

Practice Development Strategies for 2015 and Beyond

New ways to look at practice marketing, management, and leadership for 2015 -- with 25 separate recommendations to help you prosper and flourish in 2015 and beyond.

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Practice Development Strategies for 2015

New ways to look at marketing, management, and leadership for 2015 with 25 separate recommendations to help you prosper and flourish in 2015 and beyond.

What strategic moves should you be taking now to ensure that you have a better year in 2015 and in years to come?

I am going to make some recommendations based upon my review of current literature and statistics, and my observations and experience. I have also made a list of references that I used if you want to dig deeper. Not all of these recommendations may apply to you.

The best strategy should take into account what we can see in our environment and extrapolate from the current trends in health care, chiropractic, regional economics, the culture, as well as taking into account your own personal goals and style of practice.

OUR ENVIRONMENT

Technology and Culture. Rate of change is accelerating. Moore's law roughly states that technology will double every two years. Since he observed this in the mid 1960's, it pretty much has held true. Given this rate, it has been estimated that computational ability of computers will equal and exceed man's cognitive powers in just 30 years. Some scientist predict sooner when the accelerating increase of artificial intelligence will cause a runaway effect, often referred to as the "technological singularity."

Medical. New fields are emerging including: regenerative medicine – the growing of new organs and "printing new organs" after a scanner passes over the patient's diseased organs. Other new and not so new technologies include smart phone diagnostics, virtual visits and telemedicine, robotic surgery, 3d perfect imaging, micro and nano robots that autonomously monitor your health internally and do things a surgeon cannot do.

Pharmaceutical Profits Increasing. The world's 11 largest drug companies made a net profit of \$711.4 billion from 2003 to 2012. In 2012 alone, the top 11 companies earned nearly \$85 billion in net profits. According to IMS Health, a worldwide leader in health care research, the global market for pharmaceuticals is expected to top \$1 trillion in sales by 2014. (drugwatch.com)¹



Pharmaceutical influence is increasing.

- **Pharmaceutical Advertising.** \$21 billion was spent in 2002 on pharmaceutical advertising (Wikipedia) and it grew to 27 billion in 2012 (Pew research).²
- **Big Pharma Influence Government.** In 2013, there were 1,450 lobbyists reported. That is nearly 3 lobbyists for each member of Congress. In 2012, the amount contributed to those being elected by pharmaceutical companies was just over 50 million, a record. (Opensecret.org)³
- **Covert Robot Advertising.** Sci Fi? Nope. Drug companies are becoming more devious in their manipulation. Robots (“bots”) are now hijacking comments on social media sites and promoting vaccinations, making pro drug comments as if they were real people, linking to pharmaceutical web sites.⁴



What about chiropractic? What is its future?

Chiropractic college enrollment has remained stagnant after declining at the end of the 90's.

There are strong forces to include prescription rights for chiropractors, perhaps as a solution to make the earning potential for new chiropractors more promising to prospective students. See a very well researched article about this by Dr. McCoy.⁵

New chiropractors come out of school heavily in debt, some over \$200,000, and have the highest default rate of any providers.⁶

In 2013 a company called Institute of Alternative Futures was commissioned with predicting the future of chiropractic. The funding came from NCMIC. They offer 4 different scenarios of how the profession could go. Their 90 page report offers suggestions and recommendations.

Chiropractic 2025: Divergent Futures⁷

Scenario 1: Marginal Gains, Marginalized Field

Scenario 2: Hard Times & Civil War

Scenario 3: Integration & Spine Health Leadership

Scenario 4: Vitalism & Value

It is interesting that in their earlier report of 2005, they offered 4 similar scenarios:

Scenario 1: Slow, steady growth

Scenario 2: Downward spiral

Scenario 3: Evidence based collaboration

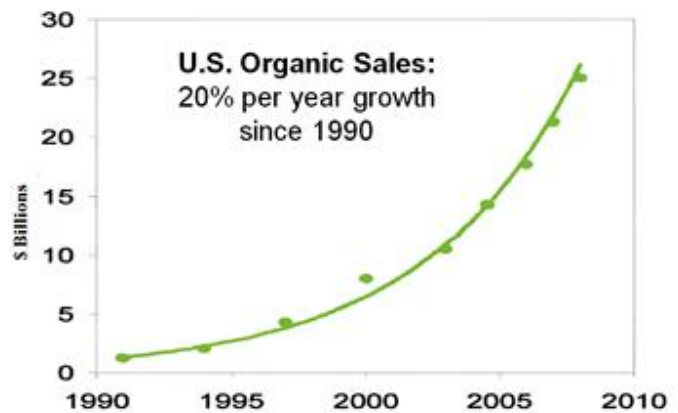
Scenario 4: Healthy life doctors

Existing medical clinics are being bought by hospitals and many doctors are going on staff in these clinics.⁸ However, there seems to be a significant trend in the medical world of a few doctors, dentists, and other providers to not want to join the medical-industrial complex and stay independent. Many incorporate chelation therapy, acupuncture, and have good working relationships with chiropractors and even speak out against vaccinations.

Because the world is changing so fast, office administration and marketing is more complex. From E.H.R. to marketing on Facebook, there are more new regulations and twists each year. To share overhead and reduce work load, more MDs, Dentists, and even DCs are moving towards group practices.^{9 10}

Organic food sales are growing and the Wellness Movement Continues to Grow.

- The \$3.2 billion U.S. consumer fitness equipment market is large and experiencing a movement toward higher participation in non-traditional fitness and training regimes.
- The U.S. nutritional supplements market is going to maintain its average growth rate of just over 6% per year through 2018, hitting sales of \$16.4 billion in that year.¹¹
- Over 87% of U.S. consumers take some form of dietary supplements.
- The weight loss and diet control industry was approximately \$60 billion dollars in 2009.
- 69% of Americans used some form of complementary and/or alternative medicine in the last year. There are 50% more visits per year to CAM practitioners than to traditional medicine practitioners.
- Health economists estimate the indirect costs of obesity are \$4.3 billion a year for absenteeism and \$506 per obese worker per year for lower worker productivity.
- Approximately 70% of American adults are concerned about their weight and more than half (53%) are actively trying to lose weight.
- The single highest response in a recent PWC Survey indicated that employers planned to spend more money expanding or improving wellness programs inside the United States.^{12 13}



The Baby Boomers are in need of more health care, but want to remain active and look for wellness programs to maintain an active lifestyle and avoid drugs and surgery.



MARKETING

Marketing Recommendations

1. **Business Is Basically Marketing.** This is not to be understood that everything is sales. Marketing includes a high quality product or service that people will pay for. Your care and service have to be outstanding. With that in mind, everything you do is about improving your position and appeal in the market place.

Because the purpose of business is to create a customer, the business enterprise has two—and only two—basic functions: marketing and innovation. ... Marketing is the distinguishing, unique function of the business. (Peter Drucker)

2. **Good Marketing is Finding a Niche that is Growing and Dominating it.** Aside from the fact that chiropractic has worked and chiropractors have been hardy and self reliant individualists, chiropractic has done well because it dominated a niche. It has been the un-drug and un-surgery health care system. In the last 30 or so years, we have seen a Wellness Revolution and many people are now moving towards this niche that chiropractors have owned since they started. After listening to professor Bruce Lipton talk about epigenetics, even cellular biology is moving in the direction of D.D. Palmer.

Smart chiropractors embrace this trend and capitalize on it. There are millions of people moving in your direction. Other chiropractors seem to want to move into a market that is already saturated medically.

Own the wellness movement: chiropractic has always been organic!

3. **Healthy Life Doctor.** Of the 4 scenarios noted by alternative futures above, I recommend the “Healthy Life Doctor” and “Vitalist Value” as the winners. However this does not rule out “Spinal Expert” and “Evidence Based Collaboration.” Embrace the popular movement towards natural health and own it. Be its champion.
4. **You Have To Be Careful Not To Expand Too Far From Your Core Service.** Starbucks did this in 2006 and 2007 and experienced heavy losses. When they went back to their core values, business profits went back on track again.¹⁴ Stick with your core services and carefully expand from there.
5. **Speaking of Starbucks, Your Core Is More Than Just Natural Health Care.** It is friendly service. And I mean very delightful care and comfortable service. Your office work and patient environment should be warm and neighborly, where your patients are like a family.

Whether or not corporate medicine and Big Pharma has a soul is questionable. But that’s where you have excelled and must continue to do so. This too is YOUR niche.

YOU GOTTA HAVE SOUL!



6. **Define Your Market Niche.** Don't sell your services to people who would rather get a flu shot at the local drug store or who are satisfied with getting their dinner at McDonalds. Consider different demographics as well. For example:
 - a. **Wellness Oriented Baby Boomers.** This age group are becoming "seniors" and many want to continue an active lifestyle. With many pensions gone, the older generations have to stay healthy to work – and many will seek wellness and supportive care.
 - b. **Mothers Concerned About Drugs.** Many mothers now want their babies and children kept healthy through natural methods. Doula and midwifery is a growing niche with which you can become allied. I don't think I have ever seen a practice busy with kids that were not also busy with adults.
 - c. **Employers who want to help their employees be healthier.**

7. **Continue The Conversation.** Develop strong relationships with your patients through continuous and excellent communication. Some examples:
 - In the adjusting/treatment room
 - Therapy room
 - Front desk
 - Patient account interviews
 - Newsletters
 - Facebook
 - In office workshops
 - Special in office events**Keep the conversation going.**

8. **Network In Your Community And Provide Services, or Just Show Up.** Some examples:
 - **Meet with other professionals and set up referral alliances.**
 - **Meet with businesses and set up referral alliances,** such as local body shops (car accidents!), motels (motel chiropractor), etc.
 - **Meet with businesses for health workshops** on wellness, weight loss, fitness, headaches, ergonomics, etc.
 - **And don't forget** churches, senior homes, beauty shops, gyms, theaters with actors or dancers, etc.

9. **Internet.** Networking is done **more** and more on line. Patients look first to the Internet for their health questions. You better be all over the web, look good, and have great things said about you.

10. **3rd Party Pay or Cash Plans: Yes!** It is true that patients have less insurance coverage for their care. So? Good health doesn't cost – it pays! Your services are worth 10 times what you charge for them – or they should be. Set up separate interviews for new patients, returning patients, and after progress exam for active patients and get the payment plans worked out so that the patient never leaves for financial reasons. Accept insurance, Worker's Comp, Medicare, etc., until it becomes too much of a hassle and then don't. No need to kowtow to Big Insurance. There may be many people who can't afford your services, or won't. So? Offer a charity day along with a donation drive every quarter. Remember, there are thousands of people who can pay and want to and are just looking for the right solution. Let them know YOU are their right solution.

MANAGEMENT: Create a Team Driven Business and – If You Are Ready -- a Group Practice

The future of chiropractic delivery, for more and more D.C.'s, will be:

- Team Driven Businesses
- Group Practices

The future will be Team Driven Systematized Business, operating with 2 to 5 doctors working as a group. This is different from what we usually see – the Personality Driven Practice.

Successful chiropractors have been champions. Steel-willed or just charming doctors that focused on patient care and production have done exceedingly well. They have created personality driven practices.

The next phase will be team driven businesses and group practice. There are a number of reasons for this. They include:

- Expert support staff are needed to stay current with new technology and administrative demands
- The doctor's time is too limited to keep up with administrative or marketing duties
- New doctors are heavily in debt and will have trouble acquiring loans to open their own office.
- By working with experienced doctors for a few years, new doctors can become more proficient and competitive in an increasing competitive environment.
- Other doctors already in practice may want to reduce their admin and marketing workload and overhead by combining practices
- By sharing overhead there is more for employee pay, marketing, and ownership return on investment.

Individualism has kept the chiropractor free and independent. But the Personality Driven Practice has many limitations. It is wearing on the single doctor. There is little infrastructure in place for others to pickup administrative or marketing work, let alone patient care. It can be more expensive and in this day and age there is just too much learning, administration, and marketing to do.

The office of the future will have supportive team members who are experts as specialists, as team members, and as marketers, motivated by the MISSION of the office. The doctors will have delegated most administrative and market duties.

This team will facilitate the care provided by a group of doctors working harmoniously, and covering for each other on vacations. Overhead would be shared allowing more resources available to invest in staff and marketing.

This can happen. It has happened. It is rare, to be sure. It takes special skills and knowledge - which you can learn and become skilled in.

This is the model I first became familiar with when I began my career as a chiropractic management consultant. I started working with Dr. Lloyd Latch in San Francisco in the mid 80's. At the time, the office was seeing over 2,000 visits per week with three partners and a number of staff doctors. It continues to this day as a high producing group practice and business. (Dr. Latch passed away in 2014 and I owe a great deal to him, as does our company.)¹⁵

Management Recommendations:

1. **Doctor-CEO: Separate Your Roles.** Separate your management and leadership roles from that of doctor. You are the CEO and leader. (You got to keep it sep-ar-at-ed!)
2. **Executive Excellence.** Learn to be a better CEO of your business so that you can drive it forward. Get coached.
3. **Identity.** Define the mission statement and core values that bind your team together.
4. **Roles and Goals.** Train your staff as team members first, specialists second, and marketers third. Train and motivate regularly. They need to become experts and professionals.
5. **Delegate Administration.** Delegate administrative duties to an admin assistant, admin coordinator, or office manager.
6. **Delegate Marketing.** Delegate external marketing duties and internal marketing duties.
7. **Review , Coach, and Constantly Improve.** Review office and individual performance regularly and coach them to get better. Patients want to go to the best in health care. Patients will pay (and pay more) to see the experts who constantly improve their care and services. If you are not constantly improving your services, your patients may soon be seeing other doctors who are. Set up a management system to do this each month.
8. **Get More For Less.** Watch your economics but don't get stuck in a scarcity mindset. Central to economics is return on investment. Invest in yourself and especially in making your support team expert professionals. Study and get coached on the Pareto Principle of 80/20 and apply it.
9. **Add a Doctor.** (This is not for everyone.) Once you are approaching full production capacity, start interviewing for another doctor. I recommend approaching this carefully and get good coaching on how to bring on another doctor and then how to create and sustain a win-win relationship.

LEADERSHIP. Pursuing greater purposes and integrating them in your business

You have three goals as the CEO of your business:

1. Profit
2. Team Driven And Systematized Business
3. Greater Purposes.

Profit to a business is its lifeblood. It is its primary goal and can never be overlooked. But if all you do is shoot for profit, you and your team will soon burn out. Hence, Goal 2.

Your second goal is to build a smooth running business.

This improves the quality and quantity of your services, and gives you more time.



But we don't just work for money and we don't just work for better systems. There is something more, something greater for which we work. These are our Greater Purposes.

We work for our children and their futures. We work for our families. We also work to play, to learn, and to love.

It is not enough to simply have lived, floating along like a leaf down a stream. We want our lives to have meaning, to have meant something. We want to have had a fully lived life, to have fully helped others, and in the end, feel like we did our best. Perhaps in our subconscious, we hope that our parents, now long gone, would have been proud.

"Life is never made unbearable by circumstances, but only by lack of meaning and purpose."

— Viktor E. Frankl

But now as we head for a possible "technical singularity," with robots and Big Pharma ensuring that everyone receives their pharmaceuticals and vaccinations, we have to have our business stand for more than just itself.

We know now that what seemed like an infinite planet is a very finite living biosphere. The sky may seem like it goes up forever, but the atmosphere is only a few miles thick -- yet we continue to dump millions of tons of gases and particulates to pollute it. Steven Hawking, the physicist, was recently reported to have said:

"It will be difficult enough to avoid disaster in the next hundred years, let alone the next thousand or million," Hawking said. "Our only chance of long-term survival is not to remain inward-looking on planet Earth, but to spread out into space." ¹⁶

The poor and sick and starving in Africa need help. But you don't have to go far: The poor and defeated in your own inner city need help and being altruistic is no longer just a do-gooder's job.

We now live in a networked economy. The world is smaller. As the rate of our technological advances accelerates, our world will get smaller still.

In short, we are all more closely connected than ever before. What you do with that one patient today can be "Facebooked" all over the world the second he or she leaves your office. We are all affected by each other through a web of connections. And in short, we are all in this together.

Taking care of others outside of your office is now, not only a moral imperative, but a practical one. Many companies that have committed to social or "green" programs have found that these programs have helped their bottom line. (The High-Purpose Company: The TRULY Responsible (and Highly Profitable) Firms That Are Changing Business, December 26, 2006, by Christine Arena)¹⁷

Your business – itself – now has to be a leader. It should work not just for the patients or be a source of employment, but it must directly strive in all it does to help make a better community and a better planet.

And as a doctor, don't forget about your profession – it needs your help too. Don't expect others to defend or advance your professional status. Your voice should be heard.

And then there is you! Yes, your soul has adventures and hankerings that want to run wild and free. You need to pursue your heart's hobbies, whether it is spending time wrestling with your kids, taking long walks with your spouse, improving your left hook or spending time in your garden. This is leadership too. You have to keep yourself refreshed and the "saw sharpened."

Leadership Recommendations

1. **Accept The Role Of CEO And Leader.** Why do CEO's get paid so much? Because they can make such a positive difference in the business. Up to now in your career, you have been given administrative and marketing projects to do as a doctor – not as a CEO. Shifting to the role of CEO changes everything. Growing a business becomes easier, you have more time available, and you make more money. It is a different role entirely from doctor and it may take some time to adjust to how different this role is. There are some key tools to learn that will help you make this transition.
2. **Review Your Business Mission Statement.** Ensure that it truly reflects a community based goal. Ask why this is your mission or why should it be. Change it if need be. What problems does it address in your community? Dig in on this and if you do NOT feel a fire in your belly, keep digging. This is the seed of leadership – the burning ember that drives all else.
3. **Personal.** Look at your personal Greater Purposes in addition to your professional ones. Pursuing and engaging in them can “sharpen the saw” and help provide you with spiritual revitalization. These could be spending more time with your family, hiking, studying Chinese, taking a cooking class, writing your book, fencing, making a fence, etc.
4. **Integrate your greater purposes.** Your work life should not be separated from these purposes. To whatever degree possible, they should be integrated with your work. For example, if you like basketball, you could have picture of basketball players in your office. This then transfers to your community where you hang with the local high school basketball team – and pick up referrals in the bargain.
5. **This also applies with your team members, especially your veterans.** Quarterly, check in with each and help them pursue all their Greater Purposes as well.
6. **GET AN EXECUTIVE COACH.** This is different from a clinical coach. An executive coach will help you be a better CEO: a better leader, team builder, and marketer. He or she will help you sort out what tasks will produce the greatest positive effects for your business, and help you get these tasks done. He or she will be your partner, counselor, confident, coach, teacher, drill instructor, and friend.

Why does corporate America spend over a billion dollars a year on executive coaching?

Because the return of investment proves to be at least 7 times, and in some cases, 10-49 times cost.¹⁸



THE FUTURE

The Future Cannot Be Predicted, But Futures Can Be Invented.

Dennis Gabor

In the end, your future is up you. You are the captain of your ship. Dennis Gabor, Noble prize winner in holography, wrote in his book Inventing the Future:¹⁹

We are still the masters of our fate. Rational thinking, even assisted by any conceivable electronic computers (1963 spelling), cannot predict the future. All it can do is to map out the probability space as it appears at the present and which will be different tomorrow when one of the infinity of possible states will have materialized.

Technological and social inventions are broadening this probability space all the time; it is now incomparably larger than it was before the industrial revolution—for good or for evil.

The future cannot be predicted, but futures can be invented. It was man's ability to invent which has made human society what it is. The mental processes of inventions are still mysterious. They are rational but not logical, that is to say, not deductive. (1964 [Copyright 1963], Inventing the future by Dennis Gabor, Page 207, Alfred A, Knopf, New York.) quoteinvestigator.com

In many respects, the future has never looked brighter, but the challenges are not slight. This makes your success all the more important – and sweeter.

Carpe Annum

Yours truly,

Ed Petty



References – End Notes

¹ <http://www.drugwatch.com/manufacturer/>

Big Pharma

Big Pharma is the nickname given to the world's vast and influential pharmaceutical industry and its trade and lobbying group, the Pharmaceutical Research and Manufacturers of America or PhRMA. These powerful companies make billions of dollars a year by selling drugs and medical devices.

Big Pharma wields enormous influence over the prescription drug and medical device markets around the globe. In fact, in the United States, the industry contributes heavily to the annual budget of the U.S. Food and Drug Administration (FDA), which is charged with regulating drugs and devices made by those same companies.

² <http://www.pewtrusts.org/en/research-and-analysis/fact-sheets/2013/11/11/persuading-the-prescribers-pharmaceutical-industry-marketing-and-its-influence-on-physicians-and-patients>

Industry Marketing and its Influence on Physicians and Patients

In 2012, the pharmaceutical industry spent more than \$27 billion on drug promotion¹— more than \$24 billion on marketing to physicians and over \$3 billion on advertising to consumers (mainly through television commercials). This approach is designed to promote drug companies' products by influencing doctors' prescribing practices.

³ <http://www.opensecrets.org/industries/indus.php?cycle=2014&ind=H04>

The pharmaceutical and health products industry -- it includes not only drug manufacturers but also dealers of medical products and nutritional and dietary supplements -- is consistently one of the top industries for federal campaign contributions.

The industry's political generosity increased in the years leading up to Congress' passage in 2003 of a prescription drug benefit in Medicare. Contributions from the industry declined in the 2004 cycle, however, following the elimination of unlimited "soft" money contributions to the national political parties. The pharmaceutical industry has traditionally supported Republican candidates. But as Democrats have seized Congress and the White House in recent cycles, industry advocates have steadily become more generous toward traditional foes.

⁴ <http://www.omsj.org/blogs/boeing-developing-robotic-propagandists-for-big-pharma>

Is Big Pharma Building Robotic Propagandists? March 27, 2014

Filmmaker and entrepreneur [Jeff Hays](#) describes a recent trip to San Francisco where, while waiting for a table at a popular restaurant, found himself next to a Boeing engineer in town for a robotics conference. His comments speak for themselves.

I'm in Santa Clara CA, in the San Francisco area. I just arrived last night, so I walked over to a local landmark restaurant, Birk's. They we're full (of course) but they could seat me at the counter. They sat me next to a lady and we started talking about my favorite subject... food.

Her name is [Jenny Burke](#), and she was delightful. She was in the area with her significant other to attend a conference at Stanford on Robotics, Artificial Intelligence, Big Data, etc. There were six tracks, her focus was robotics. She's a PhD specializing in robotics in relationship to people for Boeing. Smart.

The night before they had their closing plenary session, and a speaker from each of the 6 tracks spoke on key things they had discussed in their track.

She said the guy from the Big Data track said, "years ago there was a rogue doctor who did some fraudulent research that said vaccines cause autism. In spite of the fact that the researcher had been discredited and the study has been retracted, this "false" data has woven into our culture and many people believe this "false" study and don't get their kids vaccinated."

She said he went on, "so we created a social media bot that searches conversation strings in all social media for these conversations and then posts the fact that they are false and links them to the "real" data showing that vaccines are safe and don't cause autism. So this is just one example of how we can use Big Data and bots to affect social change for good."

Wow. And she happens to be sitting next to, of all people, me!

I had to pause and let my "mental committee" meet. Do I say something? Do I just keep my mouth shut? If you know me at all, you know the second option wasn't even an option.

So we had a lively discussion of the real facts of this "rogue" Dr and his "fraudulent" study. (And the fact that Andrew Wakefield is one of the finest men I've ever met.)

But please don't miss the point. These people are at a conference about replacing humans. It's ok, its inevitable. She's a psychologist at Boeing, helping them eliminate jobs and replace those jobs with robots. (This is the wave of the future, I believe we'll eliminate a lot of jobs, but we entrepreneurs, we create more, different, better ones. But that's a different movie.)

But now we have the brightest minds in the world, killing conversation, eliminating discussion, shutting down thinking by using massive computer bots to target moms who are worried about their children, vaccines and autism. They are using computerized bots to eliminate resistance to vaccine dogma, claiming science where none exists! Can you imagine what the response is of a mother of a vaccine injured child who speaks out on this on Facebook and then is shut down and attacked by what appears to be a friend of a friend but is actually a computer bot?

Brutal.

The purpose of [Bought](#) is to create a conversation, to start the debate. If you raise this question on Facebook, Twitter or in other social media, just know that not everyone who answers is open minded, not everyone who answers is even human.

We're almost done with this film. Please join us in finishing it, in promoting it, and being a human being and thinking for ourselves. The battle lines have been drawn. Our goal is to sidestep the battle, and force a discussion on 3 key issues of our day: Big Pharma and their reach and effect on our health, the truth about vaccine safety, efficacy and dangers, and the effect of GMOs on our health and our world. Will you please join us in making sure this happens?

WWW.SUPPORTBOUGHTMOVIE.COM

⁵ (mccoypress.net/dialogues/docs/2012-1218_crisis.pdf) **The Crisis in Chiropractic Education and Practice: A Review of History and Opportunities for Reform Matthew McCoy DC, MPH**

⁶ <http://chiropractic.prosepoint.net/84096> **Chiropractors Have Highest Health Provider Student Loan Default Rate**

⁷ <http://www.altfutures.org/chiropracticfutures> **Overviews of Chiropractic 2025 Scenarios from Alternate Futures**

Scenario 1: Marginal Gains, Marginalized Field

As health care reorganizes, the historical isolation of chiropractors hinders most DCs in joining integrated care provider organizations. The majority remains in solo and small group practices and face major challenges in building or maintaining an adequate patient base. Research to develop and demonstrate evidence-informed practice grows. This gets DCs more favorable attention, yet networks often use the data to limit fees and the number of visits. Five states assign broader practice rights to DCs. Focused-scope oriented colleges join leading academic medical centers in exploring quantum biology to explain healing and subluxation. However, four chiropractic colleges close. Low starting income for chiropractors in many settings, and limited career prospects for most DCs coupled with high student debt, hamper the growth of the profession over the decade leading to 2025.

Scenario 2: Hard Times & Civil War

Another recession hits in 2015. The economy improves in subsequent years, but the market for chiropractors does not rebound. Millions of patients enroll in high-deductible catastrophic care plans, and stressed families struggle to support their health. Only clear and compelling value can sustain chiropractic practices. Yet the scarce base of comparative effectiveness research for chiropractic hurts DCs. The variability in quality and outcomes among solo and small practice practitioners also causes DCs to be overlooked by ACOs and PCMHs. Instead, chiropractors are on a “hamster wheel” of many, ever-shorter visits and lowering their expenses enough to make a living. Most visible to the public is the noisy civil war between the broad-scope chiropractors seeking expanded practice rights and the vehement opposition of focused-scope chiropractors in every state where expanded rights are sought. Ten chiropractic colleges close and many chiropractors are driven from the field.

Scenario 3: Integration & Spine Health Leadership

The U.S. achieves near universal health care coverage. Patients play an assertive role in getting the care they want, stimulating and using digital health coaches and alternative or conventional approaches according to their individual needs and wants. Providers use predictive models and simulations to help their patients achieve the best health possible. Chiropractic enters mainstream medicine as the spinal health expert in the health care system. Many join PCMH and other integrated care teams and become critical partners in addressing back pain and spinal health. “Big data” on patient care provides additional compelling evidence from chiropractic outcomes. Other chiropractors find that growing public acceptance means that they can sustain their independent or group practice and in many cases thrive. Ten states pass legislation broadening practice rights for chiropractors.

Scenario 4: Vitalism & Value

Research supporting chiropractic and integrative health care grows, including the exploration and development of contemporary vitalism. Popular awareness of self-healing and interest in modalities that support it grow as well. Many chiropractors succeed as the leading providers for spine health in integrated systems. Many other chiropractors do well among patients enrolled in high-deductible catastrophic care health plans, who rely primarily on out-of-pocket expenses and self-care approaches with the help of sophisticated digital health coaches and local market transparency. Chiropractors also join efforts to shape community conditions that promote health and wellbeing. However, outcomes research, the movement to capitated care, and transparency in prices that chiropractors and others charge, keep the chiropractic profession from growing faster.

8

http://www.philly.com/philly/opinion/20140713_Getting_sick_of_corporate_medicine.html#FBTH6lyYFMgLG7yF.99

The essence of effective medical care is an empathetic attentiveness to a single person. Corporate medicine has a very different mind-set.

⁹ <http://www.advisory.com/research/medical-group-strategy-council/practice-notes/2013/september/the-biggest-trend-in-physician-demographics>

Whether hospital-employed or independent, larger physician groups assuming center stage. Perhaps a more definite trend is physician aggregation into larger groups. A recent study from Health Affairs found that, among physicians filing Medicare claims, 35.6% worked in groups of more than 50 in 2011, up from 30.9% in 2009.

These larger groups can be both hospital-owned and independent. The AMA report confirms the pattern for physicians in independent practice: 6.5% work in groups of over 50 physicians, compared to 4.6% in 2008.

¹⁰ <http://www.dentaleconomics.com/articles/print/volume-101/issue-6/features/the-dental-practice-of-the-future.html>

THE DENTAL PRACTICE OF THE FUTURE

An interview with the founders of McKinneyDentist.com ...Marvin Berlin, DDS, Jeffrey Lynch, DDS, Matthew Markham, DDS, and Britt Bostick, DDS

by Dr. Joe Blaes, Editor

This is a story of how four dentists decided on an uncommon way to practice, but how did you ever get four partners to agree?

¹¹ **Nutritional Supplements in the U.S., 6th Edition** <http://www.packagedfacts.com/Nutritional-Supplements-Edition-8238326/>

The U.S. nutritional supplements market is going to maintain its average growth rate of just over 6% per year through 2018, hitting sales of \$16.4 billion in that year.

¹² <http://www.farmlandlp.com/investments/organic-market-growth/>

Organic Market Growth

Organic farming has been one of the fastest growing segments of U.S. agriculture for over two decades. Organic food sales have been growing at 20% per year since 1990, increasing from under \$1 billion in 1990 to \$24.6 billion in 2008. Despite the rapid growth, organic foods represent less than 3.5% of food sales in 2008, reflecting a market that can continue to grow at \$5 billion per year for the foreseeable future.

¹³ <http://www.pcg-advisors.com/marketstatistics>

LOTS OF STATS!

¹⁴ <https://hbr.org/2008/07/how-starbucks-growth-destroyed>

Whether hospital-employed or independent, larger physician groups assuming center stage

Perhaps a more definite trend is physician aggregation into larger groups. A recent study from *Health Affairs* found that, among physicians filing Medicare claims, **35.6% worked in groups of more than 50 in 2011, up from 30.9% in 2009.**

¹⁵



Lloyd Latch, D.C. and Ed Petty (1986)

¹⁶ <http://www.space.com/8924-stephen-hawking-humanity-won-survive-leaving-earth.html>

¹⁷ <http://www.barnesandnoble.com/w/high-purpose-company-christine-arena/1115154527?ean=9780062010476>

From Publishers Weekly

What does it mean to be a socially responsible company? As *Arena* (*Cause for Success*) points out, the matter is up for debate, with some environmentalists criticizing corporate "green" programs as PR stunts, while capitalist hard-liners insist companies have no business looking after anything but profit. For *Arena*, however, corporate responsibility isn't about broad themes like doing the right thing or making the world a better place, and it doesn't have to be a financial burden. Seeing business, society and the environment as parts of a linked system, she calls upon companies to "establish a purpose that's bigger than the end product." Instituting environment-friendly programs, for example, isn't just a matter of being green, but of developing financially sound practices that make the company more efficient. To illustrate her points, she draws liberally upon case studies from companies like JetBlue that work to "play by the rules and advance the ball," as well as companies like Merck, whose relationships with consumers and stakeholders have suffered after missteps. The well-presented evidence buttresses a forceful argument that companies that care about more than making money can still succeed. (Jan. 7) Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.

¹⁸<http://rapidevolutionllc.com/leadership/forbes-com-reports-on-huge-rois-for-executive-coaching> Executive Coaching: ROI

In case you missed Matt Symonds recent [article](#) on Forbes.com's about executive coaching, he reported that corporate America is spending more than \$1 billion annually on executive coaching. This growth in coaching is due to a heightened focus on developing high potential leaders (rather than a remedial effort to help derailing employees), and the leaders themselves say it is working. According to Symonds, a recent global survey by PriceWaterhouseCoopers and the Association Resource Centre found that ***the mean Return on Investment in coaching was 7 times the initial investment, and over a quarter of coaching clients reported a stunning ROI of 10 to 49 times the cost.*** (The International Coach Federation's announcement of the survey is [here](#). According to ICF, individual executive coaching clients, as distinct from corporate clients where the coach is retained by the corporation on behalf of the executive, also reported a strong ROI on their coaching investment, with a median of 3.44).

Symonds provides a brief overview of how some of the world's top business schools are starting to include "the intense, one-to-one techniques" involved in coaching in their MBA programs, suggesting that academia has recognized the real-world legitimacy of executive coaching, and is looking to get on board. Symonds also hints that academic theory (or emotional intelligence, for its own sake) is a poor substitute for practical, pragmatic coaching focused on improved results. I agree.

Effective executive coaches make no assumptions about what the client needs to function successfully. Instead, they work from the executive's agenda to help the client accelerate the development of the insight needed to deliver the desired change, whether that's enhanced communication, time management, building high performance teams, or some other area of focus. Self-reliance, and not dependency, is the goal. What other investments in professional development do you know of that provide an *average* client-reported ROI of somewhere between 340 to 700%? The reasons for such high returns are clear: leadership matters. A lot.

<http://www.executivecoachcollege.com/research-and-publications/benefits-of-business-coaching.php> Benefits of Executive Coaching

Google CEO talking about Executive Coaching

<https://www.youtube.com/watch?v=kliwAcnSN1g> (41 seconds)

¹⁹ Dennis Gabor http://www.amazon.com/Inventing-Future-Dennis-Gabor/dp/0140206639/ref=sr_1_2?s=books&ie=UTF8&qid=1420047781&sr=1-2&keywords=inventing+the+future+gabor

http://en.wikipedia.org/wiki/Dennis_Gabor