm personality to fit in with both the team and patients.

North Walsham is the largest town in North Norfolk. Close to Norwich, the coast and the Norfolk Broads.

The clinic has a fantastic local reputation and has been awarded the RCC's PPQM since its inception. Diversified technique is predominantly used. Each treatment room is well equipped and has a combined hilo and vertilift treatment table with a full set of drop pieces.

Call us on 01692 500600, or email steve@nwchiropractic.co.uk www.nwchiropractic.co.uk

ASSOCIATE/CHIROPRACTOR REQUIRED

EXCITING FULL TIME POSITION WITH MENTORSHIP NEAR OXFORD

We are looking for an enthusiastic full time Chiropractor/Osteopath to join our amazing team in Abingdon, near Oxford. We are well known in our community and have a thriving and very busy vitalistic practice.

- New grads welcome
- Team of 3 Chiropractors and 4 CAs
- Full training in technique, philosophy and procedures
- Ongoing weekly coaching sessions
- On-site digital X ray facilities with training
- Self-employed position with a 3-month retainer. Associates have earned 70k in their first year and then 70k+ thereafter.
- Combination of AM/PM shifts
- We host on-site events e.g., Brain-based Chiropractic with Donald Francis most recently
- Free gym membership

Please email:
drlouedwards@resultsalign.co.uk
 or call 07850217985

ADVERTISING COSTS AND CLASSIFIED TERMS

FIRST 50 WORDS:

£45 – UCA Member

£75 – Non Member

(Plus 50p for every additional word)*

INCLUDES: Advertising on website for 90 days and next edition of the magazine.

*Payment must be received in advance

CONTACT US FOR HALF PAGE AND FULL PAGE ADVERT PRICES AND SIZES OR VISIT:

unitedchiropractic.org/advertising

WE'RE LOOKING FOR NEW FACES!

Are you a chiropractor looking to join a great team?

Do you strive to offer great care for all your patients?

We are looking for you!

This excellent position is open to new and experienced chiropractors with generous training/mentorship included.

Fabulous perks such as the security of being employed and working shifts to enable a better work-life balance.

If you love the outdoors, then Sheffield is perfect for you!

Are you still with me?

Send your CV to:
careers@chiroworks.co.uk

INSPIRE, EMPOWER AND THRIVE WITH US

Do you DREAM of the perfect WORK-LIFE balance, living the life you want, earning money you deserve and working on the beautiful Pembrokeshire coast?

Fishguard Chiropractic Clinic is part of a very successful multidisciplinary team of chiropractors, masseurs, podiatrists and many other therapists all working within WINTER HOUSE HEALTH AND WELLNESS centre to offer a one-stop destination for the needs of the community.

We are offering:

- Full time employed position
- Generous guaranteed basic salary with realistic bonus levels
- A steady stream of new patients based on word of mouth recommendations – we don't need to advertise and we don't believe in over-loading
- 1-2-1 mentorship, PRTS and weekly team coaching
- GCC and association fees paid for new graduates
- A calendar of social events and fun – both in and out of the centre

Join us to be inspired, feel empowered and thrive both professionally and personally.

Come and be part of our community, our family.

Contact bethan@ouseley.co.uk or call 01348 875221

CHECK OUT OUR VIDEO ON FACEBOOK: <https://www.facebook.com/winternhouse>

JOIN OUR AWARD WINNING CLINIC IN BUCKINGHAMSHIRE

We have a vacancy in our Aylesbury Clinic for a full time self employed chiropractor.

This clinic has been established for over 35 years and has fantastic transport links to London.

We are looking for a positive person with great communication skills and a passion for helping others. We are an ethical, highly patient-focused busy clinic with a supportive team environment and a culture built on fun and professionalism.

The clinic has brand new digital x-ray facilities, shockwave treatment and low level laser therapy.

Benefits of working with us include a generous salary of up to £80,000 per annum and would suit someone looking to join a busy thriving clinic where they can continue to grow their patient base.

The position would suit experienced chiropractors or new graduates as we offer full support and mentoring to all of our team.

If you're interested to know more please contact
julie.driscoll@isischiropractic.co.uk

JOIN OUR BUSY SHEFFIELD CLINIC

We have a thriving list of regular patients and waiting list for new patients. You would take over existing patient base.

We are looking for a motivated chiropractor, to join our friendly clinic. Our clinic is well established with an excellent reputation in the community.

Sheffield is close to the beautiful peak district and a university city with a vibrant night life, great sports facilities and has great transport links to Manchester, Leeds, and London.

We are a team of two experienced chiropractors, massage therapist and a great receptionist team looking for another chiropractor to join us.

Technique: predominantly diversified, open to other techniques

No marketing required- join us & enjoy your time treating patients.

Position is open to new graduates & experienced chiropractors

Self-employed, percentage based.

Full or Part-time- hours can be flexible

Mentoring included if required.

We are eager to meet you so please send your CV & covering letter to reception@hillsc.co.uk.

AMAZING OPPORTUNITY FOR AN ASSOCIATE TO JOIN AN ESTABLISHED TEAM OF THREE EXPERIENCED CHIROPRACTORS, BASED IN GLASGOW AND INVERCLYDE

We are looking for a Chiropractor to join team in our practices - one a long-established practice in Clarkston on Glasgow's south side that has been open for 13 years, and the other a smaller practice in Greenock in Inverclyde.

We need an enthusiastic and motivated chiropractor for a self-employed position. We are seeing record numbers. We are operating an Eight week waiting list for new patients.

Greenock is currently just 2 days a week with a patient base of 40-50 pw for a new associate to take on and is ready to expand to 5 days when we find our new team member.

This position is suited to a new graduate ready for a challenge. There will be plenty of support from an amazingly friendly, caring group of chiropractors, three CAs and a manager.

If you are interested in an excellent remuneration package and becoming part of our incredible team, then contact Derek to arrange a chat.

derek.leitch@gmail.com
07527493285

ASSOCIATE/CHIROPRACTOR REQUIRED

WE MAKE PEOPLE'S LIVES BETTER!

We have an opportunity for two associates to join the team our clinics in Horley and Crawley.

Our principle Philip Mitchell DC has over 15 years' experience and worked in different settings across the UK and Asia bringing a wealth of experience to pass on to you. Our ethos is to get people well and helping them to stay that way. The majority of our new patients come through referrals.

We can offer you

A full-time position with excellent work life balance

GCC fees paid

Superb support from an experienced, inspired chiropractor

Well established and growing clinics with great reputations in our communities

High spec equipment, X-rays facilities and excellent support teams to help you grow quickly

Work with our ground-breaking MBST equipment

Use a combination of Diversified, Thompson drop, Syntropy and Gonstead style adjusting having both HI-LO tables and Gonstead benches

Join us if you are

Caring and committed to helping people
Interested in personal development and wellbeing

Confident with manual adjusting and x-ray taking or willing to learn

Apply to
clinic@horleyspinalhealth.co.uk

SUPPORTED BY OVER TWO DECADES EXPERIENCE THE TEAM AT FINCHLEY BACK CARE CENTRE IS LOOKING FOR AN ASSOCIATE TO JOIN OUR TEAM.

The successful applicant will be taking over a patient base with a steady stream of new patients with patients cluster booked rather than spread across an entire day, hours currently are negotiable

Looking for either part time or full time. New graduates are welcome. Full training provided.

We have 4 treatment rooms with ErgoStyle treatment tables, Flexion Distraction, Digital X-ray and use custom built computerized notes.

GCC and UCA fees paid plus a monthly retainer and a percentage basis, salary, along with CPD

Close to Finchley Central Underground Station with good transport links.

Please email your CV to
info@fbpc.co.uk

ROMFORD AND ILFORD CHIROPRACTIC CENTRE

Join our premier Chiropractic clinic in Romford (near London)

It's a great opportunity for you to join our dynamic chiropractic wellness family and help us deliver the wellness message!!

We are looking for a determined chiropractor to grow in a fast-paced environment and take an active role in the development of our very high volume, wellness clinic.

Our Chiropractors growth rate is very high with an expected list of 100+ clients per week within 1 year of practice and earnings between £50K to £80K per annum(pro-rata)

- Intensive personal and professional development training program.
- Retainer paid
- First year paid GCC
- Weekly mentoring
- Strong management and support team
- Ongoing training days & group training sessions.
- Wellness clinic.
- Digital XR, the clinic has state of the art facilities including - x2 NMES, neuromuscular electronic stimulation, top Chattanooga shockwave, Thor cold laser, electronic treatment tables, multiple rooms, small gym rehab facility, digital x-rays, theraband and functional tape options, pc, electronic Notes, CPD options and Cryotherapy machine
- Great work life balance.

Please apply to Kim Mcmeakin Practice Manager.

Kimmcmekain@gmail.com

LOCUMS/CONSULTING

KAREN PHILIP

07900246115

kajafal17@gmail.com

South East UK

CHIRO CONSULTING

Need assistance without it becoming a commitment bigger than Ben Hur?

Why not consider a 'Fresh Pair of Eyes' critiquing your practice under the guise of a locum?

If this seems like an intriguing concept feel free to email me for more information.

sampinkerton@hotmail.com

CLINIC/PRACTICE FOR SALE

PRACTICE FOR SALE WINDSOR

A great practice with a family focus, patient base of over 16 years. 5 star google reviews and 7 NP a week. Opportunity to grow, currently seeing 100 patients a week over 2.5 days.

A unique opportunity to work from home.

Contact Louise
info@windsorchiro.co.uk

MID SUSSEX CLINIC FOR SALE

Long running, well established clinic originally started in 2007 by the current owner. Conveniently located on the High Street of a picturesque mid Sussex village.

Run on a high profit, low overhead model. Great patient base and strong word of mouth referrals. Includes digital x-ray. Unique opportunity as practitioner retiring.

Please contact for more details on
07752616608

A CHANCE TO PURCHASE BIRMINGHAM CHIROPRACTIC CLINIC, THE LONGEST ESTABLISHED CHIROPRACTIC CLINIC IN THE WEST MIDLANDS AND THE U.K.'S SECOND CITY

Seriously interested? Contact via email:
bchiroc.uk@gmail.com

PRACTICE FOR SALE

Established for 10 years by the current owner. Located on a busy high street in the affluent and beautiful city of York. The practice occupies the ground floor of the property and consists of an entrance/reception area, treatment room, rehab space, kitchenette and toilet.

The practice currently operates on 2 days a week, so is a great opportunity for someone to expand and develop the business.

The sale includes, equipment and great patient base. The lease of the property is on a 5 year rolling contract but can be negotiated. There is also the possibility to retain the receptionist to ensure a smooth transition and patients still get to see a familiar face!

For further information contact Andrew
on alee1318@gmail.com

CONTACT US FOR HALF PAGE AND FULL PAGE ADVERT PRICES AND SIZES OR VISIT:

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advertising](http://unitedchiropractic.org/advertising)**

Acute Pain

| Chronic Pain

| Inflammation

| 20 FDA clearances



The World's Most Advanced Low Level Lasers!

From a company who hold 20 of the 23 US FDA market clearances given to Low Level Lasers

The effects are photochemical, not thermal, so treatment is painless, safe and fast.

Non-thermal laser diode in the red spectrum at 635nm relieves pain, reduces inflammation, increases lymphatic flow, stimulates cell metabolism, and accelerates healing. It's particularly effective for reducing pain and muscle spasms while increasing strength and ROM.

Laser diode in the violet spectrum at 405nm improves immunity by helping the body eliminate pathogens and is the modality of choice for vagus nerve stimulation.

Erchonia Non-thermal lasers will take your practice on to another level in the fight against pain and addictive opioids.

Make sure you have a 'true' laser from Erchonia!



Get started for as little as **£199 per month** with an Erchonia laser

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