

33

UNITED CHIROPRACTIC ASSOCIATION

ISSUE 66 | **SPRING 2023**

PRINCIPLES

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I Just Want to Help People

Bill Esteb

**MAKING
TAX
DIGITAL**
Michael Bennett

A LEAP OF FAITH
Nora Bjorkqvist

**PRACTICE READY
GRADUATES**
Nimrod Mueller

**EDUCATION IS THE
UNSUNG
BEDROCK OF THE
PROFESSION**
Christina Cunliffe

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MEET THE UCA TEAM

YOUR UCA HEAD OFFICE TEAM AND CONTACT POINT



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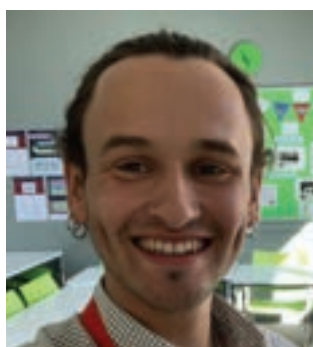
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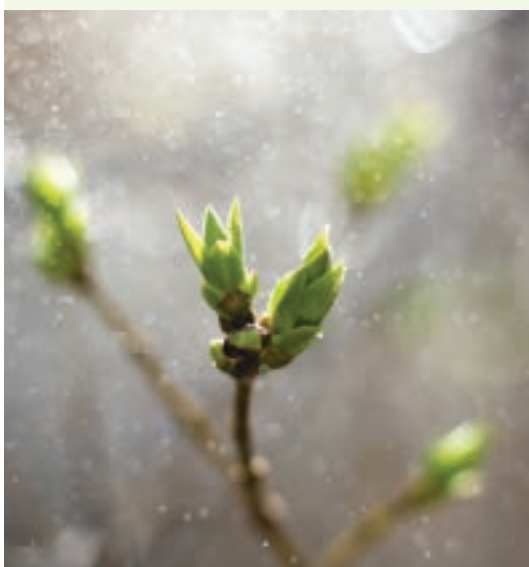
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PRESIDENT'S REPORT



Welcome to the Spring 2023 edition of 33 Principles.

Spring is the season of renewal; it is that time of year when the slowdown that winter brings to nature reverses and growth and expansion prevails. It is also that time when the seeds of the groundwork done months earlier start to bear fruit. This energetic ebb and flow is mirrored in many different scenarios throughout the world around us and there is a value to appreciating the benefit of both progress and pause.

The operation of the UCA benefits from this cyclical phenomenon and the winter period is traditionally a quieter time of year for the executive board. This fits well with Head Office as conversely, it is their busiest time! I am pleased to say due to the great and appreciated work our Head Office team of Sarah, Max and Melissa had put into preparing for the membership renewal period we have had a record number of Chiropractors renew and join. We can see from our analysis this growth is most noticeable within our conversion of 1st and 2nd year graduates into full and 2nd year graduate members, a warm welcome to those members whom fall into those categories and thank you for putting your faith in us. It is wonderful to see these new colleagues choosing the UCA and aligning themselves with the values we hold.

Whilst the UCA Head Office has been focusing on the process of joining, supporting and communicating with members, not to mention organising a hugely successful Spring Conference,

the UCA board has been continuing to assess the needs of members and plan for developments ahead within the UK Chiropractic community. The most impactful of these on the horizon from a regulatory perspective is the publication of next steps by the Department of Health and Social Care (DHSC) for reforms to the regulatory frameworks and a draft order that will tell us more about the direction of travel. There is real reason for positivity around this process, as there are several aspects to the Chiropractors Act that whilst made with the best of intention in 1994, have not fared as well over the last almost 30 years and would benefit from a significant overhaul in certain areas. We will be engaging fully with this process and liaising with our partners in the AUKC as well as the GCC and Royal College of Chiropractors. This is a rare opportunity to achieve real advancement in this area and failure to seize this chance is likely to mean an extended period before the scenario arises again. We will be doing everything in our power to make the most of this opening.

Although this project will take up significant resources and bandwidth, we will still endeavour to push forward with the multitude of projects that are underway or are due to start shortly. These include but are not limited to the continued development of interaction with the practice member community of the UCA, developing toolkits for regularly asked practice management questions, advice on how to avoid fitness to practice issues from our legal partners, further engagement with the student members of the UCA, support of research aligning with the values of the UCA, evolving the member benefits of being a UCA member and ongoing monitoring and discourse around the use of imaging within the Chiropractic profession to name but a few.

If any of these areas mentioned pique your interest or indeed you would like us to explore an idea that you have had, please do contact us and let us know.

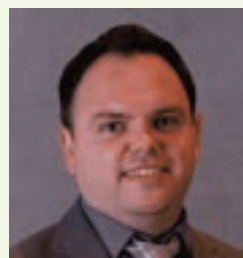
In the meantime, please do continue to engage with your News and Views emails to see these exciting initiatives progress and, please do follow the UCA social media channels on Instagram (@ucachiro) and Facebook (United Chiropractic Association) for regular updates.

Before I close, I would like to take this opportunity to say a thank you and farewell to one of our board members Andrew Robson who served as one of our Student Liaison Officers alongside Christian Caswell, combined they have done a wonderful job improving the UCA's student engagement. We thank Andrew for his service and wish him all the very best in his future endeavours. In the counter direction to Andrew, I welcome the wonderful Monica Handa to the UCA Executive Board. Monica is well known in the profession and sits as Chair to the RCC's Orthopaedics, Rehabilitation & Exercise Faculty, we are thrilled to have her experience on the UCA board.

Finally on behalf of the UCA Executive Board, UCA Head Office and all those who make up the UCA's extended network, I would like to thank those of you who have renewed your membership for your continued support of the UCA and indeed a welcome to our new members. It is an exciting time to be a member of the UCA and we look forward to meeting and engaging with you over the coming months.

Yours in Health

Marc Muncila



MARC MUNCILA
President, UCA

IT IS WONDERFUL TO
SEE THESE NEW
COLLEAGUES
CHOOSING THE UCA
AND **ALIGNING
THEMSELVES WITH
THE VALUES WE
HOLD.**

STUDENT REPORT

WE HAVE MORE STUDENTS THAN EVER!

BY CHRISTIAN CASWELL

We have had a great start to the year interacting with students. We have had our first two ChiroBuddy seminars. The first was with Alex Becu who provided students with his tips for soon-to-be chiropractors. Our second was with Kristine Friksen, who shared her story of how she has built a successful practice using health talks.

We have now got the most UCA student members that we have ever had. We have also had a high conversion of student members to 1st year graduates, as well as 1st year graduates to 2nd-year graduates. We are very happy with this and will continue to support our students and new graduates as much as possible in their first years of practice. We have a fully packed schedule for our online events, and we would greatly appreciate it if people who would be happy to sponsor students for our in-person events would reach out to us.

Our goals are to increase our student membership so that we can introduce and help as many students as possible to understand the chiropractic principles that serve as a foundation for our practices and association. As always, we welcome any feedback or ideas on how we can better help students.



**CHRISTIAN
CASWELL**

UCA Student Liaison
Officer

”

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ASSOCIATION.

CHIRO MEMBER NEWS



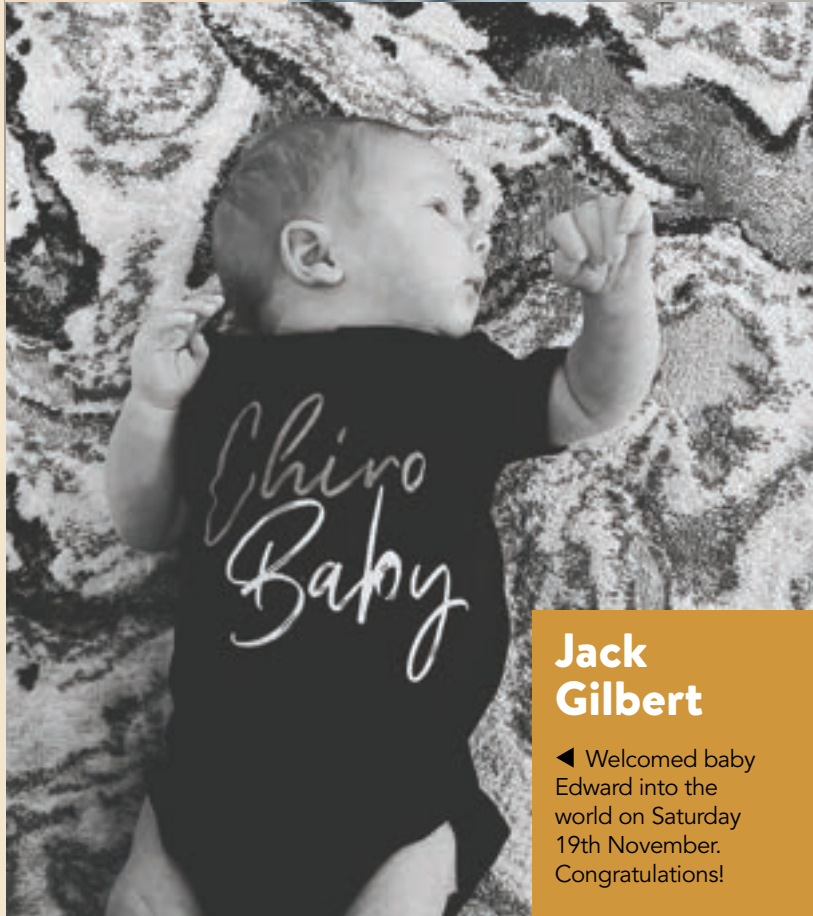
Kristy Lewis

▲ Congratulations on bringing Rowan Roberts into the world on 14th November.



Aligned Chiropractic

▲ Belinda Ambrose and her team held their 14 annual Christmas Toy Appeal for their local Salvation Army which helped 100 families and children!



Jack Gilbert

◀ Welcomed baby Edward into the world on Saturday 19th November. Congratulations!



Rose Millward

▲ Congratulations on the birth of a baby Hector on 22nd November, weighing 8lbs 3oz!

INFORMED CONSENT; AGAIN

BY JOHN WILLIAMS, SOLICITOR, BANKSIDE LAW

Paul McCrossin published a very useful article in the last edition of 33 Principles on Informed Consent. So, why is the UCA's lawyer banging on about this again? The reason is that it is probably the GCC's hottest topic at the moment. Whilst it may not be what prompts a patient to complain to the GCC in the first place, you can rest assured that the GCC will be fishing to see whether you have obtained informed consent and that they'll be reeling you in, if your procedures and notes do not reflect and record that informed consent has been properly obtained and recorded.

I would estimate that in at least 50% or more of the cases which I currently deal with at the GCC's Professional Conduct Committee [PCC] there is an allegation of lack of informed consent.

If you haven't already read the GCC's latest Guidance on informed consent (July 2022), this should be compulsory reading for all registered and student chiropractors.



Once you have read this, I strongly advise that you then spend some time applying this to your own practice, whether you are a principal who owns the practice, an associate working in a practice or a student. As an associate, you will not escape liability for not obtaining informed consent even if the policies of the practice you work in are deficient. This is an area where, if you are registered, the onus is on you to ensure you get informed consent from your patients. I suggest you apply the 4 P's to the informed consent issue in your practice:

- **YOUR PRACTICES**
- **YOUR PROCEDURES**
- **YOUR FIRM'S POLICIES**
- **YOUR FIRM'S PAPERWORK**

If you are an associate and you feel your firm's procedures, policies or paperwork are not compliant, I suggest you seek to raise this constructively with your principals.



Make sure to record the time spent reading Paul's article, this article, the GCC Guidance, and any changes you then make to your paperwork and claim this for your CPD GCC requirements. If you are unfortunate enough to get a GCC complaint, putting your house in order and recording this time can show that you have addressed your mind to this issue and reduce the risk of the complaint ending up at a hugely stressful and expensive (in terms of time and lost fees) PCC hearing.

As Paul mentioned in his article, the law regarding consent was affected by the Supreme Court case of *Montgomery v Lanarkshire Health Board* in 2015. The Court held that the following should be explained to patients in language they can understand:

- **THE BENEFIT OF THE PROPOSED CARE/TREATMENT**
- **THE RISKS OF THE PROPOSED CARE/TREATMENT**
- **ANY ALTERNATIVES TO THE PROPOSED CARE/TREATMENT**

The health professional should identify what is "material" or important to the patient and apply the benefits, risks and alternatives to what the patient has expressed as material to them.

One of the most common mistakes I see chiropractors make with regard to informed

consent is to get a patient to sign a form agreeing to examination and chiropractic care all at the same time and before examination, x-rays, a report of findings and plan of care. How can the patient provide informed consent to something which has not yet been explained, let alone agreed? If your forms do this, they need to be changed NOW.

Another common error is to get a receptionist or admin assistant who does not have sufficient chiropractic knowledge or qualifications to be able to answer questions to deal with consent to care. As a patient would you expect or want a GP's secretary to be able to advise as to the likely length of treatment? As a chiropractor with responsibility for obtaining informed consent for all your patients, would you be comfortable with what an unqualified assistant (who had not examined the patient) might say in answer to a question from a patient with chronic lower back pain, hypermobility and dizziness – "how many treatments will it take before the treatment relieves my pain and how much is it likely to cost me?" Again, if these are your procedures, I suggest you should change them now.

It is a requirement in the Code of Practice to obtain a record of informed consent. This will usually comprise a signature from the patient to a form. As Paul stated in his article under the section "Documenting Consent", it is acceptable to have a standard document outlining what you would usually discuss. This should include:

1. OUTLINING BENEFITS IS OBVIOUS BUT SHOULD ALSO BE DOCUMENTED.

These could include things such as potential pain relief, improved posture, improved wellness etc.

2. RISKS (SEE PAUL'S SECTION ON DISCUSSING RISK)

As he says, if you raise with a patient the benign transient risks associated with chiropractic, this is not only necessary to obtain informed consent but can manage expectations and reduce the risk of complaint. For some patients with chronic conditions and/or some chiropractic treatments, this may mean there is a risk the patient will feel worse before they feel better, or the treatment may take a longer time to result in improvements. If this is the case, this should be explained to the patient and documented specifically. Whilst I appreciate that some chiropractors may see this as deterring patients from receiving care, avoiding mentioning this is dangerous in risk management terms. Many of the GCC complaints I see emanate from patients who have unrealistic expectations which have not been properly managed from the outset. The

GCC will tend to look at a patient's unrealistic expectations as another form of lack of informed consent.

3. INFORMED CONSENT IS AN ONGOING ISSUE.

If a patient is not improving or has differing symptoms and a change in the care plan is necessary, then it is equally important to obtain informed consent to the changes and to document this. Irrespective of the wish to ensure the patient's wellbeing, this can often be the precursor to a complaint. Therefore, the necessity of keeping the patient fully informed and obtaining their agreement to a change in approach when they may be in pain and unhappy with the earlier planned care is vital.

4. ALTERNATIVES TO CARE FREQUENTLY GET OVERLOOKED.

Often it is the case that the patient has unsuccessfully tried many or all alternatives and chiropractic is seen as the "last resort". It is important to record what alternatives to care have been explained even if there are no real alternatives other than back to the GP.



'Standard' consent forms have their place, but they should not be seen as a panacea or an alternative to a proper discussion with the patient. They need to understand the three elements of benefit, risk and alternatives, and it must be made clear what is material to them. It follows that there should be some free space on the forms for any questions from the patient to be noted (even if they don't have any). There should also be adequate space for any reply.

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JOHN WILLIAMS

John Williams 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.

A LEAP OF FAITH

BY NORA BJORKQVIST



Going from chiropractic student to first-year graduate is a big leap and while exciting, can feel like being thrown into the deep end. For me, this journey has not been an easy one. As an intern in my final year of chiropractic college, I really struggled with my confidence. Despite spending the last 7-years working in a chiropractic clinic as a massage therapist, CA, and a personal trainer, when it was my turn to step up and be the chiropractor, I found that I had lost confidence in myself. With every patient I saw in the student clinic, I felt like an imposter, afraid I may hurt someone rather than help them due to a lack of knowledge, skill or because I just missed a big red flag. Despite all the encouragement from my tutors, peers, and patient feedback over the year, I held onto this fear and self-doubt.

After registration, I spent the first 2-3 months of the year just shadowing. I had convinced myself that this would help me build confidence and gain experience but in reality, I was too scared to step up and be the chiropractor. Though this gave me even more confidence in chiropractic, I gained little trust in my own knowledge and skills as a practitioner. After months of shying away from my new role, an opportunity came up to locum at a very busy practice.

My initial instinct was not to accept this opportunity because there was no way that I, as a new graduate, could fill in for a chiropractor with years of experience. But before I knew it, and after stern encouragement from my mentor, I agreed to do the locum. On my first day, I had no idea what to expect. I had never visited the clinic and I had very little idea of how the practice was run. I was truly a deer in the headlights full of worry, anxiety, and fear.

However, as time went on, those worries, anxieties and fears began to fade away as the chiropractor who I was locuming for was incredibly supportive and appreciative. The CA team were helpful and most importantly, the patients were understanding and grateful. I was surprised to find that the patients I saw were re-booking, following recommendations and best of all, seeing improvement from my care. Maybe I was a chiropractor after all! Though this experience did not completely resolve my issues with my lack of confidence and fear, it gave me the jump start that I needed.

The past year has been a challenge and the transition from student to chiropractor has been a lot harder than I ever anticipated. Without the support of my mentors, peers, and the United Chiropractic Association, it would have been easy to give up and allow myself to be overcome by my insecurities.



HAVING THIS STRONG NETWORK OF SUPPORT AROUND ME **ALLOWED ME TO TAKE A LEAP OF FAITH,** STEP INTO MY NEW ROLE AND START TO GET OVER THIS FIRST HURDLE IN MY NEW CAREER.

Looking back at the past year, here are things that helped me the most:

1) REACHING OUT TO OTHER CHIROPRACTORS

Since leaving college, my peers seemed to have hit the ground running and armed with years of experience, the chiropractors around me were extremely successful. So, initially, I felt embarrassed to admit my struggles and found it difficult to reach out for help. When I did, however, I was met with incredible support. Through the UCA, I had the opportunity to connect with different chiropractors whom all offered their help by inviting me to visit their practices and by sharing their own chiropractic journeys.

2) HAVING MENTORS

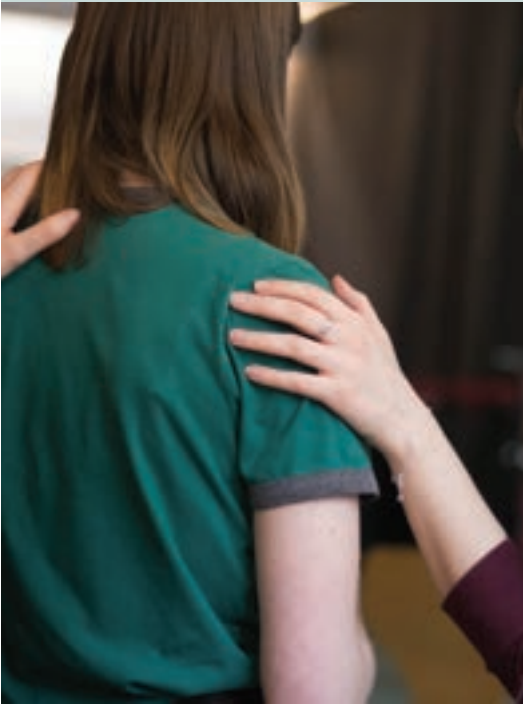
The mentors that I have had throughout the years have been invaluable. They openly shared their knowledge, experience and offered me support in the areas I felt that I was the weakest.

3) EXPLORING DIFFERENT TECHNIQUES

This gave me the confidence to know that there was not just one right way to practice and that I just had to find a way that resonated with me. By visiting different chiropractic practices and attending the UCA ChiroBuddy webinars, I have learnt just how truly diverse the profession is.

4) SEMINARS, WEBINARS, AND WORKSHOPS

As a first-year graduate, being out in practice can feel lonely and daunting as your peers, tutors and supervisors are no longer just a few steps away. I found that by attending events, I was not only able to continue to improve my knowledge and skills to help build my confidence, but they also allowed me to stay connected to other chiropractors and grow my professional network.



This first year in practice, though not easy, has been an incredible journey that I have no doubt has played a pivotal role in shaping my future career as a chiropractor. It has become clear to me that there is a wonderful community of chiropractors who are looking to help, support and mentor the future of this profession. So, whatever your journey from student to first-year chiropractor is like, know that you do not have to go through it alone.

Nora.alexandra@gmail.com



NORA BJORKQVIST

Nora started working at a chiropractic clinic in 2015 as a functional fitness trainer and sports massage therapist. As she experienced the benefits of chiropractic care and wellness lifestyle first-hand, she took the massive step to go back into education and in 2021, Nora graduated from McTimoney College of Chiropractic. Towards the end of her first year in practice, she found out that she was pregnant and despite never intending to specialise in a specific area of chiropractic, this sparked her interest in learning more about the benefits of chiropractic care for pregnancy, babies and children. When Nora returns to practice, this is very much the area she would love to focus on.



WHAT IS THE FUTURE OF CHIROPRACTIC EDUCATION?

BY GILLES LAMARCHE

Some things change in life, and some things stay the same. What can change and should change in chiropractic education, and what should stay the same, until proven otherwise? Let's start by looking at the Major Premise of chiropractic, and a few of our 33 principles.

The Major Premise states: A Universal Intelligence is in all matter and continually gives to it all its properties and actions, thus maintaining it in existence.

Principle 12, Interference with Transmission of Universal Forces, states: There can be interference with transmission of universal forces.

Principle 20 states: A "living thing" has an inborn intelligence within its body, called Innate Intelligence. And the following 4 principles describe how Innate Intelligence operates, and what occurs when there is interference with the transmission of this intelligence.

28. The Conductors of Innate Forces – The forces of Innate Intelligence operate through or over the nerve system in animal bodies.

29. Interference with Transmission of Innate Forces – There can be interference with the

transmission of Innate forces.

30. The Causes of Dis-ease – Interference with the transmission of Innate forces causes incoordination or dis-ease.

31. Subluxations – Interference with transmission in the body is always directly or indirectly due to subluxations in the spinal column.

And the ultimate goal of chiropractic is to correct subluxations via the chiropractic adjustment.

And you are probably asking: "Why is he sharing this in an article on chiropractic education?" Because some educators, organizations, and educational institutions would like you to believe that subluxation should only be taught as a historical concept in chiropractic, and that it is a disservice to humanity to share the deleterious effects of subluxation.

Dr. A.E. Morinis, medical anthropologist, made this statement years ago:

"Dispossessed of its philosophy, chiropractic is dispossessed of its uniqueness and perhaps its future. The change in emphasis away from chiropractic theory in favor of technique has been a response to

external pressure. Another result of this pressure has been the growth of what could be called chiropractic practitioner paranoia and insecurity. For fear of being labeled quacks, chiropractors have generally diminished the role of philosophy in their practice, and as a result, it seems to me, have themselves lost faith in the philosophy. Healers without confidence in their own methods are unlikely to achieve the full potential of their methods, knowing as we do that there is so much more to healing than mechanics.”

In response to this, the late Fred Barge, DC, said: “Healers lacking confidence in their own methods will have meager practices.” And if the majority of chiropractors have meager practices, chiropractic loses its ability to have a major impact on the health of humanity. Never in the history of humankind have the inhabitants of the planet been more ready to understand, receive and embrace the philosophy of chiropractic. The people are ready. It’s time to change and direct the healthcare conversation. Why should we as a profession retract? In a 1992 article, Dr. Barge stated: “Today, the chiropractic profession is plagued with a rejected self-image, paranoia, and insecurity which have brought forth a deep-seated inferiority complex in many practitioners. When did this all set in? It was not there in the 50s! I believe it set in when we began to believe the medical attack that our educational process was inadequate. When we were told we must follow the medical model of education. When we were told we needed instructors with master’s degrees and Ph.Ds. to teach the basic science subjects. When we brought these professors and instructors into our institutions to teach, they introduced their own perspective of our science to our students, which at times was quite negative. Not being healing art practitioners themselves, their entire perspective of chiropractic came from a different base.”

And today, this continues in many institutions. New institutions are being created and offering degrees in chiropractic medicine, and a few universities like Life University in Marietta, GA, remain steadfast on teaching chiropractic philosophy including our 33 principles. The terms subluxation and adjustment are alive and well in a few principled chiropractic institutions around the globe, including Life U, and in my opinion this must remain.

What has changed and is likely to continue changing in chiropractic education? We know that students today learn differently than in the past which is why Anatomage tables were introduced at Life U in 2015. Life University chiropractic students learn anatomy by using Anatomage tables in the Virtual Anatomy Lab and get hands-on anatomy and physiology education without being exposed to harsh chemicals. This enhances an environment in which students employ problem-based learning and work collaboratively as they learn from each other

using the latest technology in our Virtual Anatomy Lab.

In addition, developed by the Life University Dr. Sid E. Williams Center for Chiropractic Research, PAT (Palpation and Adjustment Trainer) allows Life U Doctor of Chiropractic students to learn the biomechanics of chiropractic adjustments and to develop hands-on skills and techniques prior to beginning the clinical phase of their education.

According to Life University President, Dr. Rob Scott, PAT is just the latest technological breakthrough the University has developed as it continues leading the Vital Health Revolution.

“Imagine for a moment a chiropractic technique lab that brought high touch, high tech innovation to our students, a lab that incorporates technology to help our students, through tactile training, develop the necessary motor skills to deliver a precise chiropractic adjustment,” Dr. Scott described, adding that PAT is used in addition to – not as a replacement for – adjusting actual patients.

The most advanced palpation and adjusting technology in the Chiropractic profession, PAT is an anatomically accurate, technology-based mannequin with the look, feel, size and weight of an average person. The mannequin features a 3D-printed or molded spine, pelvis and occiput surrounded by viscoelastic skin and soft tissue, simulating the actual experience of adjusting a human patient.

PAT contains 64 embedded pressure sensors at key spinal landmarks from the skull (EOP) to the pelvis and sacrum, helping students learn how to locate vertebral landmarks by palpation, find restricted motion and perform adjustments with controlled amounts of force and speed, along a specific vector.



**THE TERMS SUBLUXATION AND
ADJUSTMENT ARE ALIVE AND
WELL IN A FEW PRINCIPLED
CHIROPRACTIC INSTITUTIONS
AROUND THE GLOBE,
INCLUDING LIFE U, AND IN MY
OPINION THIS MUST REMAIN.**



GILLES LAMARCHE

Dr. Gilles Lamarche is a passionate chiropractor who has practised for more than 25 years in Northern Ontario, Canada. He is an avid student of the psychology and philosophy of success. He has spoken to audiences throughout Canada, the United States, Mexico, Japan, Scandinavia, Australia, Europe and the Caribbean. He is the author and co-author of more than nine books including *Say Yes to Chiropractic Success* and the *Parker System for Professional Success*. Gilles was named Canadian Chiropractor of the Year in 2006 by the readers of Canadian Chiropractor Magazine. He is now Vice President of University Advancement and Enrolment at Life University.

Along with the force plate technology, PAT gives students immediate, objective feedback about the “where, how hard, how fast and in which direction” part of adjusting, allowing them to develop these important skills necessary for patient care. Computer software monitors pressure levels at each sensor and shows the location of contact, with labels that can be turned on or off.



This certainly is part of the future of chiropractic education, and it has already arrived at Life University.

Why is all this important anyway?

“Employment of chiropractors is projected to grow 10 percent from 2021 to 2031, faster than the average for all occupations. About 2,100 openings for chiropractors are projected each year, on average, over the decade.” This quote is from November 2022.

<https://www.bls.gov/ooh/healthcare/chiropractors.htm>

And why? Because people across all age groups are increasingly becoming interested in what many refer to as integrative or complementary healthcare to treat pain and to improve overall wellness. Chiropractic is the leader in natural healthcare. I, for one, would be dead if it was not for chiropractic. We’ll keep that story for another time. You have likely heard the statement: “All organic systems in the universe are conscious, self-developing, self-maintaining, and self-healing, provided there is no interference.” Coming from that inarguable truth, I believe that our job as “seasoned” chiropractors who have experienced the reality that all bodies are better without subluxation, must remain steadfast in teaching this truth. Yes, we can make an impact.



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PRACTICE-READY GRADUATES?

BY DC NIMROD MUELLER

The man is standing right in the middle of the traffic, on the lane markings, in the middle of a three-lane hectic road, near the traffic lights. Right in the middle of the road, with cars and buses and trucks whizzing past on both sides of him, at freeway speeds. He doesn't seem to be overly concerned about the traffic that only just misses him, flying past at enough speed that one slight misstep would kill him.

The drivers don't seem to be too fazed, either.

When the lights turn red, the man hobbles from car to car, begging for small change.

Through our travels, we've come to realise that this is a common enough occurrence in South Africa, a country in which more than half of its people live every day without enough, and half of those adults and children are living in extreme poverty.

I think about that man, and many other people like him, with concern for how he views the value of his own life - that it is bad enough that he would risk his life, on a day-to-day basis, in the hope that others show some small concern and kindness.

Perhaps he is so lacking food, so lacking water, a place to live that is not decrepit and collapsing, somewhere to live that has sanitation? Perhaps he has others to think about - a family that extends out in many different directions, none of whom have enough.

Perhaps he is thinking of all this as he judges that life is so bad that it's better to be amongst this life-threatening traffic, hoping for others' small generosity.

I also think about all of those who drive by: what

are they thinking? Do they share a concern for his life? Have many of them become apathetic to his needs, to the millions like him? Is the problem so big that it has become abstract, and distant? Easier to drive by, not register his face, and let him fade away in the rear-view mirror.

Is there some form of self-preservation in "turning a blind eye" and continuing on our journey in life, as if the man was not standing there, amongst life-threatening traffic? As if half the country wasn't living day to day in some other version of this man's life?

The problem truly is overwhelming, in its scale, depth, complexity, severity and chronicity.

It's easy to understand why it's impossible to imagine that any small act could make any difference; impossible to imagine that I can make a difference.

Impossible to imagine that I as a chiropractor can make a difference.

And yet... and yet.

We know that people sit up from the adjustment and tell us what a difference it makes.

"I feel like a fog has cleared. I feel like I'm standing taller. I feel like I'm more perky and vibrant. Now I feel ready to do what I need to do, to start the day, to face the day. I'm excited that I can do more of what I love to do."

They literally jump off the table, posture upright, breathing deeper, eyes bright and sparkling.

Neurology reshuffled, reconnected, more efficient.

They are telling us that they are more adaptable, more coordinated, more at ease. This means that they

are more creative. That they are better able to make executive decisions and solve problems.

And, that creativity and problem solving may just be what will impact that man standing at the traffic lights, exchanging the threat to his life for the smallest amount of change. Hoping for change.

Directly or indirectly, change is set in motion. That person that you are caring for may go and now apply herself to issues of justice and morality and rights. Your care that allows those people to feel more themselves, to be more at ease, to see the world in a different way, they just may be the parent or the sister or the carer of the next Mandela. They may be birthing the next important transformation.

And you, you are catalysing that through your care.

That's the true magic of chiropractic: just the smallest moment of care is enough; it is deeply, hugely transformative. And, not only is it life-changing to each individual human being, it also has a cumulative and expansive effect, so that it changes families, communities, societies, all the way up to our very Earth itself.

But, to do so, it requires something of us: insightful action. Vision, clarity of mind, guts, and impact.

It calls us to be better, to do better, and to achieve better. To apply ourselves, with more depth of compassion and breadth of connection, in everything that we do. And to hold ourselves to higher ambitions, ideals, designs, and intentions in all that we do throughout every part of this profession. It asks us to seek excellence and elegance as we bring about more ease. And, not just for ourselves, but also for all in our practices, in our communities. And equally for our associations, our organisations, and our colleges too.

This is modelling leadership behaviour that can change lives - our own, our teams', those who are in our practices, and our communities. This is the leadership that is important to model for our students - those who are becoming our stellar colleagues.

As Head of Clinic Unit at the Barcelona College of Chiropractic, it has been important for me to see how we can evaluate and improve on what we are doing to ensure that our emerging colleagues are better and better.

One of the key barriers to becoming certified chiropractors is the Exit OSCE - the examination that tests soon-to-be-graduates on various competencies in a short amount of time, in various stations, rapidly one after the other. This is an exam format that has been taken from medicine and utilised in the majority of chiropractic colleges around the world. While a lot of formal research has

been done on the OSCE in a medical school setting, not much has been evaluated in its application in chiropractic colleges.

Many chiropractors may remember having been examined by an OSCE, prior to graduating. Did you shudder with a visceral response when you read the word OSCE? You may remember the intense stress, the high stakes of pass or fail, the cramming of data and skills to be vomited onto the examiner and possibly never used again, and the artificial settings of the skills tested, the unnatural patient interactions. It doesn't take much to realise that, while the OSCE has many possible benefits, it also has shortcomings. This demands us to ask some questions.

WE STARTED BY:

1. Understanding what we wanted
2. Getting clear on our vision for our graduates
3. On what knowledge, skills and aptitudes made for world-changing chiropractors
4. On the results we wanted to see.



The first question has us taking a step back and challenging ourselves to understand why we would utilise a tool like the Exit OSCE at all? In an attempt to bring some clarity to this orientating question, we ran some consultations with faculty of the College, I consulted academic specialists and faculty at other chiropractic colleges and dove into the research.

While most of the research does evaluate such an assessment in a medical setting, there are various key differences between sitting an OSCE at the end of a medical or a chiropractic degree. For example, much of medicine may lend itself to a wide variety

of competencies that can be assessed in an OSCE station (consider the wide variety of medical presentations, assessments, diagnostic criteria and interventions). This creates a deep pool of potential material to assess and decreases the amount that stations or material that is repeated year after year. This decreased ability of the students to predict what they will assess changes their approach to preparing for the assessment. It also means that a medical-setting OSCE can have far more individual stations, variety of stations and forms of assessment included in the OSCE. It is not uncommon for medical OSCEs to be run over 2 days.



Possibly one of the most important factors to consider is that the medical degree is not the end of the formal education process for medical doctors; there are formal avenues of support from their profession, often including long internships and residencies. This provides a safety net in which medical graduates remain under the close supervision of their experienced colleagues. This is not true for chiropractic graduates, meaning that it may add a weight to the Exit OSCE in a chiropractic setting. This is because it could be one of the crucial assessments that would determine the readiness of the student to graduate and practice often without any supervision, and with full independence in complete contact with the public.

All of this impacts the statistical analyses of the assessment, its performance, and its validity and reliability as a form of assessment. Quality statistical analysis is an important process in evaluating and improving the standard of education.

Some of this initial evaluation process had us asking questions about assessing the soon-to-be-chiropractor, such as:

- What level of safety should be assumed and what needs to be assessed?

What are the crucial competencies to be assessed?

- What does the profession expect that the graduate can do?

- Across what sub-populations should we be assessing?

- Apart from psychomotor skills (palpation, adjustment), what interpersonal and other skills should be assessed?

- What are the best formats for assessing these things?

- Is this the right assessment tool for assessing all of these things? (e.g.: how do you assess if an adjustment is good? How do you fairly assess care for a baby in a standardised way, across all students? How do you assess ethical decisions? What about empathy and compassion in communicating what is unique about chiropractic?)

- What can be done to improve examiner reliability and the validity of the assessment process itself?

Potentially one of the most important questions that I was interested in was the difference between using the OSCE as just another tool that assessed academic capabilities, and one that helped measure the soon-to-be-graduates' readiness to be in practice. In thinking about a "practice-ready" graduate, who will be stepping out into real-world situations, what should be assessed? ("Employability" is the jargon used to refer to this). Or, to put it another way, what would you, as the practicing chiropractor, want to know that your colleagues are certainly capable of? How can we make this relevant to the actual practice of chiropractic, and not just an academic exercise? What can we do to better close the gap between academia and practice?



WHAT WOULD MAKE THEM
EVEN MORE READY TO
**IMPACT EVERY SINGLE
HUMAN BEING,** AND
CHANGE THE COMMUNITY
WITHIN WHICH THEY
PRACTICE?

And, at the end of the months of discussions, we also came to this question: what else do we need to do throughout the BCC curriculum, to better support students' growth, self-discovery and development of competencies, so that they are not only ready to graduate, but are also better able to be successful in practice on day one. What would make them even more ready to impact every single human being, and change the community within which they practice?

(This interestingly led us to make some important changes within the Clinic Unit, including a better focus on what 99% of chiropractors need to know, do and be 99% of the time. This resulted in a more real-world, practice-ready teaching of neurology, radiology and advanced imaging, as well as the approach to red flags evaluation. We also introduced leadership and business into the curriculum, and incorporated subject-expert teachers to bring their expertise to the program, such as the wonderful ICPA, Michael Hall, James Chestnut and Heidi Haavik and her team).

But, before even attempting to break it apart, change it, reinvent it, and come up with something that is (hopefully) better, it's important to first know where we are now. In order to establish that baseline for the OSCE at BCC, I worked with key people within the BCC to produce the required data. I also worked with a brilliant researcher at the Centre for Chiropractic Research at the New Zealand College of Chiropractic to look at that data and understand it. Alice Cade brought great experience, insight and data analysis prowess to make sense of what we were doing, to begin with. This has given us the ability to compare how things will be when we tinker with the OSCE. The data is highly valuable and gives us great insights.

Alice and I decided to write up our work and submitted it to the World Federation of Chiropractic's 11th WFC Global Education Conference. The presentation there won first place for the inaugural CERF-WFC Alan Adams Education Research award.

Thank you Alice, you are truly amazing! This is really down to your skills and expertise.

I have since handed over the role of Head of Clinic Unit to the very capable and inspiring Bettina Tornatora. I am truly excited to see her take this in brilliantly expansive ways. I am gladly available to support Bettina, and the BCC through its relevant transformations and improvements. I am now embarking on various other projects that will help shape the future of our wonderful profession and remain very interested in contributing to chiropractic research and to education projects that are evolving across the globe.

This is only the beginning of the work to be done.

It spurs us on to do more work, better. It also pushes us to keep refining and testing what it is we are doing with the goal of inspiring our budding colleagues to be better, to have better chiropractors and to have a better chiropractic profession.

The process similarly inspires me in practice too, as I hope that it does for you too.

To hold ourselves to higher ambitions, ideals, designs, intentions in everything that we do throughout this profession.

To do so with vision and guts and grit.

So that there is more hope that we can shape the future of humanity and change our world.

So that there is more hope for every individual human being.

This world is complex, messy and wonderful. It is undoubtedly in a state of unease, in a state of flux. It seems to be at the doorway of transition, a portal to a more expansive world. It seems that for us to step through, we may need to leave some things behind, and so this is an opportunity for us to re-evaluate. To look at where we have come from, and to ask ourselves what may no longer work. And to deliberately choose to leave that behind as we step through. For us chiropractors, the lesson has always been there: life flows with more ease when we do it more in line with nature. The baggage and the barnacles, our attempts to live at the cost of nature, at the cost of this world or at the cost of other human beings and lives, the baggage and barnacles cause drag. They are interferences. They weigh us down and bring about dis-ease. They come at the cost of our own lives.

We can choose. We can choose to walk through lightly, with curiosity and clarity, with deep compassion and connection. With insightful impact.

That is the gift of chiropractic, and it is a gift that is transformative to each of us, and to every life that we touch, if only we choose to live deeply congruently with it.

And, maybe, the more we do so, the more hope we create for every human life, the more hope we do create for the trajectory of our collective future.

Maybe we can graduate more chiropractors who are ready to bring about these changes, in many small ways, across the planet.

Maybe the effect of this small vibration, from your very interaction with the next person, will grow to fluctuate, and to be a ripple, and to become a wave that will help that man risking his life on the freeway in South Africa.

That is my hope, for you, and for chiropractic to truly matter.

Thank you for all that you do, and for the many, many individual lives that you change.



NIMROD MUELLER

Nimrod is passionate about the potential chiropractic has to impact the health and life of every person and the World at large, viewing chiropractic as the social driver that will shift people in to a new paradigm of living, reaching their greatest human potential.

He is dedicated to ensuring that chiropractors have greater vision, broader understanding, deeper connection and greater impact. Key to the success of chiropractors is in building their confidence, certainty and credibility in chiropractic, in a way that is congruent with the philosophy of chiropractic. The work to be done is to deepen the exploration of the philosophy of chiropractic and refine its congruent application at every level - with its paradigm, science, practice, communication and politics.

Doing so will create chiropractic to be the beacon of hope that galvanises humanity and sets it on a better path for the future.

Nimrod has been serving as a Head of Unit in the Barcelona College of Chiropractic, was a longstanding board member of the Australian Spinal Research Foundation, the chiropractic association of Australia (NSW state branch), equivalent positions in the UK and Spain, and practices in Barcelona.

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THE BIGGEST MISTAKE THAT SOURS ASSOCIATE RELATIONSHIPS AND HOW TO FIX IT

BY DR. GREG VENNING

Starting or running a chiropractic practice can be a daunting task. You're responsible for day-to-day operations, delivering Chiropractic care and financial decisions, all while trying to build a successful business. Hiring an associate chiropractor is an excellent way to create leverage, grow your practice and keep your business running smoothly.

When you hire an associate Chiropractor, you're getting more than just an extra pair of hands. You're getting a partner who can help you grow your practice and make it more successful.

The associate coming into a practice gets so much more than a space to work out of. They get a team that is invested in their success, people with experience they can learn from and the ability to be a Chiropractor without the worry of things like HR, employment law and the myriad of other issues the owner tackles daily.

With the right relationship, you can both benefit and enjoy the success and fulfilment it brings. All too often though, things don't run quite so smoothly. There are many stories of relationships that have soured, principals who feel like they have been betrayed and associates who feel like they have been taken advantage of. This does not have to be the case.

Firstly, let's get clear on the different types of relationships. A great many sorrows have been caused by lack of clarity on the basic three types of relationships and their differences.

The biggest mistake the owner can make is thinking the associate works for them. A truly productive and fulfilling associate relationship is one that has longevity, and a win-win is one where the principal works for the associate.

■ **Employment** – the associate works for the principal, gets a salary or a percentage of services, paid leave and other employment benefits.

■ **Rental** – this is not a real associate relationship. Here the 'associate' pays the principal a set fee for space and front desk services. That is all.

■ **Associate** – the associate pays a percentage of the value they create in exchange for access to a facility, team and developed policies and procedures. (Within this category there are 4 main types of associateships. We will discuss this in a future article).

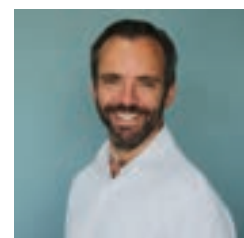
This seems to contradict the common way the relationship is run, and it produces uncommon results. It creates a team environment where everyone involved can be driven by a purpose larger than any individual – including the owner. It creates a space of organisation that makes the delivery of amazing Chiropractic predictable and fun. It creates a shared responsibility to take the Chiropractic message out into the community you serve.

Bringing on an associate chiropractor can be a great way to grow your practice and help develop the profession. When you approach the relationship as one where you work for the associate, you'll be able to maximize the benefits of having an associate and help them maximise the benefits of working in your facility.

greg@questchiropracticcoaching.com



THE BIGGEST MISTAKE THE OWNER CAN MAKE IS THINKING THE ASSOCIATE WORKS FOR THEM.



DR. GREG VENNING

Dr. Greg Venning runs an associate practice in gorgeous Cape Town, has started and run 6 practice bases in 2 countries and 4 cities. He's been an associate with, been the principal Chiropractor for or coached Chiropractors from around the globe for the last 18 years and loves to see them all thrive!



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HOW FREQUENTLY DO LATERAL CERVICAL SPINE RADIOGRAPHS ALTER TREATMENT OPTIONS IN CHIROPRACTIC PRACTICE?

BY MARK SPRIGGS, DC, MCHIRO, MSC1, DENISE FOULKES, MSC2

Introduction:

Neck pain is a common health complaint in the UK and the second most common complaint seen by chiropractors worldwide. Spinal manipulative therapy (SMT) is an effective treatment intervention for patients with neck pain. The risks of SMT of the cervical spine (cSMT) are well documented in the literature; however, investigations into patient risk factors are lacking. Debate exists within the profession regarding the appropriate use of x-rays for spinal complaints with screening for contraindications to cSMT seen by some as inappropriate. This retrospective review of records and service evaluation examines how frequently lateral cervical spine x-rays alter treatment options in 1 chiropractic practice.

Methods:

Data from 626 patient records were retrospectively reviewed from a private chiropractic clinic in the UK. Of the 626 new patients, 293 (47%) had x-rays of their cervical spine before commencing treatment. Patient x-rays and x-ray reports were reviewed for contraindications to cSMT.

Results:

Of the 293 cervical spine x-rays, 177 (60%) revealed contraindications to cSMT over the 4 years of data collection. Thus, 28% of the 626 new

patients who attended the clinic during that time period had their treatment option altered due to findings of contraindications on lateral cervical spine x-rays. Data analysis found that of those x-rays with contraindications, 46% had more than 1 contraindication present in the same patient. Extrapolating these data to the entire new patient population who attended the clinic, 15% of patients per annum had their treatment options altered as a direct result of x-rays findings.

Conclusion:

The study found that 60% of cervical spine x-rays revealed contraindications to cSMT over the entire study period. Approximately 30% of lateral cervical spine x-rays revealed contraindications to cSMT, subsequently altering the treatment options of patients. This study adds supporting evidence to the validity of x-rays in chiropractic clinical practice in reducing risks of adverse events from cSMT and increasing patient safety.

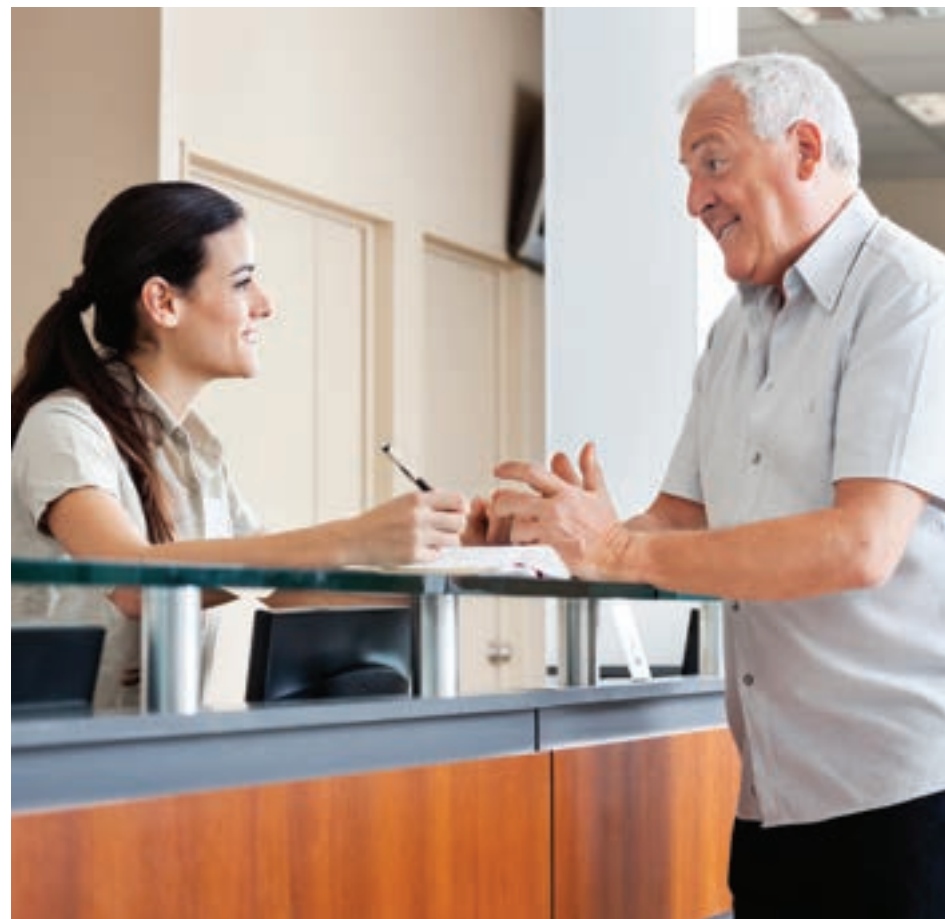
(J Contemporary Chiropr 2022;5:57-75)

If you are interested in receiving the full article, please contact the UCA Head Office at events@unitedchiropractic.org and they can supply you with an electronic copy.



MARK SPRIGGS

Mark Spriggs DC, MChiro, MSc (Diagnostic Imaging), PGCE (Higher Education), FRCC – graduated from the Welsh Institute of Chiropractic in 2010 and has been in clinical practice ever since. Since completing an MSc in Diagnostic Imaging, Mark has been lecturing at London South Bank University teaching clinical imaging to chiropractic students. Mark became a Fellow of the Royal College of Chiropractors in 2022 and is an active member of the orthopaedics and exercise rehabilitation faculty.



I JUST WANT TO HELP PEOPLE

BY BILL ESTEB
PATIENT MEDIA

Wanting to help others prompts many to seek a career in the healing arts. Serving others is praiseworthy, even noble. However, there's a downside to helping others.

Overlook this, and with time, helping patients can degenerate into a thankless routine. Some will be unappreciative. Some will ignore your recommendations. Some will want you to do all the work. Still others will expect instant results and want someone else pay for them.

It often starts with that four-letter word: help.

When you use that word, what do you mean? What do patients think it means?

There are at least two definitions in play when a chiropractor expresses a desire to help patients. The word can mean:

1. *to make a situation more pleasant or bearable*
2. *to assist or support*

When you use the word help, make sure your intent is clear, because many of the obstacles

preventing sustainable, long-term practice success start here.

'May I Make Your Situation More Pleasant or Bearable?'

This is what most patients want; it's what likely prompted them to call your practice. However, explicitly (or implicitly) agreeing to use adjustments to treat a patient's symptoms is a trap. It seduces many chiropractors into the practice of medicine – whose very definition is the amelioration of symptoms.

Plus, the hit of dopamine that comes from heroically reducing the patient's presenting complaint can be even more intoxicating. Turns out, adding appropriate energy to a patient's spine at opportune times and place(s) with the intent of reducing nervous system interference has a remarkably high likelihood of reducing a patient's symptoms. It's often enough to cause everyone to assume that adjustments, like a drug, are treating the patient's complaint.

This isn't semantical hair-splitting. When symptom treatment is the motive behind your ministrations, there are some unhelpful practice pathologies that can emerge:

- Patients expect you to do all, or at least most, of the work
- You deliver pain relief rather than health care
- Patient relationships become transactional, not transformational
- Patients discontinue their care when symptoms resolve
- You have a constant need for a steady stream of new patients

But there's another complication. Once you fall into the trap of treating symptoms, you'll be confronted by the occasional patient for whom your 'help' doesn't produce the desired outcome.

Uh-oh. That must mean you, your technique, diagnostics, procedures, recommendations and profession are flawed and substandard.

This can produce a crisis of confidence, prompting the search: the search for another technique, new assessment tool, supplements, gadgets and various gizmos in the hopes of producing the 100% success that is imagined to be possible.

When helping means singlehandedly resolving symptoms using adjustments, the heroism can degenerate into an unhealthy co-dependency of wanting it more than the patient does.

‘May I Assist or Support You?’

Back in the day, there was a thought experiment that seems relevant. It goes like this:

You have two choices: giving a patient an adjustment or explaining the principles of chiropractic. Which do you choose?

The prevailing belief during the previous century was that equipping someone to appreciate the chiropractic paradigm was more important than a single adjustment. Whether you agree or not, it’s vital that you have clarity about how and why you wish to “assist or support” the patients you see.

What if the patient only wants your assistance in reducing their symptoms? What if the patient isn’t available to partner with you by making lifestyle changes? What if the patient rebuffs your supporting patient education or advice?

These are just a few reasons why it’s important to be mindful of the intention and motivation of every patient recommendation and intervention. Sure, as a professional caregiver, you must care. But care too much, and you’ll experience frustration and, with time, resentment.

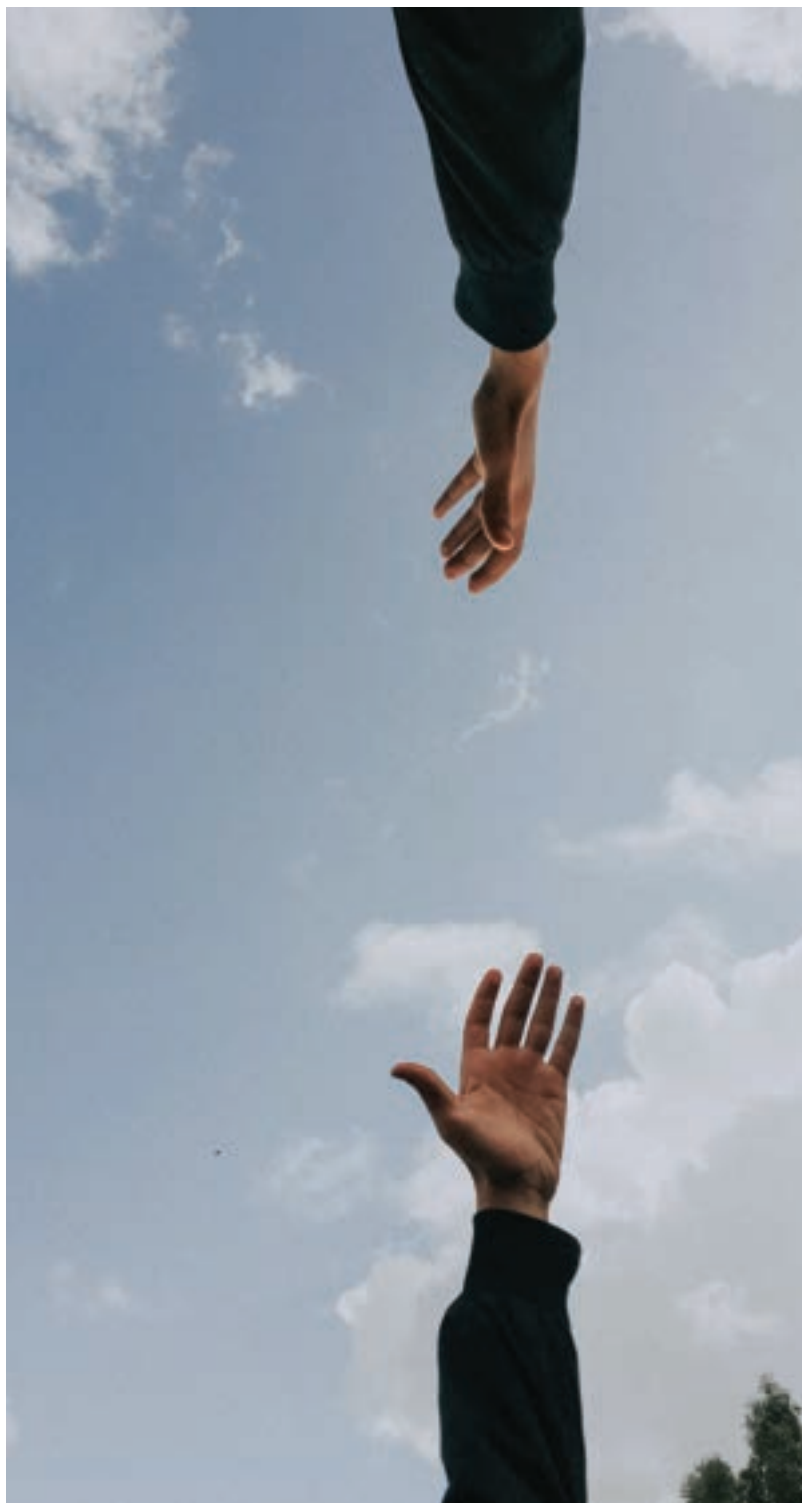
Each of us has been given the free will to treat our bodies as we wish. As you’ve noticed, some patients take better care of their earth suits than others. There’s little you can do to cause someone to place a greater value on their health. That probably won’t stop you from trying, but it rarely works. Granted, you can use guilt or shame to produce short-term behavioural changes. But it doesn’t last. Worse, it often does little more than remind patients of their powerlessness over sweets, tobacco or some other habit. Yes, help them understand what their symptoms mean and why your intervention holds the promise of reactivating their ability to self-heal. Just remember their choices aren’t a reflection on you or your communication skills, procedure, technique or even career choice.

Helping You Is Killing Me

“So, I just let patient run things?”

That’s a classic sign of resignation from a chiropractor bumping up against burnout. They think they’ve been running the show – like the

REMEMBER, **YOU HAVE NO CONTROL** OVER WHETHER THE PATIENT WILL DO THEIR JOB. THEY MAY CHOOSE TO DO ALL OF IT, SOME, OR NONE OF IT. **THAT’S THEIR CHOICE.**





BILL ESTEB

After working as the creative director for various advertising agencies in Denver, Seattle, and San Francisco, Mr. Esteb was introduced to chiropractic in 1981 when he was asked to help write and produce what became known as the Peter Graves video for Renaissance International.

Later, he got together with two chiropractors and formed Back Talk Systems. For 10 years he was the creative force behind this patient education resource company.

In 1999 Mr. Esteb sold his interest in Back Talk Systems to start Patient Media, Inc., focusing on patient education and communications tools that feature high impact graphics.

In 2004 he co-founded Perfect Patients, an interactive website service which manages the online reputations of several thousand chiropractors in the United States, Canada, Australia, New Zealand and the United Kingdom.

He is the author of 12 books that explore the doctor/patient relationship from a patient's point of view. His weekly blog posts at PatientMedia.com and Monday Morning Motivation emails are ways he shares his insights as a chiropractic patient and advocate.

When he isn't writing about chiropractic or speaking about chiropractic, he can be found thinking about chiropractic—from a patient's point of view.

ant on a log floating downstream who thinks he's steering!

This is a boundary issue. Clear boundaries permit you to care appropriately and not take patient choices or behaviours personally. Most chiropractors neglect to assign responsibilities during the new patient onboarding process. Neglect this, and you force patients to project medical doctor expectations onto you. And things go downhill from there.

Instead, how about something like this?

“From what you’ve shared with me, you’re in the right place. I think you’re an excellent candidate for chiropractic care.”

“Since chiropractic care is so different from medical treatment, before we accept you as a new patient, there are couple of things you need to know.”

“At its best, chiropractic care is a partnership. The results you get will depend on what I do on each visit, and what you do between visits. In other words, I have a job to do, and you have a job to do.”

And then you might refer to your previously created list. It needn't be long. But it must clarify the responsibility (ability to respond) of both parties. Here's a start:

MY JOB (THE CHIROPRACTOR'S JOB)

- Explain our procedures in advance
- Provide a comfortable setting
- Respect your time and privacy
- Report the findings of your exam
- Make care recommendations
- Deliver state-of-the-art chiropractic
- Monitor your progress
- Honour your health goals
- Collect a fair fee for our services
- Show you ways to get and stay well



“And you have a job as well.”

YOUR JOB (THE PATIENT'S JOB)

- Want better health
- Keep your visits
- Improve your diet, sleep and exercise
- Follow the home care recommendations
- Reduce physical, chemical and emotional stress
- Remain optimistic
- Pay for your care
- Tell others about chiropractic

Your lists may vary. The key is to lay out who is going to do what.

Remember, you have no control over whether the patient will do their job. They may choose to do all of it, some, or none of it. That's their choice. But in terms of your mental and emotional health, their follow-through is less important than you setting the boundaries of your relationships.

Being a responsible helper requires setting and honouring clear boundaries. It requires having clarity about where your responsibility ends and the patient's begins. Blur this distinction, and you'll find yourself in unsustainable patient relationships in which you make unreciprocated emotional investments that produce chronic, low-grade anger which eventually blossoms into full-fledged burnout.

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LATEST INSIGHTS ON

MAKING TAX DIGITAL

BY MICHAEL BENNETT

Since writing this article, HMRC have, once again, moved the goalposts. MTD will still be coming in for Income Tax and Self-Assessment, but not until 2026 (a two-year delay). In the first year, it will only apply to people with an income of a minimum £50,000. In the second year, it will apply to people with an income of a minimum of £30,000. The systemic changes detailed in this article still apply, but the timeframe has since changed.

A reminder of the criteria, income (before expenses) of £10,000 per year (per person if joint rental). There are many hurdles that the HMRC and software developers have not yet managed to overcome, and it is these areas that are giving practitioners like me major concern.

As far as a sole trader is concerned, it should be fairly straightforward as there are several solutions on offer. Some are free, such as Quickfile and Bokio. There are also others that cost a monthly subscription, like Quickbooks, Xero, and Sage. Additionally, you have FreeAgent. This is free if you have business bank accounts with Mettle.co.uk (which is also free), NatWest or RBS.

There are also some systems that will facilitate uploading the relevant information to HMRC from spreadsheets; this will almost certainly require specialist software interface. Whether any of these are going to be free is yet to be seen.

HMRC are still determined to press ahead with Making Tax Digital (MTD) for sole traders and people with rental income, becoming mandatory from April 2024.

“

THERE ARE MANY HURDLES THAT THE HMRC AND SOFTWARE DEVELOPERS HAVE NOT YET MANAGED TO OVERCOME.

A REMINDER OF WHAT IS REQUIRED:

1. FROM APRIL ONWARDS, your year-end must fall between 31 March and 5 April. So, for some of you, this could involve an extended accounting period, which has some implications, especially if business is booming.

2. QUARTERLY SUBMISSIONS must be made in respect of the quarters ending 30 June, 30 September, 31 December and 31 March/5 April; these must be filed by 7 August, 7 November, 7 February and 7 May respectively.

3. AN END OF PERIOD (EOP) REPORT must then be filed, summarising your whole year's activities. This should be replacing the current annual tax return filing, with a deadline of 31 January.

For those of you with rental properties, there is a whole raft of additional considerations.. Please note that FreeAgent has released a specific landlord's version of their software.

A typical scenario would be a husband and wife who own a rental property generating £21,000 of income before expenses; this is managed by an agent who deducts fees and expenses before forwarding any balance to the couple.

PROBLEM 1

The husband and wife need to make separate submissions to HMRC; at present, to the best of my understanding, none of the software systems can do this from a single data set.

PROBLEM 2

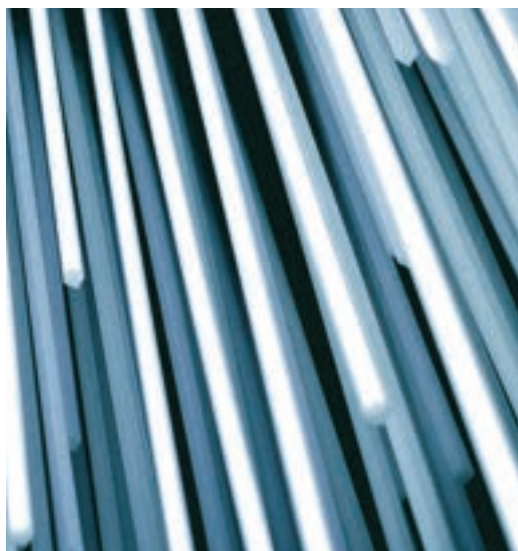
If there is a dedicated bank account for the rental activity, each data set only wants to upload half of the value of each transaction for submission.

PROBLEM 3

There will need to be manual adjustments made to the uploaded data to compensate for the costs deducted at source by the agents.

PROBLEM 4

Latest guidance suggests that in the situation that someone has a wholly owned property and a jointly owned property, separate data sets, and therefore separate submissions, will be required for each.



There will be a penalty regime brought in for non-compliance. This will be points-based dependent upon the number of failures to comply; in this case, points do not mean prizes, but penalties. There is a penalty for failure to make a quarterly submission on time. There is no penalty for submitting an incorrect set of figures. If you find an error in an earlier submission, you are required to correct it, but the HMRC guidance being issued to software houses conflicts with the legislation in place in that one says "submit corrected figures for the period with the error" whilst the other says "correct in the next period submission following identifying the error".

And finally, when you submit the EOP, it is not compared to the quarterly submissions, which makes me wonder what the point of the whole thing is. Be aware, that although HMRC have always said that MTD is not a pre-cursor to mandatory quarterly payments, they have issued 'non-MTD' related discussion documents on the subject "bringing the tax payment point closer to when the money is earned". Watch this space.

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MICHAEL B BENNETT

Michael leads a team of professional accountancy experts and has overall responsibility for the services his practice delivers. He assists individuals, sole traders, partnerships and companies with strategic business advice, accountancy services and with all aspects of taxation.

Michael qualified as an accountant in 1991 and became a fellow of the Association of Chartered Certified Accountants in 1996. He started his own practice in 1997 and over the years has seen his client base grow to over 1,500.

He also lectures to final year students at many colleges, helping prepare them for the real world and in the past has been a regular speaker at the annual conferences of the College of Podiatry.

'In the little spare time I have, I enjoy the occasional round of golf to shake off the cobwebs, and music is really very important to me. I spend my working life using my brain, so when I do have some down time, my greatest pleasure is to do something physical. I love making intricate models – in card, in wood and in plastic and metal.'

EDUCATION IS THE UNSUNG BEDROCK OF THE PROFESSION

BY CHRISTINA CUNLIFFE



The world needs more chiropractors!

As chiropractors, we know the difference that we can make to the health of our patients, but each of us also knows that we can only do so much ourselves. As our practices grow, we need to take on more associates to work with us so that we can increase our patient base and help more people day by day.

Of course, shortages in healthcare provision are no surprise. We hear every day that the NHS needs more doctors and nurses and ambulance drivers, and no matter how many billions are poured into infrastructure, there is one gaping hole in the strategy: workforce planning. Having worked across the full range of healthcare education over many years, this cry is not new. Because even if more places were made available each year to train the healthcare professionals of the future, it would still be four or more years before they were ready to enter the world of work and make any sort of difference to patient care. What has been lacking is thinking ahead and anticipating the problems of the future before they become the problems of today.

That is where chiropractic needs to be now; anticipating where the profession wants to be in 10 years' time. But the good news is that chiropractic is not subject to the decision-making bureaucracy of the state. It is literally in our hands. And that is why education is so fundamentally important to the growth of any profession, especially ours, as we try to increase the numbers of chiropractors in this country and around the world so that we can take our rightful place in the healthcare continuum. At the moment we simply do not have enough chiropractors to step up, even if we were asked. And that is not good enough for our profession, let alone all the patients we need to serve.

The McTimoney College of Chiropractic is trying to play its part to expand high quality chiropractic education in this country and around the world. We have been training chiropractors for 50 years now, and after pioneering the first chiropractic college in the north of the UK, that's why we were delighted in our anniversary year to open our third campus in Madrid, Spain. This makes us the only chiropractic institution in the world with three delivery sites – Oxford, Manchester and now Spain - and the only one delivering in two countries.

Even now our students come to us from all

around the world. Our current students come from Europe: Bulgaria, Czech Republic, Germany, Denmark, Estonia, Spain, Finland, France, Greece, Croatia, Ireland, Scotland, Wales, Italy, Latvia, Malta, the Netherlands, Norway, Poland, Portugal, Romania and Sweden; the Far east: China, Hong Kong and Malaysia; and also, Australia, Canada, United States, Costa Rica, South Africa, and Israel. So, already we are actively educating chiropractors from around the world so that chiropractic can spread, not only to places where there are chiropractors already, but to places where there are very few and which do not have educational institutions of their own.

It has been shown that chiropractic grows wherever there are educational institutions to support the growth of the profession in that country. That is why chiropractic education is so important to the establishment and expansion of the chiropractic profession.

With such a diverse international student population already, you might ask why did we open up another College in Spain? Our unique five year MChiro programme in Oxford and Manchester ensures that people who could not otherwise gain a chiropractic education because they would have to give up work to study, can join us from around the UK and Europe whilst still fulfilling their work and family commitments. And that, of course, is why we do have such a diverse student population.

But it became important for us to establish a hub in Spain because of the difficulties the Spanish chiropractic profession is having in fighting attacks not only from the medical profession but also from physiotherapists who are trying to claim and absorb it. From our cosy position in the United Kingdom with an established regulated profession, it is hard to believe that in Europe we are still fighting the battles that were fought in America over a hundred years ago to distinguish chiropractic as a unique and distinct health care approach. How, ultimately, did the profession protect itself from the medical attacks in America? Not by the science that underpins what we do, and not by the way we adjust. Science grows and changes, and the art of manipulation has been around for thousands of years. That is just musculoskeletal therapy. It was through our philosophy - the why we do what we do is what turns us into chiropractors.

The McTimoney College of Chiropractic has something unique to offer in Spain. An official degree validated by a prestigious health-focussed public British university. Spain has a different educational system from the UK with many institutions across the country offering what is known as a 'propio' award, which we would call a self-certification. For chiropractic to stand any chance of recognition in Spain, the starting point

must be an 'oficio' degree which is properly validated by a university. There are many more steps in the process to recognition of chiropractic as a profession in Spain, but as the saying goes, the journey starts with a single step. Now we have established the first official degree in Spain's capital city, Madrid, the profession at least has a starting point upon which to build and the beginnings of a defence against the attacks upon its professional integrity and place in the healthcare of the country.

And let's not mention the exciting possibilities that we can now offer our students to study abroad! We believe the student experience across all of our campuses will be enhanced by this initiative to expand the College into Europe.

Returning to Science, Art and Philosophy as equal partners in the education of chiropractors, there have been some developments in the regulation of chiropractic education in this country which have shifted the dynamic even further towards scientific absolutism than in the past. Interestingly, this in and of itself is paradoxically a dogmatic philosophical stance, as science is encompassed within philosophy. It is also disappointing to see the ease with which the profession is being led towards an amorphism of musculoskeletal professions, rather than celebrating the differences between professions. The danger here for the UK is exactly the same as the danger currently manifesting in Spain. If the science is the same and basically what we all do is the same, why are we not all the same? And if we are all the same, why do we not all just unite under the banner of physical therapist?

The answer is clear: we are not all the same. The McTimoney College of Chiropractic will go above and beyond the new educational criteria due to be introduced in a few months time to teach the science, art and philosophy of chiropractic in an intellectually defensible manner, as recommended by the World Federation of Chiropractic, to graduate high quality, evidence-based, caring and compassionate, patient-focussed, outstanding adjusters with a thorough and balanced understanding of what it is that makes us chiropractors.

What next? We'll have to see. But the one thing that is certain is that the world needs more chiropractors, and education is the unsung foundation of how this profession of ours will thrive!

Contact us to find out more about our programmes and initiatives.

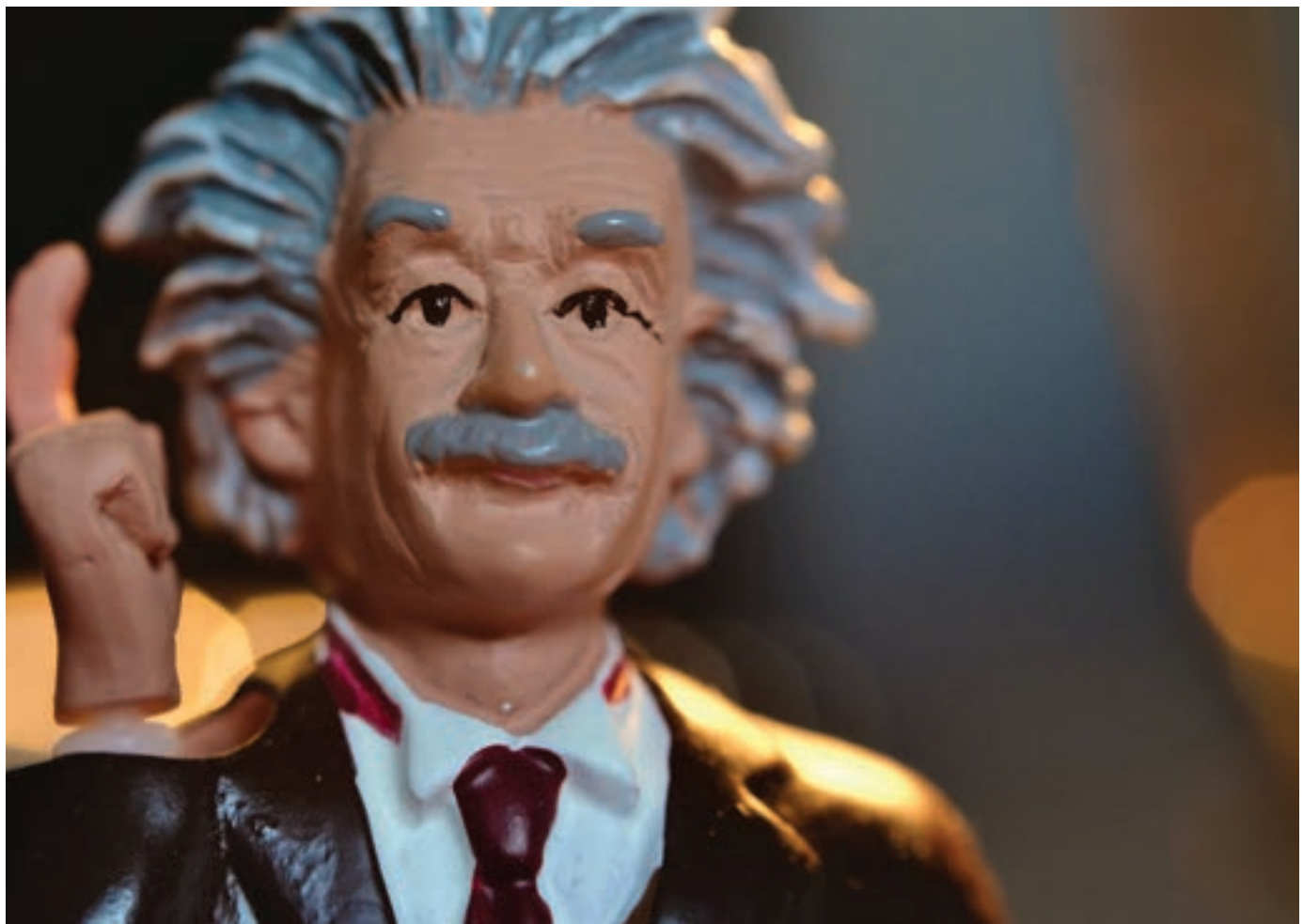


CHRISTINA CUNLIFFE

Professor Christina Cunliffe is a Chartered Biologist and PhD, a Fellow of the Royal Society of Biology and a Fellow of the Royal College of Chiropractors. She served for many years on the regulatory body for chiropractic, the General Chiropractic Council, and was a member of its Education Committee. She was also Dean of the School of Health within BPP University.

She now leads the College of Health, an independent higher education institution accredited by the UK Higher Education Regulator. This incorporates the McTimoney College of Chiropractic, located in Oxfordshire, Manchester and Madrid, where she has been Principal since 1998. She is also Visiting Lecturer at a number of other universities and medical schools.

Christina maintains her multidisciplinary health clinic in the Oxfordshire countryside.



WHAT PHYSICS CAN REASSURE US ABOUT PHILOSOPHY

BY DR. TIMOTHY SALTYS

Last year I attended a local Chiropractic Philosophy night organised by a friend of mine. I had attended multiple in the past, and I was excited to see what I could take away from it this time around. Another friend of mine was speaking that night, and he equated the importance of Chiropractic Philosophy to diet in training for a triathlon - it is not always the flashiest thing to work on, but when push comes to shove in the face of a challenge, it will carry you through it. That night I also took away that our Chiropractic Philosophy is something we need to feed! And feeding it has lots of flavours. Here are just some examples: reading Green Books, partaking in engaging discussions with colleagues, attending local philosophy nights, reflecting on practice member stories, reliving adjustments you have received or delivered, and much more. For me, I like to dig into physics to help keep my philosophy alive!

Chiropractors across the world have faced some challenging times in 2021 and 2022. However, these were certainly not the first hurdles we have had to overcome, and unfortunately, probably not

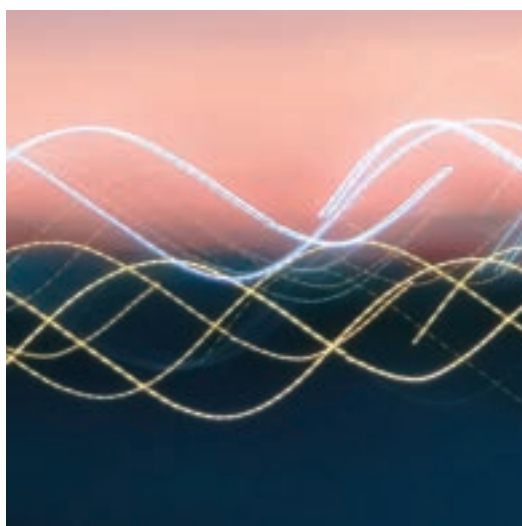
the last. There even seems to be some recurring challenges to the profession that persist over time with the attempted belittlement of our roots. "Wasn't your founder a magnetic healer?", with scoffs often not far behind. This one used to get to me, that is until I remembered a law I learned in physics class while at university - Faraday's Law of Induction. This law states that in a closed system, a moving charge always creates a magnetic current and vice versa. Take this law and apply it to the workings of the human body. Our bodies are run by the nervous system, whose currency is action potentials. Action potentials occur from, and are bursts of ionic activity happening in a neuron. When a threshold is met, there is a propagation of ionic flow across the neuron in a directed manner. Ions by definition carry a charge, and a moving charge is the definition of an electrical current. Your nervous system runs on electricity! Which you already knew. However, did you know that according to Faraday's Law of Induction, the electricity in your body should be making a magnetic field around it? Considering this law, magnetic healing no longer seems so hokey-pokey!

Vitalistic Chiropractors also feed their ability to be intentional, whose purpose is unfortunately not immune to being besmirched either. What does physics have to offer in its defence though? Natural frequency; everything in the world vibrates! From the page you are reading from, to the chair you are sitting in, to the cells in your body. If you are wondering how that is possible (and why you aren't feeling your chair vibrate), it is because the atoms of hard matter vibrate at such low frequencies that our nervous system cannot pick them up, but they still vibrate nonetheless. All vibrations lead to the creation of waves, pressure waves to be precise. Now, remember that your cells also vibrate, and that there are many things humans can do to impact the health of their cells. More often than not, our lifestyle, including our present physiological and psychological state, determines the biochemical makeup of our cells. Our neurons are no exception to this. When you change the makeup of anything on Earth, you change its inherent vibrational frequency. Back to those pressure waves! The physics of waves teaches us that waves that align perfectly have a constructive (building/additive/summative) effect, and the opposite can be said for waves that misalign. When you vibrate at a different state and you tune your intention into what really matters, the outcomes can be truly palpable. We see this in practice daily, and what a difference we know it makes.



THE PHYSICS OF WAVES TEACHES US THAT **WAVES THAT ALIGN PERFECTLY HAVE A CONSTRUCTIVE (BUILDING/ADDITIVE/SUMMATIVE) EFFECT**, AND THE OPPOSITE CAN BE SAID FOR WAVES THAT MISALIGN. WHEN YOU VIBRATE AT A DIFFERENT STATE AND YOU TUNE YOUR INTENTION INTO WHAT REALLY MATTERS, THE OUTCOMES CAN BE TRULY PALPABLE.

Potentially one of the most prevalent debates is if chiropractic does more than help with just pain. Advocates of pain-based care see the bones that make up the spine and their joints as purely structural, and that a lack of movement, or a malposition, causes changes in the surrounding structures and biomechanics, leading to pain. Let's take an example of malposition, like anterior head carriage (AHC). Chiropractors will universally agree that humans would be better off without AHC, but they will view its impacts differently. Whereas some will be greatly concerned with upper cross syndrome, others will be preoccupied with the health of the spinal cord. With the head sitting in front of its natural resting place above its shoulders, the cervical and upper thoracic spines must change their natural positions to accommodate. In remembering that there are physical connections between the spinal cord, the dura and the vertebrae, a change in the position of the vertebrae can't not affect the spinal cord. With AHC, it suffers longitudinal/tensile stressors. Now is the time to recall what we said earlier about the role of electricity in the nervous system. You can think of the axons in the spinal cord as electrical wires, and what does physics tell us about tensioned electrical wires? They create more resistance to the current flowing through them, leading to a greater dissipation of energy (heat) than is warranted; more power (voltage) is needed to maintain the same amount of current. In our analogy of the human nervous system, axons when tensioned will become less efficient, and essentially poorer conductors. Where are those axons travelling? Downstream to all the organs and upstream to the brain, of course. When you adjust the spine to restore the head to its normal position, you decrease the tensile forces on the cord, improving its ability to conduct electricity to and from organs, and to and from the brain. There is more than just the restoration of mechanics in that approach, there is vitality!



“Move the bone to relieve the pressure on the nerve”, has become a controversial statement as we all can likely attest to. Is a subluxation truly a bone impinging directly on a nerve? In some cases, yes, but most of the time not directly. Direct contact from bone or discs on nerves manifests serious, conspicuous symptoms. However, is there then no credence to hampered nerve supply going downstream to the organs and upstream to the brain when there is a subluxation? Physics helps us understand that, of course, there is. The same impacts of axonal tensioning presented in the last paragraph can also apply to nerves passing through the intervertebral foramina (IVF). At the location of the IVFs, we can additionally consider the impacts of fluid mechanics (fluid statics, kinetics and dynamics) on the tunnelling neurons. These are complicated fields of study, but what we can be certain of is that changes to the housing structure of any fluid (like that of an axon and its axoplasm, respectively) have consequences on the state and movement of that fluid. In neurons, the axoplasm plays an

important role in ionic gradients that contribute to action potentials. When a subluxation occurs, the misalignment and/or altered movement of the vertebra(e) in question, can’t not, even momentarily, impact the nature of the adjoining IVFs. If the IVFs are involved, the odds of not impacting the state of the neuron (and its fluid) that lies within it are very small. An impacted neuron, no matter how small the disturbance, won’t be able to carry out its function to its fullest capacity, and the end-organs are what stand to suffer most over time.

Philosophy keeps us going when the tough gets tough. There are so many ways to feed it, and it is important that we do so, so that it can serve as a driving force for our thoughts and actions in the face of obstacles. Whether it be attending more gatherings of like-minded chiropractors, picking up a Green Book, or even diving into physics, let us make 2023 a great year for bulking up our Chiropractic Philosophy.



TIMOTHY SALTYS

Timothy Saltys was born and raised in Portugal and is a ChiroKid! He’s always played tennis and chased that dream to Spain, and then to America where he earned a Bachelor of Science in Biology and a Bachelor of Arts in Psychology from Purdue University. In the autumn of 2014, he attended Chiropractic Essentials, which solidified his path as a chiropractor! He attended Life Chiropractic College West and graduated in 2018. After practising in Red Deer, Alberta for a couple of years, Timothy moved to Calgary in September of this year to set up Connected Chiropractic with his fiancé. He also just sat for the American Chiropractic Neurology Board examinations!



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HOW TO CONTRIBUTE TO THE HEALTH OF YOUR COMMUNITY

BY DR. SHAWN POWERS



In the UK, it's been reported that almost 60% of small businesses fail in their first three years of life. The reason for sharing this is to inspire you to act now and to avoid becoming a statistic.

Chiropractic offices fail because they do not have sustainable and predictable growth and revenue. When chiropractors fail, the health of their community may be jeopardized.

There are 67,886,004 people residing in the United Kingdom, with approximately 3,432 registered chiropractors to serve them. Not only is your practice success vital to you, but it can also affect your community's health.

The fastest path to preventing practice failure, guaranteeing your future success, and, most notably, helping the people of the United Kingdom is to focus on increasing retention.

Science and research support regular chiropractic care to improve brain function, adaptability, health, and well-being.

Your retention/PVA is essential in predicting clinical outcomes, practice success, longevity, and sustainability.

Retention or PVA is the average number of adjustments your practice member receives in a lifetime relationship with your practice. (The number of new people per month, divided by total visits.)

According to many sources, the industry PVA average is only 12. In calculating your family and personal PVA, most likely, you will find an exponentially higher PVA than this.

Why, when most of us and our families get checked weekly, is the industry PVA average at 12?

In my experience and decades of coaching, I have discovered many issues, including belief, personal identity, fear, need for acceptance, avoidance of rejection, lack of effective value communication, and systems to support high retention.

Offices with high retention are congruent with the purpose of chiropractic. They offer the same care they get and give their families. They do it for love, without attachment to the outcome or fear of what others may think. To change someone's life, we must be able to connect with them human to human and be trustworthy and credible.

They have high retention because they own the benefits of chiropractic and want others to know what they know.

- High retention is more fulfilling, has a more significant impact, healthier practice members all with decreased stress, and low staff turnover.
- High retention stimulates more referrals due to long-term benefits from regular care, thereby increasing revenue and creating sustainable and predictable growth.
- High retention offices help the community increase the odds of staying healthy and vital and are easier to sell, should that ever be your goal.
- High PVA and retention are beneficial for everyone.

The lack of predictable and sustainable growth creates an exhausting and frustrating rollercoaster practice. People in the front door and out the back, yes, they felt better, but rarely experienced the long-term benefits with a PVA of 14. I hated the worry, stress, and “need” for more and more new patients until I became dedicated to increasing my PVA, and everything changed.

Low PVA is incongruent with the purpose of chiropractic and is often the cause of burnout and practice failure.

Increasing your PVA is the best gift you can give to yourself, your family, and the community. You, your family, and your team have a high PVA. Your community deserves the same because their lives mean more than anything to their loved ones. Always remember the person in front of you is someone's cherished relative.

Increasing retention starts with you and your team. Building a high retention practice is not an accident. It happens with a decision and a commitment to honesty, clear communication, and systems that support high retention.



TO CHANGE SOMEONE'S LIFE, WE MUST BE ABLE TO **CONNECT WITH THEM** **HUMAN TO HUMAN** AND BE TRUSTWORTHY AND CREDIBLE.

Decide your office is more than a source for pain and condition relief, and it is time to set a higher standard for health by focusing on increasing PVA.

I have seen clients double, triple, and quadruple their PVA, and you can do it by following these steps.

The first step is deciding whether you want to improve your service to humanity by improving your PVA. Lives depend on it. Choosing and committing will create a commitment to implementation.

Remove any conflicts and incongruencies in beliefs, thoughts, actions, and systems that produce a low retention practice.

Create systems, power partners, and teammates in alignment with the value of long-term care.

Communicate respectfully and courageously, creating deep connections, and trust.

Imagine if you or your family member only had 12 chiropractic adjustments in their entire life. The consequences would be grave, and I suspect not something you wish for the families in your community.

Today you can give your community what you and your family receive. You can support them in choosing and living the chiropractic lifestyle.

An influencer helps others experience a better way of life. Adopt an influencer identity to shift the understanding, importance, value, and relevancy of chiropractic, changing the health of your community and, as a result, your PVA, referrals, growth, revenue, and the world, one person at a time.



DR. SHAWN POWERS

Dr. Shawn Powers is on a mission to help humanity by increasing the utilization of chiropractic. She works with powerhouse chiropractors who want to make an impact, are no longer willing to settle, and desire to grow personally and professionally.

Her programs teach mission-driven chiropractors how to lead themselves and others to attract more ideal clients and increase referrals, retention, and revenue, giving them the freedom to live the life of their dreams.

Dr. Powers is a vitalistic chiropractor, former critical nurse, coach, business strategist, international speaker, and author.

She is the current president of the League of Chiropractic women, a former Leukemia Society Woman of the year, chiropractor of the year (twice), and made history, chairing the first chiropractic conference to feature all women speakers exclusively.

She loves chiropractic, Zumba, hiking, traveling, good food, fast cars, and live music.



THE SCOTLAND COLLEGE OF CHIROPRACTIC

BY LEIGH DILKS



LEIGH DILKS

Leigh Dilks brings 30 years of experience in the charitable, educational, and cultural sectors and as Director of Business Development is working closely with the Board of Trustees to support the development of The Scotland College of Chiropractic.

Her experience in external engagement roles in working with and developing integrated teams across marketing, supporter engagement, fundraising, community engagement, and alumni relations means that she understands the resources and processes required to demonstrate impact and success.

She is also responsible for overseeing the development of the SCC Campus, is a member of the College's Senior Management Team, and is the first point of contact for prospective student enquiries.

Leigh studied with the Cambridge Marketing College to complete her CIM qualification and graduated in 2017 with an MSc (with Distinction) in Management. She is a Member of the Chartered Institute of Marketing.

Nestled in Scotland's capital in the north of the city of Edinburgh lies The Scotland College of Chiropractic, a college that has been created by the profession, for the profession. From our academic faculty and professional service team to our donors, sponsors, and supporters, we aim to create a sense of belonging in chiropractic that will impact our communities and help work towards our vision of a healthier, happier humanity.

The author Alexander McCall Smith wrote of Scotland's capital city: "Edinburgh is a city of shifting light, of changing skies, of sudden vistas. A city so beautiful it breaks the heart again and again". With 60,000 students living in this city, you will find SCC located in the thriving community of Stockbridge. Stockbridge is populated by students and professionals and surrounded by coffee shops, restaurants, bars, and independent shops, complemented by beautiful green spaces such as Inverleith Park and The Royal Botanic Garden.

The Master of Chiropractic (MChiro) programme has been designed to focus on the specificity of the adjustment, principles of health and wellbeing, and the contemporary science of chiropractic. The student experience is at the heart of our work at SCC and, as well as maintaining strong links with the profession, we are developing relationships with other universities. These inter-professional connections between the College and the profession will ensure that our students are able to experience chiropractic in a wide variety of practices.

As we look to the future, Phase 2 of our campus development will soon be underway and will comprise a student clinic, additional teaching space, an imaging suite, and a research centre. The last will be developed to offer opportunities for postgraduate study, as well as cutting-edge research that will have a positive impact on chiropractic practice and patient healthcare outcomes.

At SCC, we firmly believe that chiropractic is a

career for anyone with the interest and motivation to travel down this path and we will offer an inclusive and empathetic environment for tomorrow's practitioners to learn. We wish to enable students to study in a supported and nurturing setting and ensure that studying chiropractic is an affordable career choice. We will continue to work behind the scenes with donors and supporters in the creation of scholarships and bursaries to support future students as they embark on their studies.

There has never been a better time to consider a career in chiropractic. There continues to be a great demand for chiropractors in the UK and so graduate employability remains buoyant. On completing the MChiro programme, our graduates will be practice-ready: able to make the transition from student to professional practitioner with confidence. Beyond graduation, we will continue to nurture relationships with our alumni by providing opportunities in a range of areas. This might be through participating in our developing research work, continuing with regular professional development commitments, maintaining a network of professional contacts, and, in time, becoming involved in the teaching and pastoral support of our students.

If you are interested in studying at SCC or would like to support our work, the team is ready and waiting to hear from you. Or come and meet us in person at The Edinburgh Lectures on 9th-10th June!

Email: office@scotlandcollegechirotrust.co.uk
Website: scotlandcollegechiro.co.uk





ce CHIROPRACTIC ESSENTIALS 2023

Saturday 21st and Sunday 22nd October

Hilton Birmingham Metropole

SAVE THE DATE

UCA



Spring Conference 2024

The Art, Science and Philosophy of Chiropractic

SAVE THE DATE

Saturday 16th March

Radisson Red Hotel, Heathrow

UCA



AUSTRALIAN SPINAL RESEARCH FOUNDATION

We're seeking the answers to chiropractic's biggest questions!

At ASRF, we're developing a clear understanding of vertebral subluxation and its effects, by funding scientifically testable research drawing on the philosophical tenets of chiropractic.

We lead our profession by facilitating global research in the areas of vertebral subluxation science and the clinical benefits of chiropractic care for the human population.

Our purpose is to use this knowledge to further the health and well-being of people worldwide.

Our History

Over the last 45 years we have funded over 245 research projects globally at a cost in excess of AUD 2.8 million.

Our Vision

A clear understanding of vertebral subluxation.



www.spinalresearch.com.au



Are you a Member?

Beyond contributing to our amazing profession through research, there are many other benefits!

- ~ Exclusive Monthly email update, containing resources & research information.
- ~ Access to our Members-only Facebook group.
- ~ Encouragement to develop your research skills.
- ~ Opportunity to contribute to developing a global knowledge-base on VS.
- ~ Privileged early access to the results of our studies.
- ~ Membership certificate to display in practice.
- ~ Annual Report recognition.
- ~ Voting rights at the Annual General Meeting.
- ~ Access to our Members Only Online Portal, where you'll find a wide range of tools to help you in practice.
- ~ And much more!

Go to our website via the link or QR code to find out more.





COURGETTE FRITTERS RECIPE

GREAT FOR THE LUNCH BOX, A QUICK BREAKFAST
OR A HEARTY MEAL.

INGREDIENTS

500g courgette
1 cup green peas
1 bunch parsley chopped
1 bunch mint chopped
4 spring onions, sliced
good pinch sea salt
generous grind of black pepper
zest of 1 lemon
3 organic eggs
½ cup almond meal

SERVE WITH...

- Persian feta or Labna
- Sumac roasted cherry tomato
- Smoked salmon + lemon
- Avocado + baby spinach + Salsa Verde

DIRECTIONS

1. Grate the courgette & place into a colander.
2. Sprinkle with a just little sea salt and mix through (not too much, just a nice pinch).
3. Sit for 10 minutes.
4. Squeeze out all the moisture from the courgette with your hands.
5. Place the courgette in a large bowl.
6. Add parsley, mint, peas, spring onion, pepper, lemon zest, eggs and almond meal or the other alternative flours if using.
7. Mix well until combined. At this stage, it's good to test cook a fritter to make sure it holds together well. Add a touch more almond meal if you need it.
8. Cook fritters in a pan over a medium heat in a little olive oil for 2 minutes each side or until cooked through.

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



Apr
19

DATES FOR YOUR DIARY

Make a note of the great events and promotions the UCA Head Office have planned for 2023.

CHIROBUDDY EPISODE 3

19th April

GROWTH SERIES EPISODE 1

26th April

CHIROBUDDY EPISODE 4

17th May

GROWTH SERIES EPISODE 2

31st May

IN COLLABORATION WITH NATALIE THRING

2nd June

CHIROBUDDY EPISODE 5

21st June

GROWTH SERIES EPISODE 3

28th June

IN COLLABORATION WITH NATALIE THRING

30th June

CHIROBUDDY EPISODE 6

19th July

GROWTH SERIES EPISODE 4

26th July

CHIROBUDDY EPISODE 7

16th August

GROWTH SERIES EPISODE 5

30th August

CHIROBUDDY EPISODE 8

20th September

GROWTH SERIES EPISODE 6

27th September

CE 2023

21st-22nd October

CHIROBUDDY EPISODE 9

15th November

CLASSIFIEDS SPRING 2023

PLACING AN ADVERT

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

UCA, 158B Church Road, Hove, BN3 2DL

Telephone: 01273 324857

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 POSITION IN NORTH LEEDS

What does your dream job look like?

Does it involve developing your chiropractic techniques alongside other medical professionals?

Would it include receiving regular guidance and training from an active mentor?

Lastly, does any of the above match the job you are currently in?

If you love the work of a chiropractor, but the clinic you are working for lacks the support network to encourage your career growth, it is time for a change.

At Roundhay Chiropractic Clinic in North Leeds, your skills will be nurtured by our experts, who each have over 30 years of experience in this field.

You will have the opportunity to develop yourself consistently throughout your time here; by encountering people from all sorts of backgrounds, and learning about their individual issues, your capability to effectively diagnose and deliver treatment will flourish.

Join somewhere that says your true education only begins after your degree ends.

For those interested, or for those that have enquiries about the specifics of the job (e.g. hours, pay), please email your CV to: nicola.roundhaychiropractic@gmail.com

ASSOCIATE POSITION IN CLOSE-KNIT PRACTICE IN SURREY

Do you love fixing bodies and helping people be their best self?

Do you want to work in a thriving, energetic and supportive practice where you are empowered and encouraged to grow?

Then you will be right at home with us!

There is no requirement for past experience, just a willingness to learn and motivation to grow to be the best practitioner you can be. You will receive plenty of hands-on training, coaching and mentoring.

To find out more or to apply, email careers@spineepsom.co.uk

ASSOCIATE POSITION AVAILABLE AT BUSY, PATIENT-CENTRED, WEST MIDLANDS CLINIC.

This position is open for someone who is enthusiastic and motivated about continually learning and putting patients first. We are looking for a professional, dedicated chiropractor to join us.

The Clinic has been recently renovated and extended for the new position. All rooms are fully equipped with either a Chattanooga ES 2000 or Atlas RM2 bench. You will practice having your own, individual treatment room.

The atmosphere is friendly, professional and encouraging.

The working hours can be negotiated.

The position is based on a generous percentage, backed up by a minimum income guarantee.

It would suit an existing chiropractor or new graduate.

On-going training/learning would be fundamental with this position. Practitioner specific mentoring is provided.

The practice management is traditional and caring.

The knowledge used for patient care is ever expanding and the process of learning considered, important, essential and exciting.

The Clinic is situated in the West Midlands in the town of Shrewsbury, Shropshire.

If interested; please forward your CV with a photo and a covering letter to: info@severnchiropractic.co.uk

MENTORSHIP FOR ASSOCIATE POSITION / MATERNITY COVER IN HERTFORDSHIRE

- Full support/coaching
- Great work/life balance
- Fun and supportive team

Looking for maternity cover with the opportunity to stay permanently as an associate. Existing patient list including clients on membership and opportunity to build. One on one and group coaching provided. Ideally a confident adjustor.

Contact Jess at hemel@summitchiro.co.uk

FULL TIME ASSOCIATE POSITION MID KENT.

We are looking for an enthusiastic, confident, positive team player that's passionate about personal development and growth.

We have to offer...

- Full time position (26+ hours)
- 3 morning, 2 evening shifts
- Saturday clinic available
- List available to take over
- Modern, redecorated and rebranded clinic
- 3 well trained front of house to help you build and manage your list
- Annual marketing plan
- Regular team meetings / training with the clinical directors
- Remuneration is excellent with a graded commission structure
- For new graduates we offer to fund your 1st year GCC and BCA / UCA fees
- We use a 3-phase model of care, pain, rehab and wellbeing
- Digital note keeping and exercise prescription
- Paid for CPD (complete mastery practitioner programme)
- Phased promotional opportunities
- Excellent work life balance encouraged

There's recreation and water sports close by, countryside and sports clubs in abundance, and the beach (<1hr).

Great schools, mainstream, private and grammar all close by, family orientated towns and villages. London less than an hour away by rail.

Please apply to

Joe Williams 01580890418

reception@shcchiropractic.co.uk

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

unitedchiropractic.org/advertising

ASSOCIATE/CHIROPRACTOR REQUIRED

HOLISTIC FAMILY FOCUSED CHIROPRACTOR WANTED IN BEAUTIFUL CHELTENHAM!

We are a high energy, community led practice that supports women and their whole family as they navigate conception, pregnancy, and family life together.

We are waiting for an EXCEPTIONAL associate to join us and won't accept anything less.

The person that joins us must be open to working in an open plan, dynamic and unique environment.

You have an option of a full time or part time position leaving you in charge of your total earning capacity. Pay structure is dependent upon this in addition to assessing your experience and previous qualifications.

There is substantial support in place for you to continually grow and develop yourself throughout your chiropractic career with us.

Qualifications in prenatal and pediatric care are a must but can be attained after hire. However, general practice experience and exposure to pregnant women, babies and children since graduating is an absolute must.

If you are the exceptional chiropractor we are looking for, send us your CV along with a video application telling us why to drkylie@organicfamilychiropractic.com

ARE YOU IN THE TOP 5%?

One of the top 5% Chiropractic clinics in the country is looking for a Top 5% Chiropractor

Is that YOU?

This is a great opportunity for a top Chiropractor to grow in a fast-paced environment and take an active role in the development of our cutting-edge wellness clinic.

Our Chiropractors' growth rate is super high with potential earnings of £120K+ per annum.

We're one of the largest & most successful clinics in England and proud of the fact that our Chiropractors stay with us for many years.

Some benefits:

- Intensive training program.
- 6 months starter retainer
- A generous 'settling in' financial bonus.
- First year paid GCC, UCA and accountant fees
- Great team spirit, friendships & social activities.

Visit us and get a feel of the clinic's amazing vibe and observe our Chiropractors in action, learning how true wellness warriors operate.

We're located in the affluent, lively and trendy town (TV fame) of Brentwood, 20 min by train to Liverpool Street, London.

Interested?

Email Lianne Travi lianne.scc@gmail.com
www.spinalcareclinics.co.uk

HAPPY EAST SUSSEX CLINIC, GREAT TEAM, OPTIONAL ROUTE TO PARTNERSHIP

We're a successful and happy clinic with a focus on our patients. We have excellent, empowered associate chiropractors, with a great work life balance.

We're looking for a team member, not "just another associate". We have an empowering associate structure with proper career options including an optional route to partnership.

- Thriving clinic (over 20,000 Rx/Yr)
- Busy patient base with great local reputation
- Outstanding mentoring
- Happy, established team
- Caring, supportive and enthusiastic vibe
- Team of chiropractors, multi-level mentoring/support
- Great career options and even routes to becoming a partner
- Winner of "Employer of the Year"
- £3K pcm guaranteed retainer PLUS % Commission

Experienced Chiro?

Thriving, efficient, organised clinic. We encourage a work-life balance and if you're career focused there's opportunity to earn 70K+.

New Grad?

Plenty of support. Enjoy a positive, ethical and enthusiastic clinic, with excellent, caring mentoring, social support and PRTS.

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

James.Revell@LushingtonChiropractic.com
More info www.backblog.co.uk/career/

TWO EXCITING OPPORTUNITIES IN THE CITY OF LONDON

We are seeking two chiropractors to join our multidisciplinary clinics in Clerkenwell and Islington.

The first being a full-time position for a motivated, proactive practitioner. The successful applicant must be a team player and keen to be involved with internal and external promotions, they will receive our marketing support to develop and grow a patient base.

The position also comes with a £1000 -£1500 retainer per month depending on experience. PRT graduates are welcome to apply.

The second position is for a 4-6-week holiday cover required in May-June 2023 - there is flexibility with this position. If interested in either position.

Please email CV and covering letter to: francesca@clerkenwellbeing.co.uk

OUTSTANDING ASSOCIATE OPPORTUNITY

We are ChiroProActive, a fully independent clinic in the very heart of Glasgow.

We offer:

Fully flexible earning potential based on your ambition

Choice of employed or self employed

Great work life-balance supported and encouraged

Ongoing PRT mentorship/coaching from experienced chiropractors

Large treatment rooms with rehab facilities

Exceptionally easy access to Scotland's central belt transport links and beyond

To be successful you'll need to have:

Strong core values and the appetite to work in a strong team

Outstanding patient care skills

The desire to always want to become the very best version of yourself

The appetite to earn what you want

Provided you are GCC registered and eligible to work in the UK then let's continue the conversation.

Call now on 0141 278 6052 or email enquiries@chiroproactive.co.uk

ASSOCIATE REQUIRED TO TAKE OVER EXISTING PATIENT BASE

We are looking for an Associate Chiropractor to take over an Existing patient base from a busy chiropractor.

- 50% basis. Realistic 60-80k p.a. proved to earn over 100k

- Practice with effective systems

- Training is provided in various subjects

- Two Receptionists/CA constantly take care of all booking/re-scheduling tasks

- 7 treatment rooms, 2 massage/physio rooms, 2 toilets, office, kitchen space

- X-ray facility and car park

- Clinic is serving the Local Community (Wanstead and Loughton, Ilford, Stratford and Walthamstow) and visitors from Central London and Essex since 1994

- Constant flow of referrals, great marketing setup to boost patient flow

- Large number of maintenance patients create great local community feel

- GCC registration, UCA/BCA/SCA membership is required

- We are looking for a person with positive attitude, good communication skills and sufficient command of English

- References required. New graduates or experienced chiropractors welcome

- Available from the 1st of January 2023

All enquiries to:

vacancies@nobackpaincentre.com

Please email us for the full details of this offer

ASSOCIATE/CHIROPRACTOR REQUIRED

LIFE CHIROPRACTIC HAVE AN OUTSTANDING ASSOCIATE OPPORTUNITY AVAILABLE IN ESSEX

We are seeking an exceptional associate for one of our busy, established clinics in Essex.

Our Chiropractors are working to near capacity, and we are seeking a dedicated chiropractor for one of our state-of-the-art clinics to meet the demands of our growing client base.

We are proud to have grown to be the largest chiropractic group in Essex. Our successful and dynamic team consists of chiropractors, soft tissue and rehab therapists plus a team of chiropractic assistants. We also benefit from in-house marketing and a support team, allowing YOU to focus on treating and caring for your clients!

Recruitment Package:

- 1st Year GCC fees paid (worth £800)
- Initial interest-free bridging loan (worth up to £4000)
- £500 weekly retainer
- In-house CPD and ongoing training
- Expected earnings £70-£90k per year
- 30-35 hours per week

If you are looking to work alongside a driven and passionate team to deliver the highest standard of patient-centred care, get in contact today.

Roy Refael 07939 050 735

jobs@lifechiropractic.co.uk

<https://www.lifechiropractic.co.uk>

JOIN OUR TEAM IN ONE OF GLASGOW'S MOST VIBRANT AND LIVABLE AREAS

Long established practice - over 20 years of consistent focus on wellness and educational care for all patients.

A full-time opportunity has been created for a practitioner to join our team in one of Glasgow's most vibrant and livable areas.

The new roster has the advantage of taking on an existing client base, significant patient overflow and having priority of New Patient appointments.

- We will establish and manage your calendar to suit your preferred work life balance
- Autonomous role backed by a supportive team
- Retainer to enable and ensure a successful transition
- Immediate start available

Come and join our fun, caring and high performing practice.

We look forward to hearing from you. Please email a cover letter introducing yourself along with your CV to: associateglasgow2023@gmail.com

ASSOCIATE POSITION WITH MENTORSHIP PROGRAM

£45,000 to £75,000 based on experience and skill

ROLE OVERVIEW

HOURS: 28.5 hours per week with patients/clients

ESTABLISHED DIARY: no need to build up from scratch!

START DATE: Flexible

BENEFITS & TRAINING: £15,000+ p.a. benefits package

- GCC registration fees (every year!)
- BCA/UCA membership fees
- 5.6 weeks' paid holiday (no locum costs!)
- £3,500 towards CPD/Seminars per year

Who Are We?

We are currently a team of 17 (which includes 7 Chiropractors) in two vibrant, modern, successful clinics on the south coast of England. As we grow the business further, we are looking for a new Associate to join our busy team.

If you're interested, we would love to have you visit and see the practice and team in person!

More details: <https://chiropractic18.godaddysites.com/>

Contact: Alex Becu – Alex.becu@lifeeffect.co.uk

LOOKING FOR AN EMPLOYED CHIROPRACTIC POSITION?

What we are offering:

- Beautiful South Coast/New Forest location
- Full time
- Excellent Remuneration package:
 - o Realistic £45 - 55K first year earnings from pre-existing patient base,
 - o Holiday pay,
 - o Pension,
 - o CPD training budget.
- An accomplished, multidisciplinary team of musculoskeletal colleagues that inter refer.

We are a small well-established group of successful multi-disciplinary musculoskeletal health clinics; our team of practitioners are biomechanically focused though they all have various interests and specialisms relevant to their respective professions. They often utilise inter-referral between professions to produce the best possible patient outcomes.

What we ask of you:

- A passion for patient care
- Professional attitude
- Driven to further your knowledge
- GCC registration
- Full, clean driving license

If like us your passion is to help patients change their movement to change their lives, please send your CV today to: mark@bodyconsultancy.com

ASSOCIATE POSITION IN BOURNEMOUTH & POOLE

We are excited to offer a full time employed chiropractic associate position at Total Therapy, in Bournemouth & Poole.

Our associate packages include:

- GCC and association fees paid
- Basic salary
- Bonus options
- 5 Weeks Annual Leave
- Team and 1:1 coaching - patient management
- Team member perks

We are looking for someone with experience, but if you think you might be the perfect fit as a new graduate, we will happily consider you!

Head to www.totaltherapy.co.uk for the full job description.

EXCITING OPPORTUNITY AT BUSY PRESTWICK CLINIC!

We have the perfect opportunity for YOU! Due to massive demand we are looking for a passionate, full-time chiropractor who wants to grow as a confident practitioner with expertise in Applied Kinesiology!

You will have a busy practice with loads of new patients, an excellent salary with your GCC fees and course fees paid, the opportunity to work in our beautifully refurbished centre with world-class chiropractic and Applied Kinesiology mentorship, working within an awesome, well-established multi-disciplinary team.

We hold regular team coaching sessions to provide you with CPD opportunities and to help enhance the service we offer to our patients, believing that teams that train together, win together!

Located on the sought-after coastal town of Prestwick you'll be able to thrive and progress in your chiropractic career, whilst still having the time to enjoy life, amidst our world-famous golf courses, beaches, walking routes and Scottish cities.

If you think we'd be a good fit we are excited to hear from you! Please e-mail us at: chiro@corehealthchiropractic.co.uk

**TO ADVERTISE WITH US
PLEASE SEND A DRAFT
COPY OF YOUR ADVERT TO**

contact@unitedchiropractic.org

**AND WE WILL SEND YOU
A QUOTE.**

ASSOCIATE/CHIROPRACTOR REQUIRED

ASSOCIATE POSITION IN THE YORKSHIRE DALES!

Wells Chiropractic is based in the mediaeval market town of Richmond and has great reputation throughout the region.

Established for 13 years, we are looking for a new associate to help with the big demand of new patients calling daily, with a current waiting list of 4-5 weeks!

The position: self-employed, remuneration of 50-55% depending on experience, expected earnings of £55-£75k p/a FT, a 4-day week & a retainer offered for the first 3 months. PT enquiries are also encouraged.

You: Outgoing, good communicator, adept therapy skills and love the great outdoors!

If so, please call! Tel: 07308 478867
E-mail: david@wells-chiropractic.co.uk

RARE OPPORTUNITY TO WORK AND GROW ALONGSIDE OUR TEAM IN STAFFORDSHIRE

Due to a team member relocating to be closer to family, we have a position available which would suit recent graduates or those who wish to develop their skills and enjoy being part of a team.

An attractive full-time package is offered with flexible terms. We pay GCC and association fees and give a significant contribution towards yearly CPD.

The cost of living in an area is low. Allowing you to live comfortably, afford to buy a home and pay off student debt.

Boasting an incredible reputation, our centre has a team of five Chiropractors, and two Osteopaths who are supported by Massage Therapists and Pilates and Yoga Instructors. We have specialist interest in sports, rehabilitation, neurology and paediatric care and run fun and interactive weekly coaching sessions.

Interested? We invite you to introduce yourself to Centre Director Andy Knibbs at Andy@stokechiro.co.uk
P.S. to get a feel for us - check out our patient introduction video.
<https://www.youtube.com/watch?v=E7qPo5eHYUk>
2mwellnessltd@gmail.com

ASSOCIATE POSITION IN HEMEL HEMPSTEAD, HERTFORDSHIRE

Looking to be a part of a family who supports you?

We are a high energy clinic, passionate about changing our clients' lives.

Job specifics:

- Excellent work/life balance
- Vitalistic approach
- Coaching provided by two experienced chiropractors

Vital skills:

- In love with chiropractic
- Willingness to learn
- Can work as part of a team
- Good communicator
- Honest, trustworthy and reliable

Send an email to Sophie at summitchiroclinics@gmail.com with your CV

SUSSEX – CHIROPRACTIC ASSOCIATE WANTED

We are looking for a Chiropractor to join our team.

We offer:

- Excellent work/life balance.
- Existing, and growing, client base.
- Consistent flow of new clients.
- Vitalistic approach with a passion for changing the lives of our clients.
- Support from a principle Chiropractor with 22 years experience
- A well trained support team

You must offer:

- A passion for Chiropractic
- Willingness to learn
- The desire to work as part of a team
- Good communication skills
- Honesty, trustworthiness and reliability

Brighton & Hove is a fabulous place to live with great connections and a fantastic diverse community.

Self-employed basis

Good remuneration

Tuesday 8-12 & 2-6; Thursday 8-12; Friday 2-6; Sat 9-11 (with room to expand shifts)

Interested? Email robsandford@yahoo.com

EXCITING ASSOCIATE ROLE - CHIPPENHAM - EXISTING PATIENT BASE

Moose Hall Chiropractic is a thriving semi-open plan practice based in Chippenham. It has grown quickly into an extremely successful Practice offering the highest standards of Chiropractic service with a strong, proven marketing strategy.

We are recruiting an energetic, motivated, associate to take over an existing patient base of 90 patient visits with an addition of 5-7 new patients per week, giving you a realistic earning of 60-80k per annum straight away with scope to grow.

This is a fantastic opportunity for a motivated Chiropractor to be an integral part of a thriving Practice and will be joining an experienced and friendly team, providing all the help and support you will need and allowing you the space to create the perfect Practice for you to grow and prosper.

Position is open for immediate start with a generous % based salary and flexible working hours to suit.

moosehallreception@gmail.com or 07795 695551

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

WEST BERKSHIRE – CHIROPRACTIC ASSOCIATE WANTED

We are looking for a chiropractor to join our team.

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

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

Self-employed basis - Full/Part 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

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

EQUIPMENT

NODAL POINT CHIROPRACTIC TABLE

This Chiropractic Table has been designed and produced by craftsmen and offers functional and elegant features. At the forefront of this design is for use in a NetworkSpinal, NeuroImpluse Protocol, or similar low-force style Chiropractic office.

For more information visit:
<https://thehealthpraxis.com/chiropractic-table/>

CPD Made **Easy**

- ✓ No need to travel to seminars or workshops.
- ✓ No need to attend webinars at a fixed date and time.

**Meet your ‘Learning Alone’
and ‘Learning with Others’ CPD Requirements
in the comfort of your own home.**



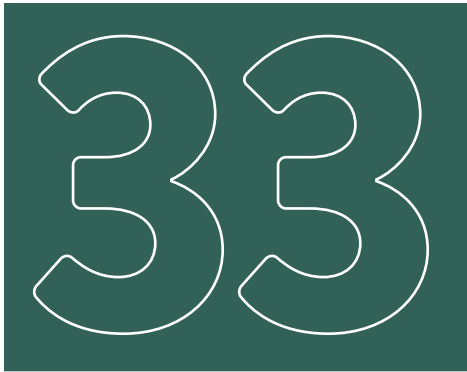
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