



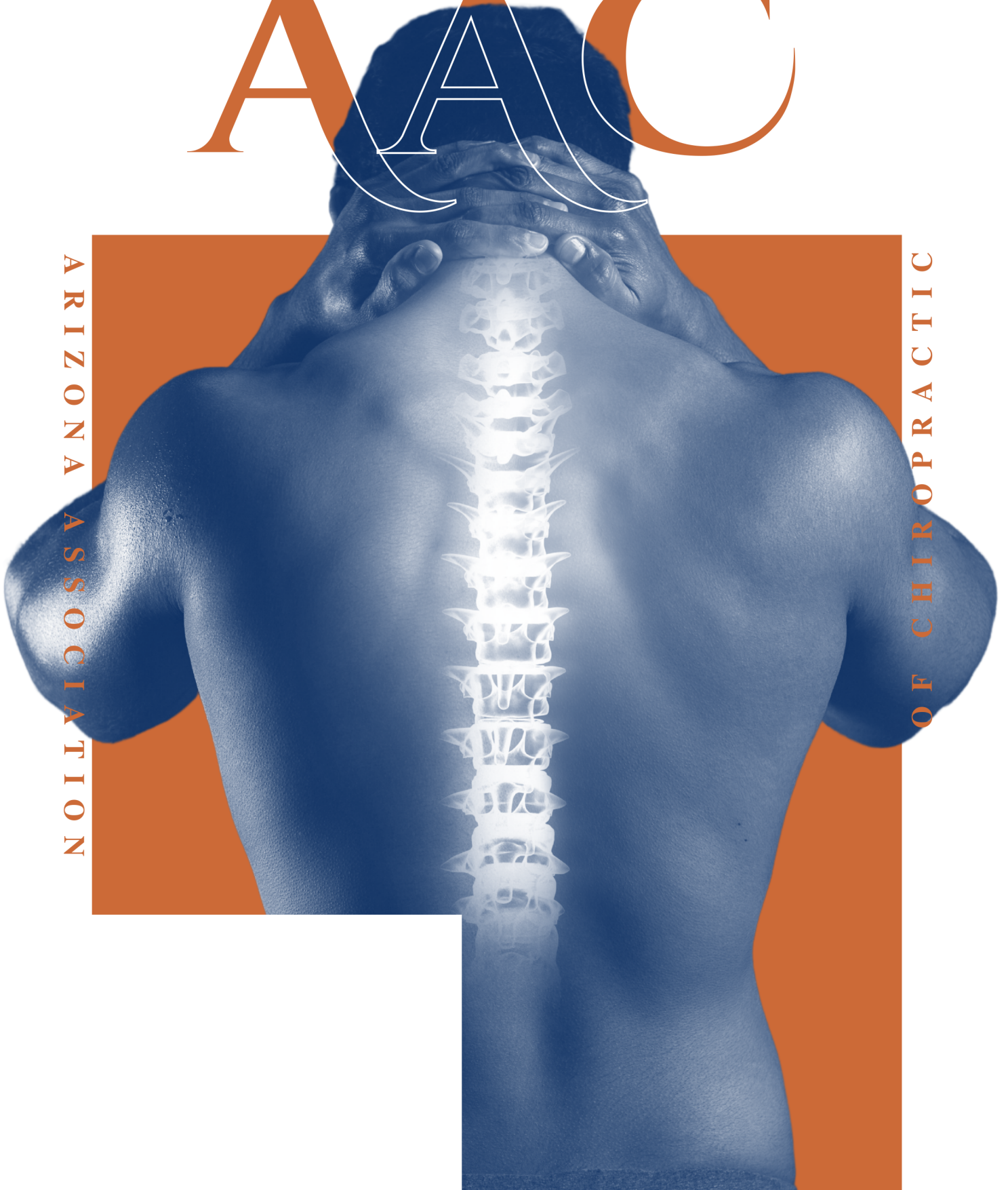
VOLUME 8  
ISSUE 1

CONVENTION  
EDITION

AAC

ARIZONA ASSOCIATION

OF CHIROPRACTIC







SLAY YOUR DRAGON  
WOMEN IN CHIRO  
BREAKFAST

DR. JANICE  
HUGHES  
BRAINCENTRIC

DR. BARBARA EATON  
NEUROSCIENCE BEHIND  
COMMUNICATION

DR. CRYSTAL MAY  
X-RAY  
INTERPRETATION

DR. ALYSHA  
VARTEVAN MRI  
INTERPRETATION

DR. CINDY HOWARD  
NUTRITION

*These women will be  
there... will you?*

AAC ANNUAL CHIROPRACTIC  
CONVENTION





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# WHY SHOULD I JOIN THE AAC?



DR. BILL  
GALLAGHER

PRESIDENT'S

*Corner*

**W**hen I meet another chiropractor, I will ask if they are a member of the AAC. The most common response is, “Why? What have you done for me?”

The problem is not that we are not doing something to benefit you and your practice, it is that some of the most important things we do are behind the scenes.

Every year there are bills introduced in the Arizona House and Senate that affect your ability to practice. Some of these have been submitted by the AAC and have made it possible for Arizona DCs to bill insurance companies and get paid. Some bills are simple wording changes that clarify what can and cannot be done in your office.

Other bills have put your right to practice and to get paid at risk.

What most DCs do not know is that the bulk of our work is done by a handful of your colleagues who are here to protect our profession.

“WHAT MOST DCs DO NOT KNOW IS THAT THE BULK OF OUR WORK IS DONE BY A HANDFUL OF YOUR COLLEAGUES WHO ARE HERE TO PROTECT OUR PROFESSION.”

Since COVID we are once again staging an annual convention. We have been able to attract quality experts to speak on a variety of topics relevant to so many practices. As one national vendor said last year, this was the best convention they had been to. We expect the 2024 convention to be even better.

We are working to do more but to make things happen we need two things from you. First, and foremost we need you as a member to give us greater strength as a group and second, we need your membership dues to allow us to expand our efforts and continue to protect your right to practice.

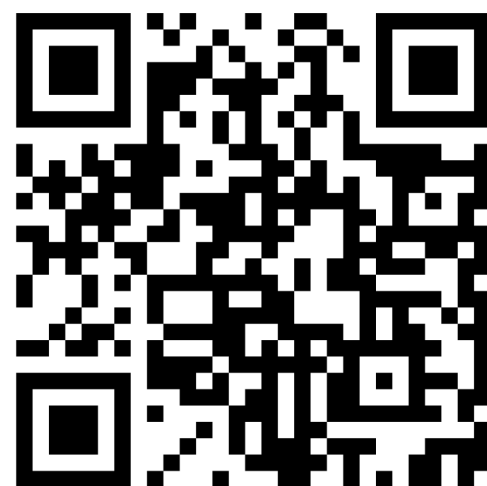




*Join us*



**SIGN UP TO BE A  
MEMBER TODAY!  
SCAN HERE**





# TO MY PEERS AND TO MY FRIENDS AT THE AAC

## BY DR. SAMUEL YAMAMOTO

**R**egarding success; I have learned that the success of one business will positively impact all the lives and organizations it associates with. The success of one person, one business, one association will exhale success into others. We are stronger around people who succeed. Why? Because those people have embraced attributes and principles that yield success, and we observe and learn from those people. Attributes such as work, perseverance, growth, love, passion, service, and many others. These attributes, when practiced makes us into someone better than we were and that new someone, is more capable of succeeding. There are a few who consciously made wrong choices and “succeeded” anyway, but they are the exception, and I would argue they are unhappy and/ or unfulfilled.

I want to tell you my story and two invaluable principles I learned, because I think my story is not unique and it might possibly help you in your business and personal life.

Like most of you I started out without great knowledge of running a business, very little actually. I knew it involved treating people and something about making money. I started out small, learning as I went along. I helped people, felt good about it, but wasn't making a living, and at times wasn't even breaking even. But we are doctors so we can borrow, against our future and assets, which I did. Which means we can go a long time before realizing we are in serious trouble. In my first 10 years of practice the objective was to keep finding new patients, give them what they need and compete with other chiropractors and health professionals who can often do the same thing I do.

This meant advertising in many and diverse ways, and to do it constantly, to treat patients under a workable care program which not everyone adhered to, find ways to make them stick to it, learn new skills or techniques, etc. I listened to many practice management companies over the years, some made sense and I tried them, some turned out to be fraudulent, others just didn't make sense with what I was trying to do. All of these cost money, which I didn't really have. I also had a mortgage, a car payment, school loans, overhead, a family to provide for and many other bills to pay, plus a business to run and people to treat. It was very, very easy to get caught up in an “if I don't then” attitude. I felt pressure constantly from needing to meet goals, having to find people, findings ways to get them to agree to a treatment plan, focusing on why my biller couldn't get the payments in a timely manner or at all, or what more my front desk could do to get people, etc. I was caught up in a “getting” mind set. And while all of these needs were legitimate, it was the wrong focus.

There are two principles (among many others) that I practice daily, that made the world of difference years ago and continues to do so in my practice and my life today;

**Forget yourself.** This principle of being selfless took me a long time to truly understand and learn and integrate. It does not mean we give away our services (the occasional pro bono aside), it also does not mean we ignore our health or family or community. What it means is to be mentally in one place at one time doing one thing, which in our offices would mean to work for the benefit of others. We cannot come to work thinking about the argument we had with our significant other or the football game we want to watch later or the vacation



that's coming up next week, or the friend who we might be emotionally supporting as he goes through a divorce, or the mortgage payment we forgot to pay which will now require a late fee, or any other thought, event, activity, project or task, even if it is an honorable one. All of that must be left on a sheet of paper and out of our practice. There is no room for dual thinking, no room for unrelated texts or emails or letters or conversations that occupy our time away from the service to others. To do otherwise is to be thinking of self. It will steal our focus and attention, words and actions and very quickly begin yielding less people to serve, a slower practice and less income... every time.

Because of the constant demands in our work I have learned that it is easy to lose focus of forgetting self, especially when our minds are distracted, fatigued or stressed. This quote is often repeated among athletes, to help with their moment by moment focus. It can have great application in our practices: "where the eyes go (or the mind thinks), the body will follow." And what we think will soon after impact our offices, for good or bad.

The second most important principle is to focus on giving, not getting.

Keep in mind, we are for profit. We need to make a living and a good one, to support our family, staff, prepare for retirement and keep the doors open for our community. We cannot do this for free. Marrying a good service with a good income is a successful business. But the focus is on Giving, not Getting.

A business plan, strategy, marketing tactics, patient and financial goals should all be worked up and considered in it's time and place. But this cannot be the focus from day to day and patient to patient. Numbers represent how we are doing with our goals, but they are not people. We cannot serve or impact numbers alone. But we can serve and impact people through giving, which will inevitably and positively impact our goals. All that we do in our office and the goals that we create should have a component of "what's in it for them". That is giving. Why this focus?

To give is really about someone else, which is to serve, present, provide, supply, furnish, gift, hand, offer, award, grant, bestow, contribute, confer, promote.

Giving, results in empowerment and fulfillment, two enjoyable endowments that allow us to keep at it, for a long time.

To get is really about me, which is to acquire, obtain, gain, earn, win, come by, collect, take.

Getting, results in limited energy and selfishness and is very unfulfilling.

Consider this quote: "The measure of our lives is found in the good we do for others."  
Jim Naccarato PhD

I would love for every chiropractor in Arizona to retire emotionally fulfilled, and financially stable with a happy life. I firmly believe principles like forgetting self and giving leads to a greater likelihood of success.

Questions? Comments? You can email me any time. I have received help from many good people over the years, and I'm happy to return that. You should also know, I am writing this of my own accord. I am not a business coach (but I do believe you should have one), I do not work for the AAC (but I do believe we should all be affiliated in some way, at least through membership). I am a chiropractor, provider, caregiver to my community, and grateful for the opportunity to serve, just like you.

yamamotochiropractic@gmail.com



# 5 ESSENTIAL TIPS FOR CREATING A SUCCESSFUL WEBSITE

RIA GODOY, OWNER OF ONLINE  
INTERNET RESULTS, 520-390-6263

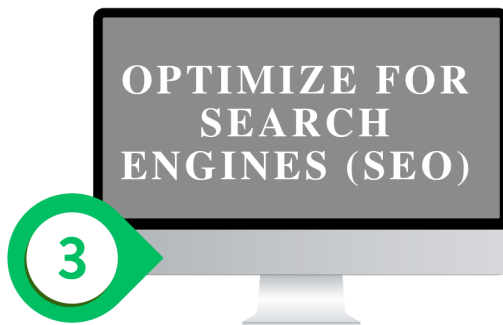
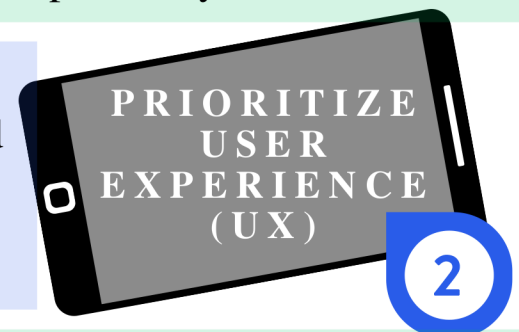
In today's digital age, having a strong online presence is crucial. A well-designed website not only serves as your virtual presence but also acts as a powerful marketing tool.

Creating a successful website requires careful planning, branding, and ongoing maintenance. Here are five tips to help you:



Define your website's objectives and target audience. Ask yourself: What do I want to achieve with this website? Whether it's driving sales, generating leads, providing information, or building brand awareness, your goals will shape the content, design, and functionality of your site. Understanding your target audience's demographics, interests, and needs will help define your content.

User experience (UX) plays a critical role in the success of any website. Visitors should be able to navigate your site easily, find the information they need quickly, and have a pleasant overall experience. Site speed, mobile responsiveness, intuitive navigation, and clear calls-to-action are needed.



Search engine optimization (SEO) is essential for driving organic traffic to your website and improving its visibility in search engine results. Keyword research identifies relevant terms and phrases related to content, so they can be incorporated strategically into your website. Ongoing, high-quality content helps to boost your website rankings.

First impressions matter, the visual design of your website plays a significant role in capturing the attention of visitors and conveying your brand identity. High-quality imagery, cohesive color schemes, and visually appealing layouts reflect your brand personality and values. Consistency is key.



Keeping a successful website is an ongoing process that requires regular updates and maintenance. Keep your content fresh by publishing new blogs, videos, updating products/services, and adding testimonials or case studies. Regularly review and optimize your website's performance, security, and functionality to ensure a smooth user experience and safeguard against potential issues such as broken links, outdated plugins, or security vulnerabilities.



# Slay Your Dragons:

ELEVATE YOUR CHIROPRACTIC PRACTICE WITH A WINNING MINDSET

BY DR. BARBARA EATON



**H**ave you ever found yourself standing before the fiery breath of doubt, fear, or hesitation? You're not alone! It happens to anyone handling the rigorous demands of the chiropractic profession—be it dynamic DCs, caring CAs, supportive staff, or the guiding light of wise leadership. In the chiropractic field, where empowerment and wellness spring from within, we often overlook our internal battles. Do you catch yourself questioning your abilities and value? Have you aligned your worth with your fees and bank account? When someone says, “No”, do you take it personally, like they’re rejecting YOU?

## STOP RIGHT THERE!

It's time to Slay Your Dragons and channel that chiropractic philosophy into your daily mindset! But how? It's simpler than you think:

- **Acknowledge Your Presence:** You're not just part of the support system—you are the system! Your hands and heart are pivotal in healing. Recognize it. Own it.
- **Challenge Negative Thoughts:** Flip the script on negativity. When doubt whispers, "You can't handle this," shout back, "Watch me!"
- **ENVISION SUCCESS:** Close your eyes. Envision your practice members thriving, your practice bustling, your team in harmony. Visualization is a powerhouse tool—use it.



Remember, every day you show up, you're slaying dragons just by being present. It's the moments when hesitation creeps in that you need to ignite your inner fire. Your mindset—it's a weapon against self-doubt.

## Personal Anecdote

A successful DC, Dr Liz Walker shared; "Everyday I live in optimal alignment with my authentic self. I am overflowing with value that continually enhances my life and the lives of those around me. This authenticity brings abundance in all forms - money, love, joy and fulfillment." Now, ask yourself:

- Have I empowered someone today?
- Have I delivered care and operated my practice with love and confidence?
- Have I recognized my vital role in our practice members' health journeys?

Who said slaying dragons was just a fable? In our world, it's a daily mission. Your mindset is the difference between surviving and flourishing. It's time. Arm yourself with unwavering belief, precision, and a heart full of purpose. Slay Your Dragons—conquer your day with the unequivocal force of your chiropractic mindset.

Together, we are powerful. Together, we charge forward. Together, we are unstoppable. Are you ready to join the movement?





# IT'S TIME FOR DOCUMENTATION AGAIN...

BY SCOTT TAUBER, DC, DABCO, CPC

**I**t's that time again, when your biannual State Chiropractic Board 2-hours of record keeping and documentation requirements are due. I realize many providers view their clinical documentation and its associated elements as a burden. However, in reality, documentation is a crucial part of daily practice and can protect you from claims of improper treatment, unwarranted accusations, regulatory oversight or even malpractice.

Our documentation and records are the first line of defense we have as providers, and therefore the onus falls upon us to be accurate, thorough and consistent. Clinical documentation at a minimum, also plays a pivotal role in ensuring quality patient care, promoting public safety while supporting accurate billing and reimbursement.

Logical and intelligible clinical documentation is essential for providing quality patient care. Basic documentation should include a detailed record of a patient's history, symptoms, examination findings, diagnoses, individualized daily notes, specific treatments, outcomes assessments and treatment plans. These elements allow providers to better understand a patient's condition, while tracking their progress over time and tailoring treatments accordingly.

Along with its clinical importance, accurate documentation is crucial for billing and reimbursement purposes. Complete and precise records support appropriate coding of services rendered, which is essential for proper reimbursement from both health and automobile insurance carriers and government payers. Failure to document services accurately can result in claim denials, revenue loss, and potential legal repercussions.

As someone that has defended providers in med-legal cases, the level of your documentation can also mitigate risks and reduce the chance of a successful malpractice claim. Experts working on your behalf and defense rely heavily on your documentation as a critical source of information. Many cases are won or lost based on the quality of a provider's documentation and its ability to alleviate liability concerns.

Bottom-line, your documentation is important, its read and used by others and represents you as a healthcare provider.



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**GET ALL YOUR  
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DOCUMENTATION CE  
CREDITS AT THIS YEAR'S  
ANNUAL CONVENTION!  
SEE PAGE 13 FOR  
REGISTRATION**



ARIZONA ASSOCIATION OF CHIROPRACTIC

# ANNUAL CONVENTION

# 2024





## CONVENTION INFORMATION



### HOTEL

GILA RIVER HOTELS & CASINOS-  
WILD HORSE PASS  
5040 W WILD HORSE PASS BLVD  
CHANDLER AZ 85226

**\*\*NO RESORT FEE**

**COMPLIMENTARY PARKING AND  
VALET**

**COMPLIMENTARY WI-FI CHECK-IN  
TIME IS 4:00 PM.**

**CHECK-OUT TIME IS 11:00 AM**

**\*A LATE CHECK-OUT MAY BE  
AVAILABLE FOR A FEE.**

**\*RESERVATIONS MUST BE MADE  
BY 5/10/24**



### AIRPORT

THERE ARE TWO AIRPORTS  
AVAILABLE TO YOU:  
GATEWAY MESA/AZA:  
= 23.7Mi/30MIN TO HOTEL.

SKY HARBOR/PHX:  
= 13.6Mi/20MIN TO HOTEL.

**\*\*BOTH REQUIRE UBER/LYFT.**



### SHOPPING

PHOENIX PREMIUM  
OUTLETS: IS ONLY 1.4 MILES  
(ABOUT 3 MIN DRIVE OR 25  
MIN WALK) FROM GILA  
RIVER RESORTS &  
CASINOS – WILD HORSE  
PASS.

**JUNE 7-9 2024**

**GOLF TOURNAMENT ON  
FRIDAY JUNE 7, 2024.  
\*WITH ENOUGH INTEREST**



## RESERVATION DETAILS:

**CONVENTION ROOM RATES: REGULAR ROOM: \$155 (+TAX) OR SUITE: \$255 (+TAX)  
CALL 520-796-4900**

**MENTION "ARIZONA ASSOCIATION OF CHIROPRACTIC" TO RECEIVE THE GROUP RATE.**

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Passionate about helping his clients find justice, attorney Lawrence “Larry” Lazzara isn’t afraid to dive into complex personal injury cases. With a 99% success rate, he has guided accident victims and their loved ones, helping them find closure and fair compensation. He’s proven to be a trusted and reliable resource when navigating investigations, claims, and lawsuits. Prior to founding Lazzara Law Firm in 2009, Larry litigated criminal cases as Assistant District Attorney for the Bronx County District Attorney’s Office in New York City. He also spent one year as a judicial law clerk for the New Jersey State Superior Court, where he mediated small claims cases, conducted extensive legal research and writing projects, and served as a liaison between the judiciary and its litigants. He is admitted in Arizona, Utah, New York, New Jersey, and the New Jersey Federal District Court. Larry earned his juris doctorate from New York Law School, where he was honored with three Certificate of Achievement awards for academic excellence. He finished in the top 5% of his class in criminal law, criminal procedure, and trial advocacy. He continued his education at Temple University Beasley School of Law’s nationally recognized litigation program.



## LAWRENCE LAZZARA



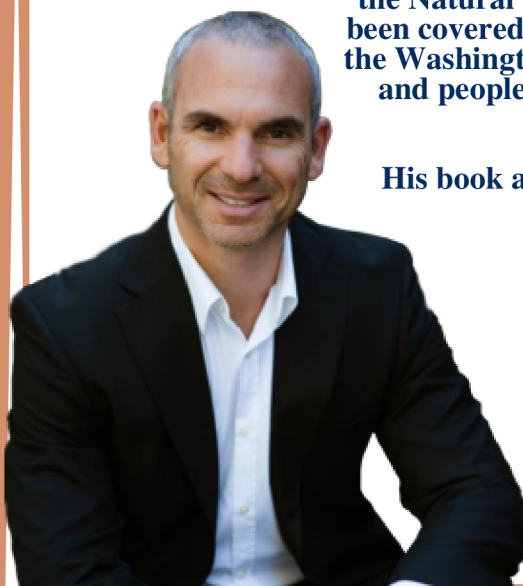
## KEYNOTE SPEAKER

Dr. Jack Wolfson is a board-certified cardiologist, #1 Amazon best-selling author, husband and father and the nation’s #1 natural heart doctor. For more than 2 decades, more than one million people have enjoyed the warmth, compassion and transformational power of his natural heart health courses and events. He is the nation’s #1 natural heart doctor.

Dr. Wolfson is founder of Natural Heart Doctor, his heart health practice and online informational website, TheDrsWolfson.com, an online resource center with natural health information, and Cardiology Coffee, his great tasting, all organic, heart-healthy coffee. He has been named as one of America’s Top Functional Medicine Doctors and is a 5 time winner of the Natural Choice Awards as a holistic M.D. Dr. Wolfson’s work has been covered by more than 100 media outlets, including NBC, CNN and the Washington Post. He is a natural cardiologist called upon by doctors and people travel from across the globe for his natural heart health treatment and advice.

His book about natural heart health was an Amazon #1 best-seller.

Dr. Wolfson and his wife Heather have four children and are committed to making the world a better place to live. Through their philanthropic efforts, they provide for those in need (including animal rights) and causes supporting natural health.



## DR. JACK WOLFSON

*Jack Wolfson*





REGISTER  
FOR THE  
CONVENTION



Dr. Wiegand is a 2nd Gen Chiropractor who practices in a multidisciplinary pain clinic serving the underserved, post-surgical, chronically ill and neuropathological cases with his over 15 years of experience. A Palmer West Graduate, he is an accredited lecturer who trains chiropractors in Dry Needling throughout Arizona and Texas. A company conceived during the pandemic, his company, ChiroNeedle, takes Dr. Wiegand's years of experience utilizing Dry Needling in extreme cases, and tailoring the technique to address the most common conditions which present in a Chiropractic setting. In doing so, he hopes the profession will adopt a more patient-centered and evidence-based approach to patient management as a means to gain public credibility through addressing individual patient values. He believes that safe, accessible and convenient pain relief via a focused multimodal treatment strategy that meets the patient where they are at on each visit, is the means by which chiropractic can become and remain competitive within the physical medicine marketplace.



## DR. AARON WIEGAND

**CHIRO\*NEEDLE**  
Dry Needling Certification for DC's, By DC's

Dr. Scott Tauber is the COO and Director of Education of the American Institute of Personal Injury Physicians. He is the creator of both the "Personal Injury Success Blueprint" and "Personal Injury Mastery" systems which have changed the way providers work with med-legal professionals and automobile insurance carriers in the PI space. Dr. Tauber has over 25 years of clinical and consulting experience and is a national speaker on the topic of Personal Injury, sharing his knowledge and expertise with healthcare providers, attorneys and students. Dr. Tauber has served as an expert witness for both plaintiff and defense med-legal cases, been an independent consultant for major automobile insurance carriers, healthcare companies and state regulatory agencies. In addition to his extensive clinical and consulting experience, Dr. Tauber is also a Diplomate of the American Board of Chiropractic Orthopedists and a Certified Professional Coder. With a unique blend of clinical expertise and industry knowledge, he is able to help providers navigate the complex landscape of Personal Injury and optimize their performance and growth.



## DR. SCOTT TAUBER

 American Institute of  
Personal Injury Physicians

Many people go through life and never experience their true calling. Dr. Mark Sanna is one of the few to find his absolute life's work. Dr. Sanna is the president and CEO of Breakthrough Coaching an international health care practice management consulting firm that teaches an outcome-based, functionally-oriented system of procedures that focuses on preparing healthcare professionals to become the providers driving healthcare reform. He is a Fellow of the International College of Chiropractors, a Foundation for Chiropractic Progress board member, the Finance Committee Chairman for the Chiropractic Summit, and is a member of the Leadership Committee of the Chiropractic Future Strategic Plan. He is the author of the best-selling book, *Cracking The Code—Marketing Chiropractic, How Chiropractors Align Spines and Minds*.



## DR. MARK SANNA

**BREAKTHROUGH**  
COACHING





American Institute of  
Personal Injury Physicians



LIFE  
University



NORTHWESTERN  
HEALTH SCIENCES  
UNIVERSITY

the  
**Advocates**  
INJURY ATTORNEYS



**Canham**  
COLLEGE

QUARTERMASTER  
TAX MANAGEMENT



*Jack Wolfson*

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## SPEAKERS

Fred A. Schofield, DC is widely regarded as the world's leading authority in the field of Situational and Conceptual Chiropractic Thinking, Physiology 3 in 1, and the Direct Application to Chiropractic Practice. Fred A. Schofield, DC was born in Cape Town, South Africa. He practices Chiropractic in Phoenix, Arizona, serving thousands of patients over the past 43 years.



DR. FREDERICK SCHOFIELD



Dr. Alysha Vartevan, DO is a double board certified physician specializing in neuroradiology. She is the owner and founder of Camelback Radiology and is licensed in Arizona, California, Colorado, Florida, Kentucky, Missouri, Nevada, Utah, and Texas. She trained at the prestigious Barrow Neurological Institute in Phoenix, AZ and is the current president of the American College of Radiology's Arizona chapter. She has extensive experience in neuroradiology as well as acute trauma imaging including personal injury cases. Dr. Vartevan has a special interest in providing medical education which she



expresses in her work as an adjunct professor for the University of Arizona College of Medicine. Professionally, she aims to further people's knowledge about traumatic brain injuries. She has held various lectures for health professionals and attorneys explaining the importance of proper traumatic brain injury protocol for the patient. Dr. Vartevan grew up in Florida and still enjoys the ocean. She loves traveling and experiencing different cuisines and cultures. She spends her free time with her 2 little kiddos.

DR. ALYSHA VARTEVAN



Dr. Chris Oswald is a chiropractor of 35 years, entrepreneur, and speaker. He owns and operates one of the largest multi-disciplinary clinics in Canada, CFFHP & The Jaw Centre. He is the creator and CEO of MuscleCare, the natural topical spasm, inflammation, and pain reliever. He's the author of the bestselling stretching book, *Stretching for Fitness, Health & Performance*, as well as the creator of *Stretch for Massage Envy*. Lastly, he's held the position of Official Ergonomics Officer for Office Depot USA.

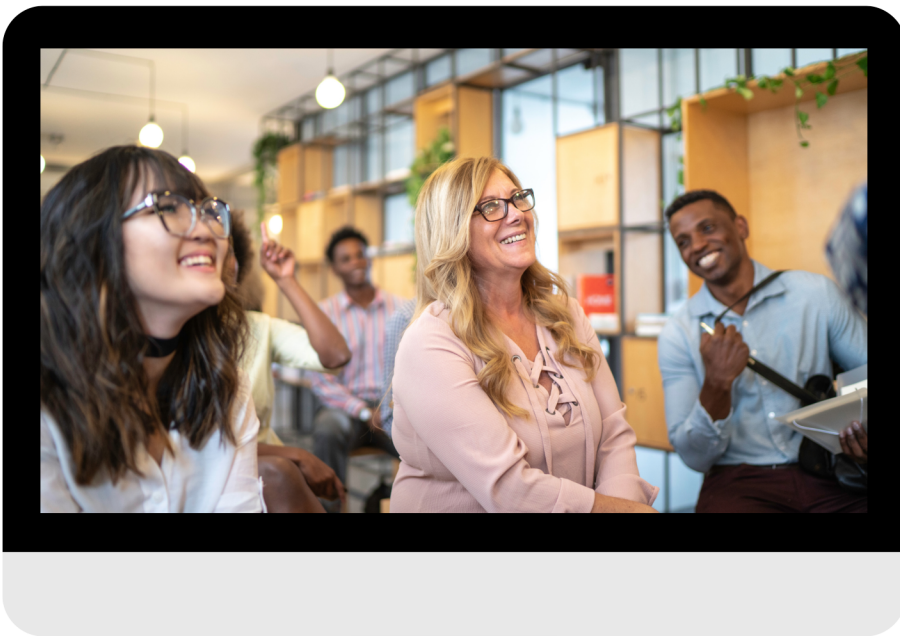


DR. CHRIS OSWALD





**FOR THE  
MOST  
UP-TO-DATE  
CONVENTION  
SCHEDULE,  
SCAN HERE**





## SPEAKERS

Dr. Naccarato is a coach, author, and speaker who has been assisting the chiropractic profession since 1991. He has over 34 years and 68,000 hours of personal coaching experience. His background includes private practice, speaking opportunities at many state chiropractic conventions and local association meetings, a doctor of chiropractic degree, and a doctorate in psychology.

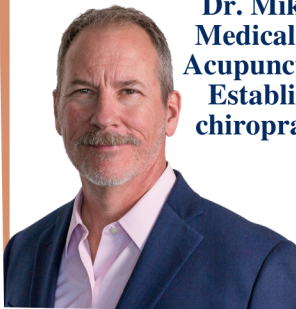


## DR. JAMES NACCARATO

Jim Naccarato DC, PhD

*Principle-Centered Practice Building*

Mike Carberry, D.C has a B.S in Marketing from Stockton University and started his career in Advertising/Sales. After a serious neck injury, Mike was left to think he would live the rest of his life in pain, that was until the chiropractic adjustment that changed everything for him. From this experience Mike returned to school to earn his doctorate in Chiropractic from Life University. This set Mike on his lifelong journey to ensure that 100% of the public understand chiropractic care should be at the center of their healthcare. Dr. Mike Carberry is a nationally renowned author and speaker on the topic of healthcare, business, ethics, chiropractic philosophy, functional rehabilitation, and medical necessity.



Dr. Mike Carberry along with his wife Coleen, a physical therapist, founded Advanced Medical integration. AMI aligns professionals from the Chiropractic, Physical Therapy, Acupuncture and Medical profession to work together in an integrated healthcare setting.

Establishing healthcare practices with likeminded healthcare providers will introduce chiropractic care to 100% of the population. Dr. Mike Carberry is the Founder of AMI.

## DR. MICHAEL CARBERRY



Dr. Altman has been practicing for over 30 years. He began his teaching career at Life University where he was an instructor in the Clinical Science Division where he taught Neurology, Orthopedics, Lab diagnosis and a few other things. Dr. Altman has post graduate certifications in X-ray analysis, Chiropractic Biophysics, Extremity Adjusting, and Sports Injury to name a few. While being President of the Arizona Association of Chiropractic for 3 years he took a break from teaching and is now ready to get back into it. While visiting Sweden he was invited to teach the upper quarter students. This is where he found out that Chiropractic care is not the same and we truly need to inspire one another. Dr. Altman has developed an interactive course combining exam findings, testing, and evaluation to decision making on course of action.



## DR. ANDREW ALTMAN







PALMER  
College of Chiropractic



AMI

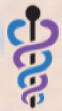
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chiropractic.acupuncture.massage



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Principle-Centered Practice Building



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Thank You



## SPEAKERS

Dr. Janice Hughes is a 1990 graduate of Canadian Memorial Chiropractic College who currently serves as Executive Director of the Interdisciplinary Association of Functional Neurosciences & Rehabilitation (IAFNR). She is a leader, a teacher, an author and a coach to thousands of professionals worldwide. As the director of investments for Curemark, a start-up biotechnology company which has matured into a major force in the area of autism and other neurological disorders where there is an unmet healthcare need, she has the great fortune to work for one of the cutting-edge companies in the nation. As a healthcare professional, Master Business Coach and business advisor, she has earned a strong reputation for helping thousands of doctors from all walks of life to break through personally and professionally.



DR. JANICE L. HUGHES



Dr. Cindy M. Howard is a Board Certified Chiropractic Internist and Nutritionist in private practice and the owner of Innovative Health & Wellness Center in Orland Park, Illinois and also holds a license in the state of Florida. She owns DC consulting; assisting private practices improve their communication skills and improving patient adherence while building a better functional medicine and nutritional practice. For the last 13 years she has served as the Illinois delegate for the American Chiropractic Association and as the alternate for 6 years prior to that. She also serves on the medical advisory board for Fullscript, the Functional Medicine University, and is the chief medical officer for Inguardia Health. She speaks nationally, presenting on health topics including Pre and Post Concussion Nutrition, Headaches, Sexual Health, Male and Female Pelvic Disorders, GI Disorders, Nutritional Blood Analysis Interpretation. Her keynote presentations are drawn from her personal walk through Hodgkin's Lymphoma and entail overcoming adversity, finding the gifts and learning how to laugh. Her first book, *Positively Altered: Finding Happiness in the Bottom of a Chemo Bag*, has been available on Amazon since September of 2023.



DR. CINDY HOWARD



Dr. Rosalind L. Canham earned her D.C. in 1998 from Cleveland Chiropractic College and has been in private practice in AZ for nearly two decades. She also holds a MS degree in Human Anatomy and Physiology Instruction from New York Chiropractic College (NYCC) and is a Certified Chiropractic Professional Coder. She is an educator, lecturer and writer, who has developed and presents over 42 educational courses (for DCs and CAs). After graduating CCC-LA in 1998, Dr. Canham worked in Beverly Hills, CA. She opened her private practice in 2000 in Arizona. Seeing the need for safety and CA standards she developed her first CA training course that was AZCBE approved in 2002. She believes that training CAs, cross training and empowering staff is essential to running a successful practice. In 2004, Dr. Canham founded Canham College, Inc. and created an online platform [www.ProfessionalOnlineEducation.com](http://www.ProfessionalOnlineEducation.com) to reach students nationwide. In 2013, she wrote and had the first nationally approved Clinical Chiropractic Assistant Training program by the Federation of Chiropractic Licensing Board-PACE.



DR. ROSALIND CANHAM





Join us for the first ever legacy  
cocktail hour to honor one of  
Arizona's longstanding and  
influential chiropractors.



SCAN TO  
REGISTER

Friday, June 7th  
6:00PM-8:00PM

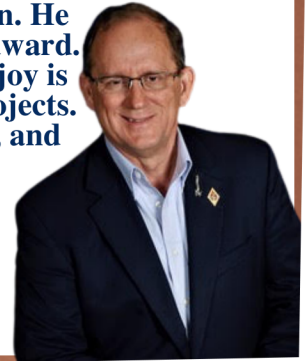
Limited  
Seating  
Available!

**CRITERIA:**

- PRACTICING FOR OVER 20 YEARS IN AZ
- SUBSTANTIALLY INFLUENCING THE PRACTICE OF CHIROPRACTIC IN AZ OR YOUNG CHIROPRACTORS IN AZ
- SHOWS A WILLINGNESS TO CARRY ON THE FORTITUDE OF THOSE CHIROPRACTIC PIONEERS THAT HAVE GONE BEFORE US - YOU MIGHT LIKE HIM/HER, YOU MIGHT NOT, BUT YOU DO KNOW WHO THEY ARE.



J. Alan Lovejoy, D.C., LCP, FICA was in private practice for 24 years. Dr. Lovejoy was also in Chiropractic education for 14 years where he taught a wide range of subjects. Dr. Lovejoy has the innate ability to make difficult concepts easier to comprehend. Lovejoy has been published in professional journals and is the co-developer of the international Straighten Up program. Dr. Lovejoy has received numerous academic and clinical awards and honors and was inducted into the Distinguished Fellows of the International Chiropractic Association. He has received The Masters Circle Presidents Award and the Power of One award. J. Alan lives in Missouri and loves traveling with his wife of 48 years. Lovejoy is involved various shooting sports as an instructor and various volunteer projects. Dr. Lovejoy's purpose statement, "Inspiring others to live a healthy, happy, and successfully balanced life."



## DR. ALAN LOVEJOY

 Platinum<sup>20</sup>

For over 25 years Mr. Morrison has been THE ONE you want by your side should you go in front of our licensing board. But, did you also know:

- He offers a free consultation should you need help with a board complaint.
- He has been practicing PERSONAL INJURY for over THREE DECADES!
- He is a practitioner; that values patient contact
- He works hard to make sure we are paid fairly
- He offers your PI patients Free Consultations.
- He has tried over 25 cases to a jury.
- He has represented 300-400 claimants in arbitrations.
- He has represented over 1000 client's cases without going into litigation.
- His staff has been with him for 25 years cumulatively.
- He is the Arizona Association of Chiropractic's GO TO Resource for all things legal and has been assisting and guiding us for over 30 years!



## DAVID MORRISON



**MORRISON LAW**  
PERSONAL INJURY ATTORNEY

Dr. Berry was born and raised in Alberta, Canada. He completed his pre-medicine requisites at the University of Calgary and went on to complete his Doctorate at Parker University in Dallas, Texas. He graduated Magna Cum Laude, Salutatorian and was the recipient of many academic awards including the Parker Scholastic Excellence Award. He went on to become a board-certified Chiropractic Neurologist in 2001 and has over 2500 hours in post-doctoral studies in neurology, functional medicine and low-level laser therapy. He is involved in multiple laser studies and has been the principle investigator on Level 1 FDA studies. Dr. Berry lectures for BTB Health Systems, nutrition companies, lab companies and about low-level laser. Because lasers profoundly influenced his own health status, Dr. Berry has dedicated himself to bringing the innovative laser applications to the health care system. Dr. Berry's expertise stems from a deep personal interest to find ways that would help him treat these conditions and improve the lives of his family & patients alike.



## DR. TREVOR BERRY

 **ERCHONIA**  
World Leaders in Low Level Laser Technology



WHERE & WHEN IS YOUR  
MINDSET BETRAYING YOU!?



# Slay Your Dragons

FOR ALL LADIES ON THE  
CHIROPRACTIC FRONT!  
STAFF, WIVES, LADY DCS ,

*All of You*

## SLAY YOUR INNER DRAGON BREAKFAST

SATURDAY  
JUNE 8, 2024  
6:45AM

*and yes, you can just  
attend breakfast!*

AT THE ARIZONA ASSOCIATION  
OF CHIROPRACTIC ANNUAL  
CONVENTION AT  
GILA RIVER RESORTS AND  
CASINOS WILD HORSE PASS

**\$27**  
grab your ticket!





Meet Dr. Barbara Eaton, a powerhouse in the chiropractic industry who is not only a highly sought-after keynote speaker and transformational coach but also a Jesus follower, wife, mom, grammie, and ruggedly tough Alaskan. Her entrepreneurial journey began at the young age of 29 when she opened her own practice in Michigan. Within just 89 days of opening, she went from 0 to a staggering 180 office visits per week. Success came with a price. Dr. Barbara Eaton worked tirelessly, pushing herself to the limit on her path to success. The pace and sacrifices took their toll. In 2016, her business and marriage were crumbling, and life was dark and painful. She doubled down on her well being, starting with a shift in mindset. Within three years, she hit a remarkable milestone by earning \$1.2 million in a single year! Inspired by this insight, Dr. Barbara Eaton created her award-winning 56 Day Chiropractic Boot Camp to Double Your Business. She also founded The Women's Chiropractic Leadership Summit and became the first and only female featured as the ICA Practice Success Academy coach.



## DR. BARBARA EATON



Dr. Crystal E. May, DO is a board certified diagnostic radiologist specializing in body MRI. She trained at the UC Davis Medical Center (UCDMC) in Sacramento, California. She has extensive body MRI and trauma imaging experience through her work at Trauma Level 1 centers, including UCDMC and Highland Hospital in Oakland, CA. Dr. May has a personal interest in caring for underserved communities, as well as in imaging quality and safety. She is licensed in Arizona, California, Missouri and Utah. Dr. May grew up in Northern California. She loves traveling, trying new culinary experiences, and maintaining a fit lifestyle.



## DR. CRYSTAL MAY



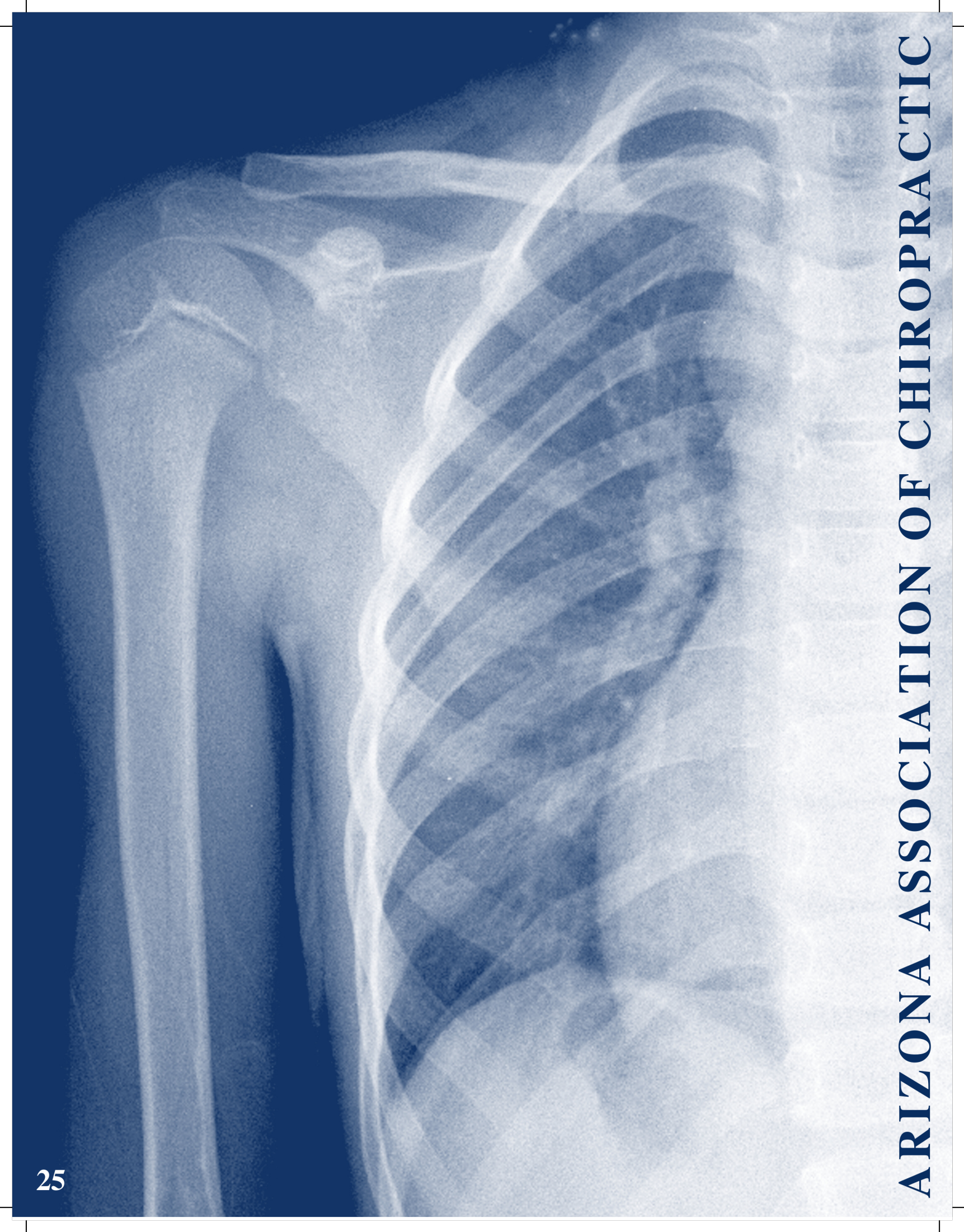
Originally from Southern California, Dr. Derian attended the prestigious UCLA School of Medicine. He completed his residency at the University of Miami, and a fellowship in interventional pain management at the Mayo Clinic in Arizona. He is double board certified in interventional pain management as well as numerous scientific publications. Dr. Derian is very compassionate, caring, and detail oriented. He has a particular interest in regenerative medicine and minimally invasive procedures to heal patients. He uses both traditional and regenerative options to treat various pain conditions.



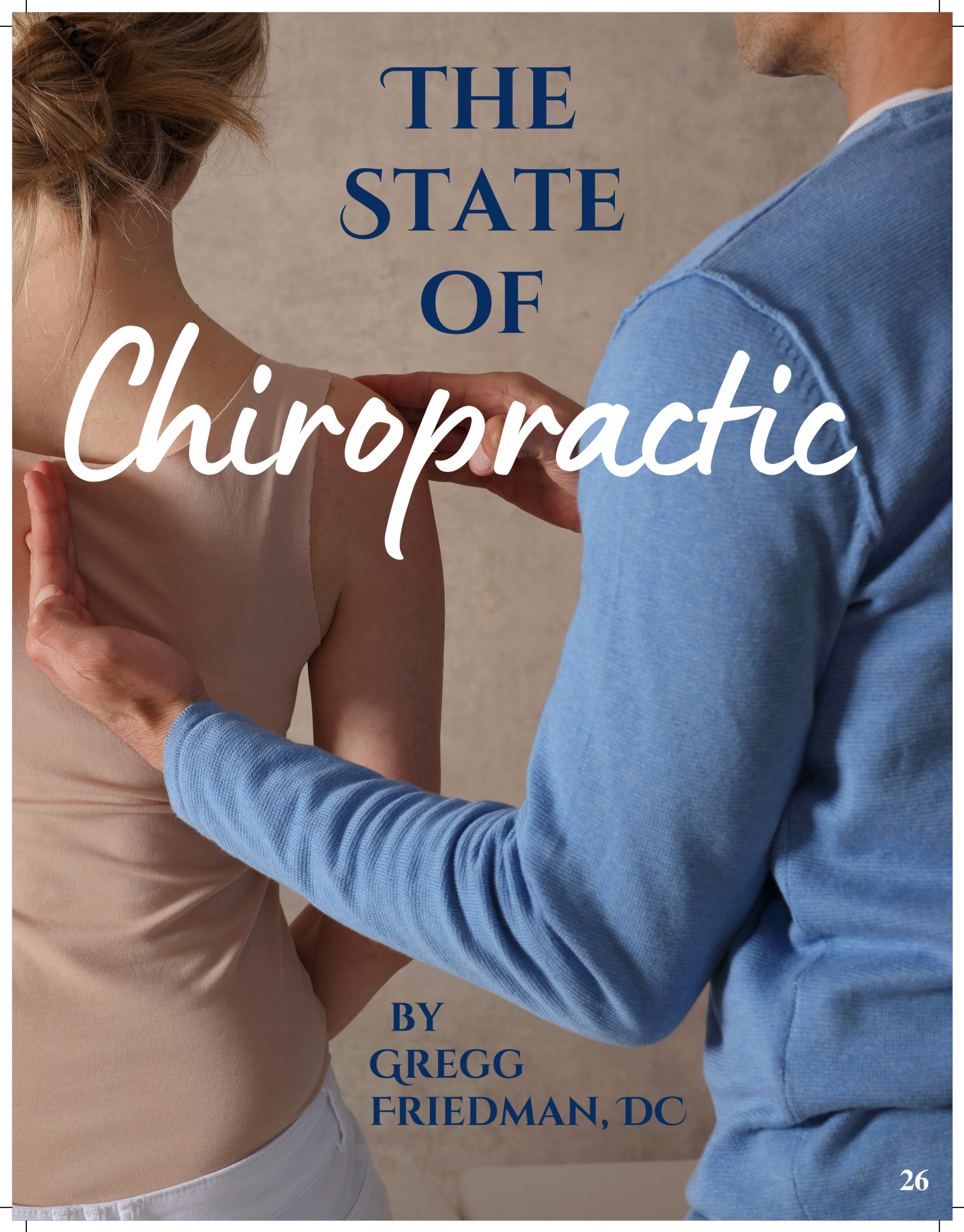
## DR. ARMEN DERIAN









A photograph of a chiropractor, a man in a blue sweater, adjusting the shoulder of a patient, a woman in a beige top. The image is used as a background for the title and author information.

# THE STATE OF

# *Chiropractic*

BY  
GREGG  
FRIEDMAN, DC



# I KNOW, I KNOW... THE CHIROPRACTIC PROFESSION HAS, WELL, ISSUES.

**D**epending on who you talk to and hang around with, it can seem like doom and gloom or it's the greatest time in history to be a chiropractor.

## SO, WHICH IS IT?

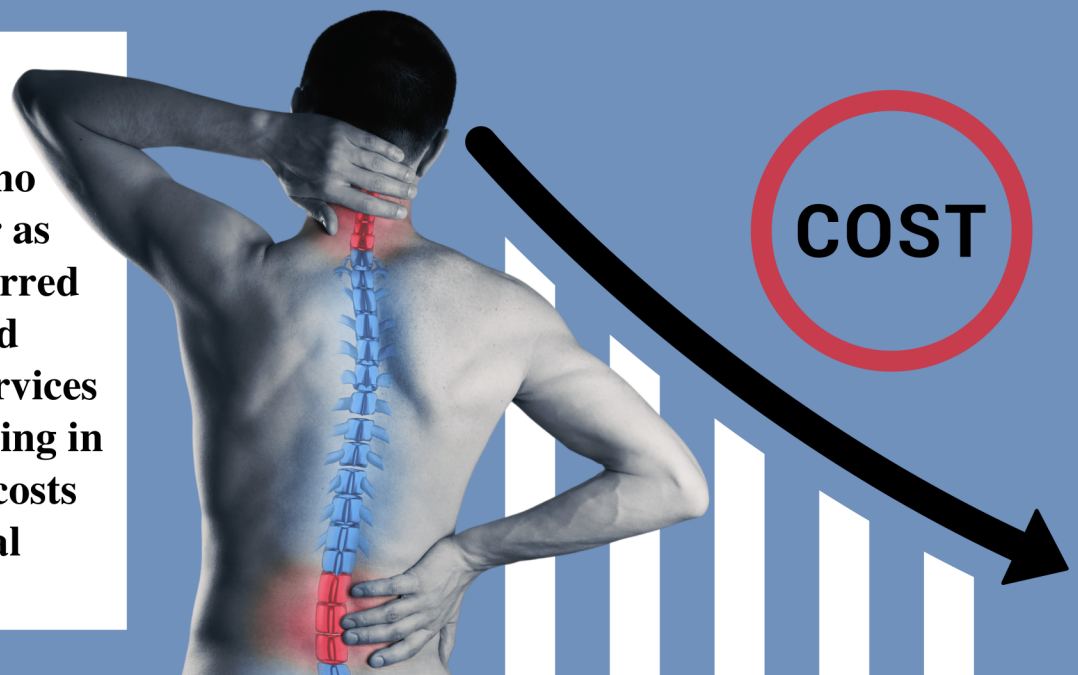
I've been a chiropractor for 37 years, and my father was a chiropractor for 60 years. While I continue to see patients a few mornings per week, I also travel around the country teaching seminars to chiropractors, in addition to consulting with doctors, insurance companies, attorneys, state boards, state and national associations and chiropractic colleges. There are a few things going on behind the scenes which gets me more and more excited to be a chiropractor.

A new systematic review was recently published that concluded:

**“Patients with spine-related musculoskeletal pain who consulted a chiropractor as their initial provider incurred substantially decreased downstream healthcare services and associated costs, resulting in lower overall healthcare costs compared with medical management.”**

Here's a breakdown of factors affecting costs:

- **Diagnostic Imaging:** Fifteen studies found that diagnostic imaging, particularly advanced imaging like MRI, was used less with DC care.
- **Opioids:** Eleven studies found that fewer opioid prescriptions were dispensed or filled with DC care.
- **Surgery:** Eight studies found fewer surgeries with DC care.
- **Hospitalization:** Seven studies found fewer hospitalizations with DC care.
- **DC as a 1<sup>st</sup> provider:** Six studies analyzed cost factors related to having a DC as the first care provider. Generally, this was associated with lower downstream costs.
- **Injection procedures:** Five studies found decreased use of injection procedures with DC care.







factors cont:

- **Specialist visits** (including surgeon referral visits) Five studies found fewer referrals for specialist visits with DC care.
- **Emergency department** (ED) visits Two studies found that fewer ED visits were associated with DC care.

## SO WHAT?

I'm sure some of you are mumbling, "That's great, Gregg, but what the hell are we supposed to do with that?"

That takes me to the second point.

In November 2019, individual chiropractors and representatives from chiropractic national and state organizations, colleges, corporate partners, and others joined together to share ideas focused on the future of the chiropractic profession. This group shared a goal of identifying efforts that a diverse group of individuals and organizations could support. Chiropractic stakeholders expressed strong support for a national strategic plan that would lead the chiropractic

profession into a thriving future, focusing on:

- Implementing an inclusive, transparent, grassroots, and data-driven process through which to create a national strategic plan,
- Inviting the entire profession to participate in identifying commonly desired goals and establishing unifying priorities, and
- Utilizing volunteer teams representing the full scope of the profession to create an action-oriented, measurable strategic plan.

In 2020, with the help of seasoned professional facilitators, this visionary idea became the Future of Chiropractic Strategic Plan project. Quantitative and qualitative data was gathered from nearly 4,000 participants representing all corners of the profession. They helped identify common goals and priorities, which became the foundation of the Strategic Plan.



A mere eighteen months after the idea was born, truly collaborative volunteer work groups are continuing their work to implement this historic, actionable, measurable, Future of Chiropractic Strategic Plan. A Leadership Committee has been elected by the volunteers to help lead these efforts.

## **PROFESSIONAL IDENTITY STATEMENT**

Doctors of Chiropractic are essential health care providers who assist the body's natural ability to heal. They are experts in evaluating, diagnosing, and managing many neurologic, muscular, skeletal, and other conditions. Chiropractors provide safe and effective care, focused on improving function and optimizing quality of life. Chiropractors are trusted members of health care teams that work with patients to achieve their goals, through every stage of life.

## **VISIONARY GOALS**

- The chiropractic profession is unified without the need for uniformity.
- Chiropractic is the first choice for health and wellness.
- Compensation for chiropractic services is at parity with other medical professions.
- The chiropractic profession is validated and enhanced by a coordinated, accessible, evidence-based research environment.

I met with members of the group in 2023, at which time they told me they're looking for two things, one of which is easily attainable and the other, well, has been challenging. Each of these two things revolve around one thing: DATA. The easy part is getting claims data, which can be obtained from the electronic clearinghouses. I told this person that I knew what the second thing was before he told me.

## **OUTCOMES DATA**

The person nodded his head and said they weren't quite sure what to do about it yet. I told him the problem is two-fold. First, chiropractors typically don't know quite how to document outcomes. Second, the EHRs being used are not set up to capture the outcomes data.

First, we need Doctors of Chiropractic to understand the need to document our outcomes. Next, we need doctors to follow a standard format of documentation. Finally, we need to have a platform that all of us can use which can capture this data. From there, our research team can combine the outcomes data with the claims data and do their thing. Ultimately, we want to be able to show the world how effective chiropractic treatment is for multiple conditions and how much money we can save the entire healthcare system.

**THIS MIGHT  
TAKE A  
WHILE.**





# DRY NEEDLING: A POOR MAN'S PAIN MANAGEMENT

BY DR. AARON WEIGAND

**A**s dry needling increases in popularity amongst physical medicine practitioners like Chiropractors and Physical Therapists, it's often thought of as a trigger point treatment or something associated mostly with athletic injuries. However, dry needling's history and it's introduction into mainstream health care was really born out of studying the placebo effect of the needle during trigger point injections. In the first research study that included the term "Dry Needling", in the Lancet in 1947, Paulett noted that relief could be obtained not only from the injection of procain, but "even dry needling" Karel Lewit published in the journal Pain in 1979 that... "...it appears that the common denominator was puncture by the needle and not the anesthetic employed."

Since, dry needling has been put up against Botox, PRP and local anesthetic injections in a recent systematic review by Griswold et al in the journal Disability and Rehabilitation where the authors concluded the following...

Dry needling produces similar effects for pain and disability in the short and medium term compared to cortisone, Botox, and platelet-rich plasma injections. Local anesthetic injection may be more effective at reducing short-term pain. Long-term effects on pain and disability are similar between dry needling and platelet-rich plasma injections, but dry needling may produce better long-term outcomes than cortisone injections. The available adverse event data is similar between dry and wet needling. When one considers the exponential increase in cost and risk when patients fail conservative management and graduate to medical and surgical options, dry needling's efficacy and relative safety may provide yet another stop along the way to more invasive interventions.

With the vast majority of chiropractic patients seeking relief from mechanical back pain, neck pain, headaches, joint pain, etc, we become

relegated to a sandbox where we are made to compete with a saturated market of providers, discount franchises and a host of direct-to-consumer options which are often cheaper, more convenient and have the validity of public acceptance.

Contrast this with conditions where the patient's next stop on the relief care continuum include the options of corticosteroid injections, botox and PRP. In the era of prohibitive-by-design co-pays, deductibles and pre-authorizations, dry needling provides the chiropractic physician with one more option when traditional physical medicine modalities fail to provide the patient's desired outcome of relief. When a patient's choice is between chiropractic management for 2-3 times a week for hundreds of dollars, or a massage, NSAID, CBD, insurance-covered PT, or a low cost monthly membership, it can be extremely difficult to make them see the value-added with the additional time and economic cost associated with comprehensive care. However, when the choice is between dry needling and an injection, for more complicated cases, a chiropractor with the ability to not only provide the comparable relief of pain management, suddenly they become the objectively more attractive option in regards to cost and convenience. Couple this with the fact that while medical pain management is often indicated and the patient's best option, rarely is some sort of post-treatment rehabilitation and physical medicine not indicated. Chiropractors are the only practitioners trained to deliver the relief of dry needling, but then can immediately begin the complimentary adjustments and rehabilitative active care in the same setting.

The recent scope expansion to include dry needling for chiropractic is an opportunity for the profession to position itself in space between traditional physical medicine and medical pain management by offering yet another level of care when appropriate.



# REVOLUTIONIZING CHIROPRACTIC CARE WITH THE 'BRAIN, NOT BONE ALONE' MOVEMENT

RICH CARR

Late last year, a transformative movement within the chiropractic profession shifted the public perception of chiropractic care from purely physically manipulating the bones to a more nuanced understanding of its neurological benefits. Dubbed the 'Brain, Not Bone Alone' movement, this paradigm shift is changing how chiropractors approach their practice and how they communicate with their patients. At the heart of this evolution is a powerful message: chiropractic care is about clearing neural pathways and optimizing the body's intrinsic healing capabilities as it is about adjusting the spine.

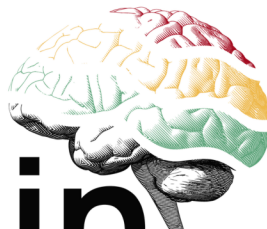
Think 'Got Milk?' except for chiropractors.

By focusing on the nervous system, chiropractors can address various conditions more effectively, from chronic pain to cognitive disruptions. This approach aligns with growing evidence that supports the neurological benefits of chiropractic adjustments, including improved neural plasticity, reduced neural interference, and enhanced body function.

However, conveying this sophisticated understanding to patients—and the broader public—presents its challenges. Traditional patient communication methods, such as direct emails, social media posts, and regular newsletters, often require a significant time investment from chiropractors. This can divert their focus from patient care to marketing efforts, diluting the potency of their practice.

Recognizing this, 'Brain, Not Bone Alone' emerged to assist chiropractors in streamlining their communication efforts of educating and engaging with patients by performing the services for the chiropractors...not by selling them tools to do so. Entertaining, engaging, and informative content that does more than inform—it changes minds—because the people running this movement are professional marketers advised by pillars of our industry with a unifying message every chiropractor can agree upon: We're Brain, Not Bone Alone – Where the Mind & Spine Align.

**"CHIROPRACTORS DON'T WANT TO SPEND THE EVENING LEARNING CANVA OR TRYING TO WRITE AN EMAIL," SAID CEO RICH CARR, "THEY DON'T WANT MORE TOOLS; THEY WANT WHAT THE TOOLS CAN DO. THAT'S WHAT WE DO."**



**Brain,**  
not bone alone. <sup>TM</sup>



As our profession adapts the resources of this one-of-a-kind service, chiropractors regularly reach out to their patient database without the extra work of learning complex email tools or social media strategies...it is done for them. They can focus on what they do best—clearing neural pathways and delivering the health benefits their patients seek.

#### **THE BENEFITS: SAVING TIME, MONEY AND ENHANCING PATIENT RETENTION**

The implications of this streamlined approach to communication are profound. Firstly, it saves time, money, and resources that can be better allocated to enhancing patient care and expanding practice capabilities. Secondly, by providing consistent, engaging content highlighting the neurological benefits of chiropractic care, practices can attract new patients seeking solutions beyond traditional pain relief.

Moreover, this approach aids in patient retention. Educated patients are more likely to understand the value of ongoing chiropractic care and remain engaged with their chosen practice. They view their chiropractor as a healthcare provider and a trusted advisor on their journey to optimal health.

The 'Brain, Not Bone Alone' movement is more than a change in treatment philosophy; it represents a broader shift towards a more integrated, patient-centered approach in chiropractic care and unifies a profession with monthly featured focus emphasis on themes such as 'Movement Matters,' 'Stress,' 'Allergies' and more. By embracing the neurological aspects of their practice and utilizing innovative communication tools, chiropractors can elevate their role in the healthcare landscape, as all chiropractors in the movement are saying the same thing because it is all done for them. This benefits their patients and positions chiropractors as essential contributors to overall health and wellness, now and in the future.

It's clear that the future of chiropractic lies in the ability to blend cutting-edge science with effective communication. The 'Brain, Not Bone Alone' movement is leading the way, proving that when it comes to health, it's so much more than adjusting the spine—it's about unlocking the body's full potential by ensuring the brain and nervous system can function at their best.



**MORE INFORMATION ON THE 'BRAIN, NOT  
BONE ALONE' MOVEMENT IS AVAILABLE AT  
[WWW.BRAINNOTBONE.COM](http://WWW.BRAINNOTBONE.COM)**





# MEDICAL BILLING STATEMENT

## OVERCOMING THE “NEGOTIATIONS” REQUIREMENT FOR PERSONAL INJURY BILLS

BY MICHAEL COATES

Arizona finds itself in Wild West territory once again—this time pioneering as the first state to enact a mandate requiring medical providers to engage in negotiations with patients and their attorneys regarding medical liens.

Keep in mind, though, that while the new law requires “negotiations,” it does not necessarily mean that medical providers must reduce their bills. Rather, it means you are required to engage in a negotiation process with personal injury law firms. The first step of dealing with this new mandate, then, is to push back when an attorney misconstrues this mandate to be a required reduction.

That said, if the provider and the attorney fail to agree, your bill might go before a judge for an eleven-point review to determine what is fair and equitable. One of the real problems of this legislation is that the law specifically states that attorney’s fees are not recoverable to the prevailing party. This makes an informal agreement that much more important.

So, now is the time to sharpen your negotiation skills. After all, attorneys advocate, fight and negotiate for a living. While the normal person would take affront with so much vigorous opposition, PI attorneys and their staff consider it a normal day at the office.

Plenty of resources exist for upping your game, including a system called Negotiations Aikido, a ten-point negotiations strategy (the DISRUPTIVE Method) for out-negotiating attorneys:

- Define your value, both internally and externally
- Identify the real issues, both factually and legally
- Spot and stop attorneys’ tricks, tactics, and taunts
- Reassess your return on investment and your return on relationship
- Uncover the facts
- Prioritize, persist and be patient
- Trust but verify
- Inject advantages strategically
- Value versatility
- Employ emotional awareness



Understanding how to negotiate is a great start; applying a specific negotiation methodology is critical, acting like a domino cascade.

Also include specific wording in your contractual lien agreement stating that you have the right to assert a lien under Arizona's revised statute. Also get a written directive from the patient to not bill health insurance. Finally, and perhaps most important of all, make sure the lien states that the patient owes the full bill regardless of the case outcome and of Arizona's revised statute. Even if you are limited to what you get from the settlement proceeds, this gives you the right to pursue the patient-post settlement. This should increase your negotiations leverage as well.

One positive aspect of the new law is that it includes a transparency mandate. Specifically, when you make a request, you are entitled to receive a complete listing of how all settlement monies are being proposed to be distributed. With full transparency you can make a better business decision.

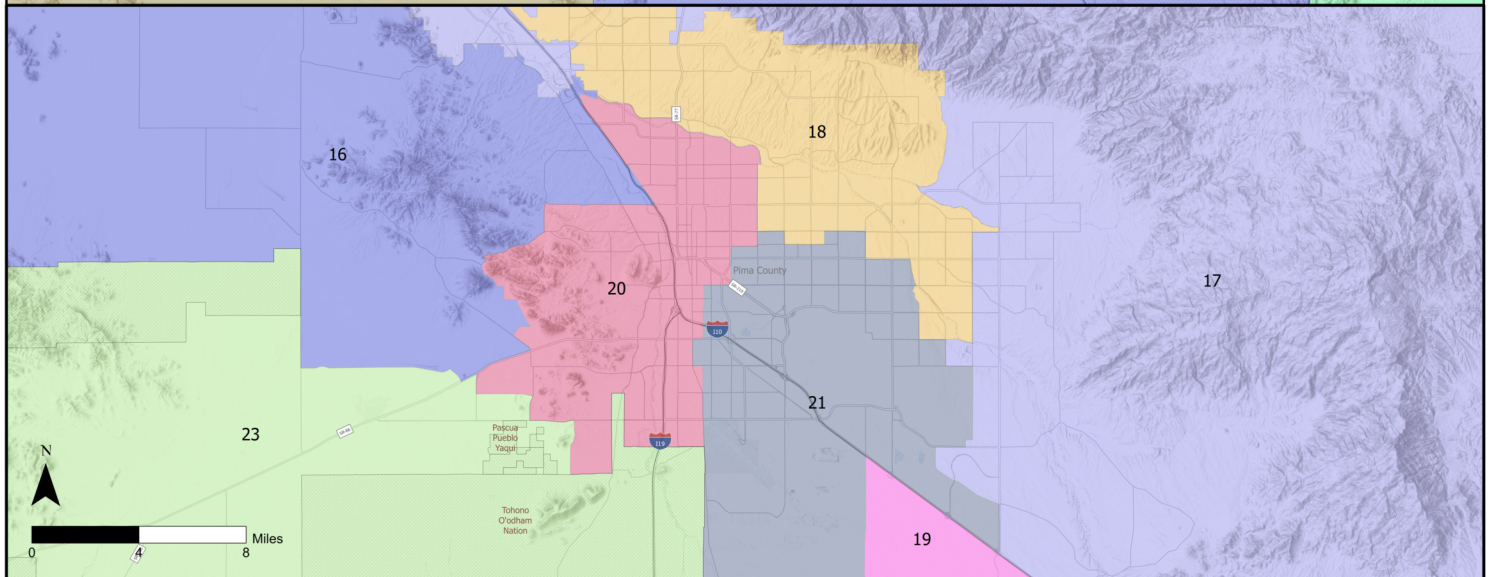
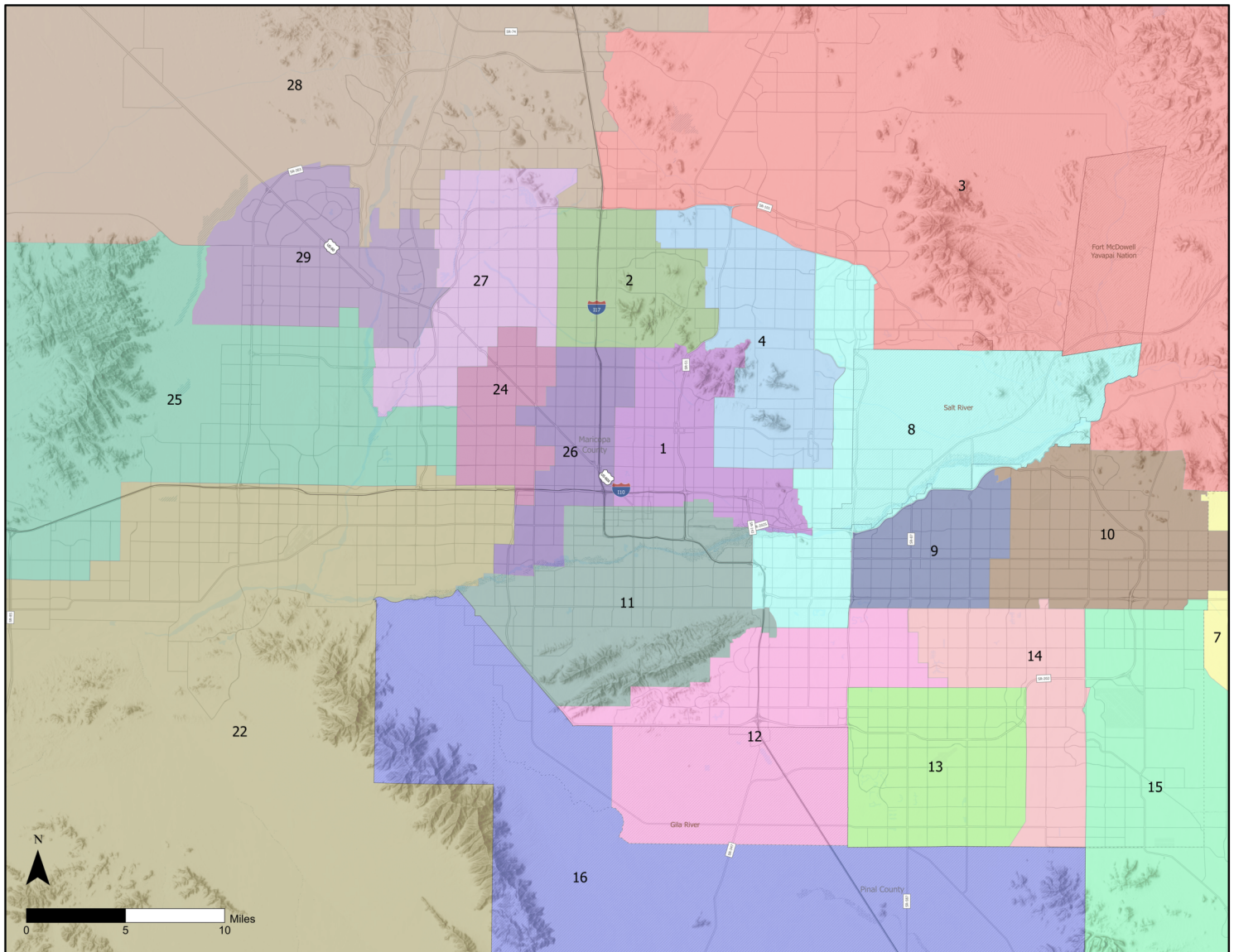
Still, this Arizona revised statute has indeed added more risk. Your negotiation skills are now paramount in Arizona; every medical office should allocate time, money, and resources to understand the new laws, to seek help, and to increase the negotiation skills of you and your team.

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Michael Coates is a California-licensed attorney. Over the last decade, Michael has established himself as a national authority on medical lien law, lien recovery, and negotiations. He is a recognized innovator, advocate, coach, instructor, and mentor. Having seen the good and the bad in the personal injury business, he has helped hundreds of providers recover millions of dollars from law firms of all shapes and sizes. Michael is the country's top lien and LOP negotiator. His company, Personal Injury Made Easy, gives providers, owners, and staff a true business advantage in the PI space by providing methods, strategies, tactics, and tools that are as unmatched as Michael's expert coaching. Members learn to be value drivers for good attorneys, grow relationships and profits, and out-negotiate the difficult attorneys. Michael's coaching centers on three high-profit highway segments; processes, profits, and growth to reach the ultimate destination of a high-profit practice. To learn more about Michael's Business Advantage program, visit [PersonalInjuryMadeEasy.com](http://PersonalInjuryMadeEasy.com). To attend Michael's Negotiations Aikido training workshops and learn how to out-negotiate the more difficult attorneys, visit [NegotiationsAikido.com](http://NegotiationsAikido.com).



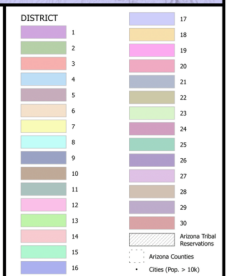




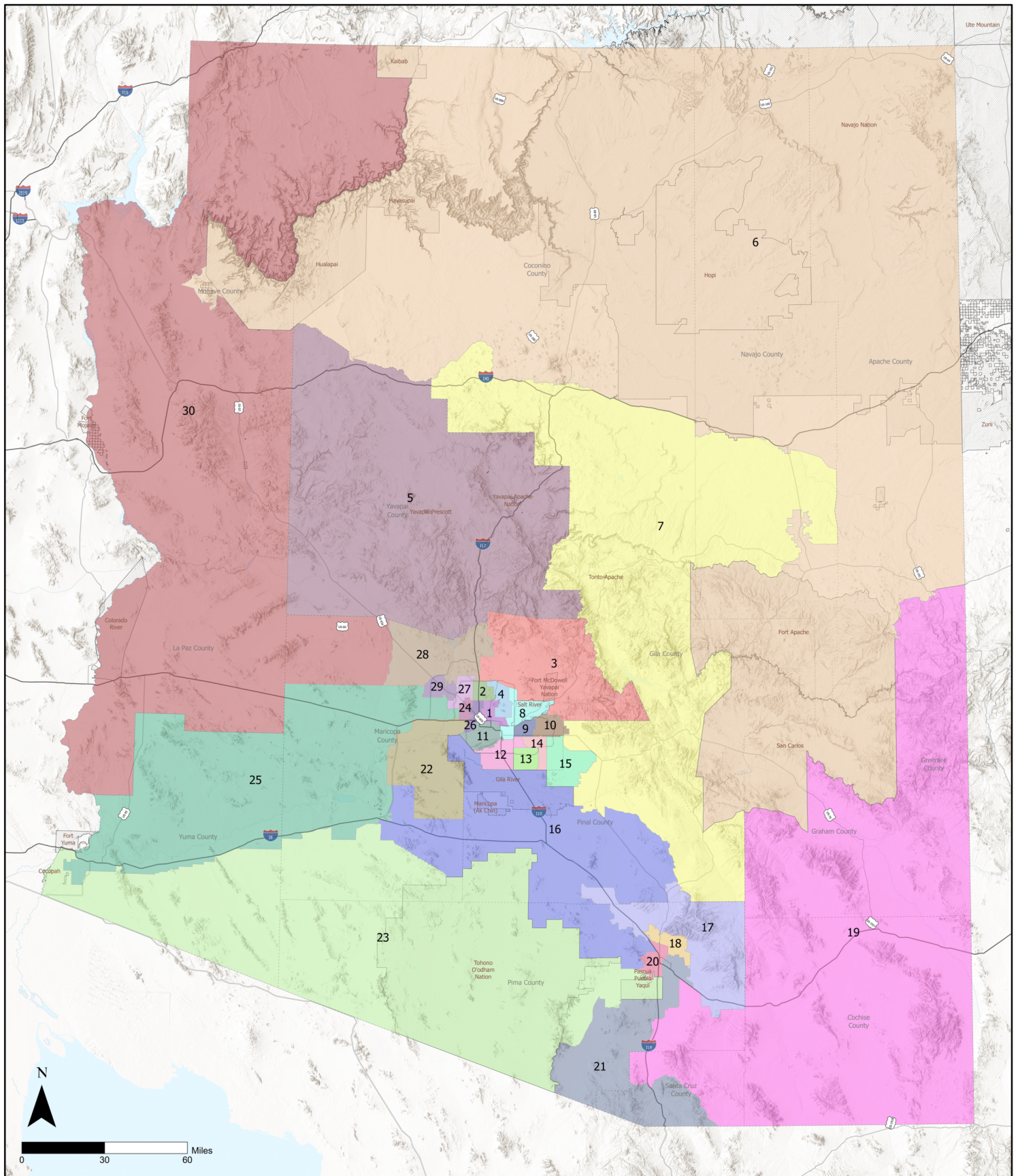
### Arizona Legislative Districts: Draft Map 11.3 (Inset)

This LD Test Map is based off of the changes made in 11.1 and incorporates the Yuma Gold LD map (LD0057) along the Yuma City and County boundaries and connects North Yuma to the West Valley. This map also takes district 30 into Wickenburg. This plan was officially adopted on October 28, 2021 as the official Legislative Draft Map. <https://redistricting-irc-az.hub.arcgis.com/pages/draft-maps>

**ARIZONA**  
INDEPENDENT REDISTRICTING COMMISSION



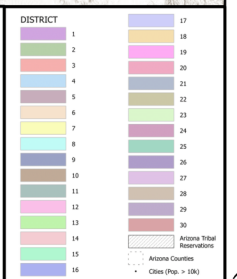




### Arizona Legislative Districts: Draft Map 11.3

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**ARIZONA**  
INDEPENDENT REDISTRICTING COMMISSION





**FIND A FULL LIST  
OF  
REPRESENTATIVES  
BY SCANNING  
HERE**





# ARE YOU APPEALING?

Of course you are.

But what I mean is...are you appealing your claims that are inappropriately denied? As in ALL OF THEM? All too often chiropractors roll over on denied claims even if they should have been paid. The thought is that maybe it's just not financially worth the effort, and you may be right.

It certainly doesn't make good business sense to spend a ½ hour crafting a letter for an appeal just to win back an \$8 denial. But ultimately, it's about making a point and gathering data against insurance companies that wrongly deny claims. The problem is every insurance company has a different mechanism for appeals. And then there's ERISA. So let's start with ERISA.

Under Federal law, every claim denial has a specific timeframe. 60 days after you receive the denial. Once you appeal, the insurance company HAS to respond to your appeal. And if it's still denied, you've always got a chance for a second appeal that it reviewed by someone who has no direct working relationship with whoever did the first appeal. An important factor here is that you are entitled to an external review if your 2nd appeal is denied.

Here's where this is important. I've had one of those less-than-favorite middleman companies that does not like the way I treat. I seemed to always get one particular female reviewer and we always butted heads over my appeals. She wanted a very clean course of treatment, which works fine for PI and WC cases, but not for those "pop in every so often" types of patients.

So, pretty much every authorization request for me ended up on her desk. And she denied all of them. So what did I do? My second level appeal looked just like my first level. Didn't change a damn thing. Unsurprisingly, that second level appeal got denied. Exactly what I wanted. This group of claims (probably 6 dates of service in total) were Cigna claims and Cigna has a form that needs to be signed by the patient to initiate an external appeal. Which, of course, we did. The external company that Cigna uses approved all of the codes for the dates of service except for one single code. I essentially used the external review company to bypass the middleman.

So why is this important?

Starting early in 2019, Aetna switched to using an external claims processing company and this company seemed to think that everything under the sun should be bundled. My office personally has sent in some 150 appeals. The bulk of these were overturned on an initial appeal. We fired off 2nd level appeals on the ones that weren't overturned. Some of these are still in processing, some have been overturned. A small amount, so far, were denied at 2nd level, which triggers our right to an external appeal.

Is this worth all the extra work? Two things to think about.

First, I'm not confident about this, but I'm guessing that this external process costs the insurance company money. Imagine if every single one of us fought tooth and nail for every dollar on every claim. The burden on the insurance companies would be felt. Second, I'm on a national call with Aetna and other chiropractic representatives this week. My data can now be used to justify our position that the claims processing and bundling has been in error.

Now imagine if all of us were doing this and we had not just my claims, but hundreds more just from the state of AZ.

**-DR. JAIME BOGASH**

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