Celebrating the past…

STEPPING BOLDLY INTO THE FUTURE
MISSION

ACA is a professional organization representing doctors of chiropractic. Its mission is to preserve, protect, improve and promote the chiropractic profession and the services of doctors of chiropractic for the benefit of patients they serve. The purpose of the ACA is to provide leadership in health care and a positive vision for the chiropractic profession and its natural approach to health and wellness. On behalf of the chiropractic profession, we accomplish our mission and purpose by affecting public policy and legislation, by promoting high standards in professional ethics and quality of treatment and by carrying out a dynamic strategic plan to help ensure the professional growth and success of doctors of chiropractic.

TABLE OF CONTENTS

President’s Message ........................................... 3
Chairman’s Message ........................................... 4
Board of Governors ............................................. 5
CEO Report ...................................................... 6
2013 Highlights ................................................ 7
Marketing & Membership ..................................... 8
Government Relations ........................................ 9
Insurance Relations ............................................ 11
Communications .............................................. 13
Financials ....................................................... 15
President’s Message

By Keith Overland, DC, CCSP, FICC

The year 2013 was full of change for the American Chiropractic Association (ACA). Your elected representatives made many important decisions focused on the future of the organization and the profession. Many were difficult yet each quite vital. In the end, after countless hours, your leadership team determined it was the right time to take some bold steps.

It started with significant financial and structural changes to our Washington offices, which have been essentially untouched since 1986. We hired a new leader, James Potter, who is serving in the role of CEO. We approved a new 10-year vision that enables us to begin to move over the bridge to tomorrow with a focus on our core strengths and rightsizing our organizational operations. Of course, it was a year that implementation protocols for many of the Obamacare regulations were in development, which required a great deal of our attention, too.

Doctors of chiropractic often pose the question, “ACA, what have you done for us lately?” In fact, 2013 was a year in which the work started 50 years ago by many of our pioneers combined with the efforts of more recent leadership and saw the fruits of much labor. Significant advances included:

- An increase of up to 10 percent in the value of CMT Medicare codes, making them equal to OMT codes
- A proposed rule in Medicare to consider expansion of covered services for the first time in 40 years
- Implementation of the anti-discrimination clause (Sect. 2706) in the Affordable Care Act—making available services by chiropractic physicians for patients covered under ERISA and other insurance programs that had previously refused to cover them
- Federal Blue Cross and Blue Shield removed limits on coverage of chiropractic services to include all procedures covered in a doctor’s scope of practice
- Positive steps in the ongoing legal actions to eliminate abusive and illegal practices by several chiropractic managed care companies
- More than $150 million reimbursed to DCs as a result of ACA’s efforts to encourage participation in electronic health care (EHR) and quality improvement (PQRS) incentive programs
- Changes in reimbursement policies by the major insurer, Aetna Healthcare
- Support of ongoing efforts to expand access to chiropractic services for veterans
- Successful efforts to make available to DCs a new residency program in five VA medical centers

Some 50 years ago, our founders planned for this very time in our history: a point where the profession can actually take steps into the future while maintaining a great respect for our past.

The year 2013 was a watershed year for ACA, our profession and most importantly our patients. I want to acknowledge the Herculean efforts of our professional staff and many volunteers. ACA is a shining example of an organization that produces well beyond its means.

Thank you for allowing me the honor to serve as your president.
Chairman’s Message

By Michael Simone, DC, CCSP

ACA’s 50th anniversary celebration in 2013 gave all of us the opportunity to view the association’s accomplishments through the lens of the past half century. It was empowering to see how the advancements made in each of those 50 years created a foundation upon which modern chiropractic still stands. Even today, every step forward is important.

One of the most exciting developments for chiropractic in 2013 was the announcement that five Veterans Affairs (VA) medical centers would establish residency programs for doctors of chiropractic. The DCs who participate will receive advanced clinical training in complex case management, enabling them to increase their scope and depth of clinical knowledge, experience and acumen. Residents will be mentored by senior VA doctors of chiropractic who are leaders in integrated chiropractic practice. This type of experience is priceless for our modern graduates, who are poised to help fill the primary care workforce gap.

We can credit working shoulder to shoulder with other health care providers at the VA to the credibility that our doctors earn by graduating from programs accredited by an agency recognized by the U.S. Department of Education (DOE). The Council on Chiropractic Education (CCE) has been instrumental in opening doors for the chiropractic profession—from federal student loan programs to federal grant programs—over its 42 year history. In 2013, CCE faced a contentious group from within the profession at the hearing to reaffirm its DOE recognition. ACA steadfastly stood by CCE, which was recommended for a full three-year extension. In its role as the vanguard of the profession, ACA will stand against any effort to diminish or damage chiropractic’s essential institutions.

As the past 50 years have shown, progress is only achieved when the profession stands together for what is right. In this regard, ACA’s participation and leadership in the Chiropractic Summit has contributed to greater unity of effort. The passage in 2013 of a Summit position statement confirming our long-standing drug-free approach to treatment demonstrates that DCs are capable of banding together.

ACA is proud to have been involved in such a monumental agreement.

All of this of course is achieved thanks to the support of our members—to all of you reading this. Thank you! I hope after perusing this annual report, you are proud of the work you have supported, and that you recognize how it benefits you and your patients now and into the future.

I can promise you that ACA will continue to manage your dues dollars in the most fiscally responsible manner. The steps we have taken in the past year to streamline our finances have really taken shape. We have a smaller footprint now at the home office (with less overhead expenses), we have a smaller but skilled staff, and with our new strategic plan and vision statement we know more surely where we are going and how we will get there.

Fifty years from now, there will be much to celebrate!
American Chiropractic Association
Board of Governors, 2013-2014

TOP ROW, FROM LEFT: Dr. Joseph Morelli, District 7; Dr. Richard Bruns, District 4; Dr. John McGinnis, District 5; Dr. James Rehberger, District 2; Dr. Kelli Pearson, District 1; Dr. David Herd (President, Council of Delegates); Dr. N. Ray Tuck, District 3;

FRONT ROW, FROM LEFT: Dr. Karen Konarski-Hart (Vice President, Council of Delegates); Dr. Anthony Hamm (ACA Vice President), Dr. Keith Overland (ACA President), Dr. Michael Simone (ACA Chairman of the Board), Dr. Rick McMichael (ACA Immediate Past President)

To contact members of ACA leadership directly, visit www.acatoday.org/leadership.
2013 Banner Year for Chiropractic Advocacy Achievements

By James Potter, Chief Executive Officer

The chiropractic profession saw a remarkable resurgence in advocacy accomplishments in 2013. On behalf of the ACA leadership and management team, I would like to give a most heartfelt thank you to the dedicated DCs, CAs and student volunteers who helped make these crucial advocacy victories possible:

Medicare Reimbursement to Increase by $60 Million

A concerted advocacy effort by ACA will increase Medicare payments to DCs by an estimated $60 million in 2014. The Centers for Medicare and Medicaid Services (CMS) has announced that the value of Chiropractic Manipulative Treatment (CMT) CPT® codes will increase up to 10 percent in the 2014 Physician Fee Schedule for services rendered beginning January 1, 2014. The change in Medicare payment rates reflects a more appropriate and rigorous valuation of chiropractic services that should have a ripple effect in private insurance markets. As reported in the Washington Post, recent research shows that a one dollar change in the price that Medicare pays yields a $1.30 change in what private insurers pay.

VA to Begin New Chiropractic Residency Programs

The Department of Veterans Affairs (VA) is slated to begin a pilot initiative of five new full-time, year-round, paid chiropractic residency programs. In addition, the Senate Veterans Affairs Committee included provisions in the Veterans’ Educational Transition Act of 2013 (S. 944), currently under consideration by the full Senate, that would significantly increase the numbers of DCs serving at VA sites and codified chiropractic care as a standard benefit in the VA.

Aetna Reverses Policy Denying Same Day Payment for 97140 and CMT

Aetna reversed its new policy announced on March 1, 2013 that would deny separate payment for 97140 when billed with CMT. This was even when the two procedures were performed to separate regions and when modifiers 25 and 59 were used appropriately. As a result of ACA’s efforts, Aetna agreed to pay for 97140 when billed on the same date of service as CMT (when appropriately provided to a separate region). DCs can now be reimbursed for this code pair. Aetna also agreed to amend its online policy and alert claims staff of the changes.

BCBS Federal Employees Plan Defines DCs as Physicians Without Limitation

Doctors of Chiropractic (DCs) will be defined equally with other types of physicians and will no longer have any limitations attached to their definition of physician under the 2014 Blue Cross and Blue Shield (BCBS) Service Benefit Plan, as authorized by the Federal Employees Health Benefits (FEHB) law.

Standing Firm Against Managed Care Abuses

The ACA and related plaintiffs received a favorable decision in the class action suit against United Healthcare (UHC) and Optum Health. A federal judge ruled that a DC may pursue overpayment allegations against UHC even though his patients may no longer be insured by them. The ruling stated that patients are still subject to the health insurer’s overpayment recoupment procedures. This positive step brings us one step closer to fulfillment of our goal–to enjoin UHC from continuing to apply punitive Optum policies that are used to improperly reduce coverage for chiropractic services.

Medicare Coverage of DC Evaluation and Management Services Advances

The Department of Health and Human Services (HHS) announced that it is considering allowing DCs to be reimbursed for evaluation and management (E/M) services, the biggest potential breakthrough for the profession since chiropractic was included in the Medicare program in the early 1970s.

DC Physician Status Challenge Repelled in Medicare Payment Reform Bill

ACA was a key part of a coalition effort to retain physician status for DCs in the Senate version of Sustainable Growth Rate (SGR) reform package. Great strides have also been made in ensuring DC physician status in the House version.
ACA Celebrates
50th Anniversary in 2013

The American Chiropractic Association (ACA) was founded in 1963 with the idea of uniting the chiropractic profession with one strong voice to advocate on behalf of doctors of chiropractic and their patients on the national level.

For 50 years, ACA has done just that, opening doors for chiropractic patients in Medicare, the Veterans health care system, the military and other federal programs. ACA has worked with private insurance companies as well, to inform them about chiropractic practice and to advocate for fair and just claims and reimbursement policies. With its media relations program, ACA has educated thousands of journalists over the years, helping to raise public awareness of chiropractic. All of this work continues today—with the support of ACA members nationwide.

To celebrate its 50-year milestone, ACA held a special gala celebration during NCLC 2013. The evening was spent reminiscing about ACA’s history and past achievements, as well as giving special recognition to individuals who have played an important role in helping the association advance its mission.

A Year of Transition at ACA Headquarters

While advocating for the chiropractic profession in Washington, ACA was also making major internal changes in 2013—most notably to the appearance of its headquarters in Arlington, Va.

After the sale of the building that ACA had built and owned since 1985, construction work to renovate half the second floor (ACA had previously occupied the entire second floor) kicked off in September and progress was quickly made in raising new walls and laying out the new space, which features an open “hoteling” work area for telecommuters who visit the office.

The new office also features a complete all cloud-based computer system and three 87 inch, state-of-the-art smart boards. The colors, layout and amenities create an elegant and professional environment, enabling ACA to provide a team-oriented space for its staff…and to project a polished image to those who visit the chiropractic profession’s most well regarded national advocate.
Marketing & Member Services: Providing Exceptional Service to Members

Communicating value is the cornerstone to increasing membership. In 2013, ACA’s dedicated Board of Governors, state delegates and volunteer leaders went above and beyond the call of duty to communicate the immense value of ACA membership, both to members and non-members alike. As a result, ACA’s leadership provided invaluable assistance to ACA staff in achieving the organization’s membership recruitment and retention goals.

Building a strong relationship with members through enhanced member outreach initiatives continues to be a top priority for ACA’s Membership Executive Committee. As we move into 2014, our goal is clear: ACA Marketing and Member Services will renew its commitment to provide exceptional service that exceeds the needs and expectations of its entire membership.

Moving Chiropractic Forward: National Outreach & Strategic Presence

With the guidance of ACA’s Presence Committee, ACA realized strategic and highly visible outreach efforts at a wide range of state conferences and industry meetings in 2013. ACA had a strong presence at several industry events throughout the year, beginning in January at Parker Seminars in Las Vegas. Focused on its mission, ACA leadership made impressive strides in their tireless effort to promote the extensive advocacy, legislative, and other activities of the organization, on behalf of the profession.

Member Discounts through Corporate Partners

ACA members turn to ACA partners first when looking for products and services. With this in mind, ACA re-invigorated its relationship with the corporate community in 2013 to develop strategic partnerships that provide special offers and members-only discounts for chiropractic-related products and services.

Continuing Education and Professional Development

ACA continues to enhance its continuing education and professional development offerings. In 2013, ACA’s Education Committee delivered an impressive webinar program, offering two to three free members-only webinars per month. With more than 1,000 registrants in a 12-month period, the one-hour presentations covered relevant topics such as modern rehabilitative strategies and overcoming MD objections to chiropractic care. And, as a PACE-approved provider, ACA offered doctors of chiropractic the opportunity to earn valuable continuing education units (CEUs) for a nominal fee to help them meet their state licensing requirements.

ACA made significant updates to its education website to provide visitors and members with a more user-friendly experience. ACA’s education partner program was enhanced to provide members with discounts to practice-building programs as well as opportunities to learn about best practices.

Specialty Councils Create Opportunities

More than 1,500 practitioners and students have a membership in one of 11 specialty councils: Acupuncture, Diagnosis and Internal Disorders, Diagnostic Imaging, Forensic Sciences, Neurology, Nutrition, Occupational Health, Orthopedics, Pediatrics, Rehabilitation, and Sports Injuries and Physical Fitness.

In 2013, ACA continued to promote council membership on the member application and renewal notices, enabling new and existing members to join one or more specialty councils. Council membership was promoted at state associations and conferences, as well as college meetings. Council members have the ability to renew council dues at any time through ACA.

In early March, specialty council members presented and participated in the ACA educational symposium held in conjunction with the 2013 National Chiropractic Legislative Conference in Washington, D.C.

Councils hold annual membership and education meetings across the country, providing substantive value to ACA members in the advancement of specialty knowledge, professional development, as well as networking for students, diplomates, diplomate candidates, and general practitioners.

Pediatrics, Sports, and Rehabilitation Specialty Councils hosted from 150 to 175 attendees each at their annual conferences last year and smaller conferences such as Diagnostic Imaging or Acupuncture ranged from 25 to 75 attendees each. Additionally, bimonthly and quarterly council journal publications reach a wider readership beyond chiropractic.
Working for Equality, Input and Strong Representation of Chiropractic in Washington

In addition to its ever watchful eye on the implementation of health care reform, the ACA Government Relations Department takes every opportunity to advance initiatives that improve the lives and practices of chiropractic physicians and their patients. In Washington, that includes ensuring that doctors of chiropractic are treated equitably in federal programs, that they have a say in matters that affect their practices and that the profession has strong allies in the halls of Congress.

Ensuring DCs are Treated Equitably in Medicare

In November 2013, the Centers for Medicare and Medicaid Services (CMS) announced it would increase the value of Chiropractic Manipulative Treatment (CMT) CPT® codes up to 10 percent in the 2014 Physician Fee Schedule beginning January 1, 2014. The change comes after ACA provided CMS-appointed coding committees with key information about the physician-level work involved in the procedures.

The increase in CMT code values is an important step forward for the profession, resulting from ACA’s long campaign to expand and increase the value of chiropractic services in Medicare. It was in late 2012 that ACA representatives presented data from a random profession-wide survey on the physician work inherent in CMT codes 98940, 98941 and 98942 to the American Medical Association’s RVS Update Committee (RUC) Health Care Professionals Advisory Committee Review Board (HCPAC). The RUC-HCPAC subsequently recommended an increase in the Relative Value Units (RVUs) for each of the CMT codes in 2014, which CMS accepted.

Putting DCs in Policy Making Roles

In 2013, ACA placed three members in important posts responsible for major health policy issues.

• ACA Vice President Anthony Hamm, DC was re-elected co-chair of the American Medical Association’s (AMA) RVS Update Committee (RUC) Health Care Professionals Advisory Committee Review Board (HCPAC). The RUC-HCPAC develops recommendations on relative values for new and revised CPT® codes reported principally by non-MD/DO professionals. Dr. Hamm is the first chiropractic physician to serve as HCPAC co-chair.

ACA MAINTAINS WATCHFUL EYE ON HEALTH CARE REFORM ACTIVITIES

ACA was instrumental in getting several key chiropractic provisions into the 2010 health care reform law, the Patient Protection and Affordable Care Act (PPACA). We are now in the regulatory phase of reform—what ACA’s refers to as “The Road to Implementation.”

How is ACA engaged in The Road to Implementation?

• ACA seeks to push for the full applicability of Section 2706 (provider non-discrimination) of PPACA to insurance plans (including ERISA and state exchange plans) as the primary mechanism to ensure doctors of chiropractic can provide services in the newly regulated environment created by PPACA.

• ACA continues to strongly make its position relative to the essential benefits and non-discrimination issues crystal clear at the highest levels of the U.S. Department of Health and Human Services via our volunteers, staff, consultants and top allies in Congress.

• ACA continues to follow the advice of its principal Capitol Hill allies in these matters, and (along with the Chiropractic Summit) is fully prepared to act in whatever capacity necessary to ensure the chiropractic profession’s voice is heard.

Sen. Bill Nelson (D-Fla.) was the keynote speaker at NCLC 2013. Sen. Nelson chairs the Special Senate Committee on Aging and is a senior member of the Armed Services Committee.

Anthony Hamm, DC
ACA members Christine Goertz, DC, PhD and George B. McClelland, DC, were appointed by the American Medical Association (AMA)-convened Physician Consortium for Performance Improvement® (PCPI®) to serve on two newly assembled committees designed to advance patient quality of care and safety. Dr. Goertz, vice chancellor for research and health policy at Palmer College of Chiropractic and ACA research consultant, was appointed to the Measure Advisory Committee (MAC), which will advise the PCPI Executive Committee on matters related to performance measures and support activities related to the PCPI measure development methodologies. Dr. McClelland, past president of FCER and past ACA chairman of the Board of Governors, will serve on the Quality Improvement Advisory Committee (QIAC). The group will advise the PCPI Executive Committee on matters related to improving the quality, safety and efficiency of the health care delivery system and support activities related to the PCPI QI Program.

ChiroVoice, the Great Equalizer

The chiropractic advocacy network, ChiroVoice.org, is a dedicated group of supporters who educate policymakers about the value of chiropractic and work to positively impact any legislative efforts to reform the current national health care system. Through the chiropractic advocacy network, patients and chiropractic supporters can stay informed about important health care issues and contact their legislators in Washington.

ChiroVoice is “The Great Equalizer” because it helps ACA level the playing field as chiropractic competes to be heard with the high-dollar campaigns of many special interest groups.

Through the ChiroVoice.org advocacy network, patients are able to stay informed about important issues and help ensure that:

- Congress does not restrict their ability to access essential chiropractic services.
- Congress does not limit – but instead expands – coverage for services provided by doctors of chiropractic within Medicare.
- Insurance and managed care companies do not deny patients’ access to essential chiropractic services.

Passing the 70,000 subscriber mark in 2013, ACA continues to urge chiropractic patients, friends, family and colleagues to become part of the ChiroVoice movement!

Political Action Committee

The American Chiropractic Association-Political Action Committee (ACA-PAC) is the primary political action committee dedicated to electing pro-chiropractic candidates to the U.S. Senate and U.S. House of Representatives. ACA-PAC is bi-partisan and contributes to pro-chiropractic Democrats and Republicans.

In the most recent election cycle, 90 percent of ACA PAC-backed nominees won their respective races and nearly $320,000 was contributed to pro-chiropractic incumbents and candidates, increasing ACA’s effectiveness and visibility on Capitol Hill. In the current election cycle, ACA is looking to again amplify its message via the PAC, with laser-focused campaigns to increase fundraising and in turn, raise support of chiropractic’s top Washington allies.

MEMBER RESOURCES

ACA Health Care Reform Tool Kit — www.acatoday.org/hcr “The Case for Full Inclusion” is updated regularly; this tool kit contains issue briefs, talking points and important information to use when meeting with state and federal legislators and other policy makers

ACA Medicare Resources — www.acatoday.org/medicare FAQs regarding everything related to Medicare; pertinent links and information for your practice

ACA Physician Quality Reporting System (PQRS) Resources — www.acatoday.org/quality News, FAQs, and information on all issues pertaining to the federal quality reporting program

ACA Electronic Health Records Webpage — www.acatoday.org/ehr News and information on all issues pertaining to electronic health records

ACA Medicare Audit Resources — www.acatoday.org/auditdefense Information to assist DCs going through the time-consuming and difficult Medicare records-request and subsequent appeals processes (Members-Only Benefit!)

ACA Legislative Action Center — www.acatoday.org/lac Electronic advocacy enables DCs to contact Congress on important bills and issues
Insurance Relations: Persistent Advocacy, Preparing for Change

The year 2013 was spent advocating for the profession both legally and through collaboration with insurers. It was a year where incredible resources were built to ensure our members continue to thrive in a health care environment on the cusp of monumental change. Through constant research and analysis, the Insurance Relations Department (IR) parsed through a seemingly never-ending amount of information to bring tools to ACA members and to position the profession favorably in a changing health care landscape.

Advocacy Efforts

There is a range of advocacy methods available to IR when an issue is encountered. In all cases, the ideal method is to collaborate with the insurer making certain the chiropractic profession is fairly and competently represented, such as these instances from 2013:

- Working with the Blue Cross Blue Shield (BCBS) Federal Employee Program (FEP) to voice our opposition to its policy allowing only one E/M and one x-ray per calendar year and requesting its intervention to keep state BCBS plans from using local policy when it contradicts FEP policy. In December 2013, not only was the limit on one E/M and one x-ray lifted, but the physician classification was changed to remove all limitations.

- Meeting with Aetna to reverse its policy to deny 97140 when billed on the same date of service as CMT. In August, Aetna agreed to pay any properly billed claim with documentation, potentially freeing up millions of dollars for care of chiropractic patients.

IR also engaged in direct advocacy with the following payers in 2013: BCBS of Illinois, QualChoice, BCBS of Kansas, BCBS of Alabama, BCBS of Virginia and United Healthcare. This does not include the many payer issues we assisted with indirectly through member contacts.

When an insurer is unwilling to alter a policy after repeated discussion, the next phase of advocacy is to contact regulators and/or accrediting bodies. As an example, several years ago ACA joined a lawsuit against Humana. After settlement, ACA found that Humana did not follow the settlement terms, but relegated practices that it was prohibited from doing to an outsourced network, Healthways. After being contacted by ACA, the Kentucky Department of Insurance initiated a Market Conduct Study and fined Humana $100,000 based on violations of many state laws. In 2013, we once again received many egregious complaints regarding Humana and Healthways. Because of this, in October 2013 another letter was sent to the Kentucky DOI and as a result, aggressive advocacy is once again underway. ACA perseveres not only to change inappropriate practices, but to assure they remain handled correctly.

Additional letters were written to the California Department of Insurance regarding Blue Shield of California and the Arkansas Department of Insurance regarding QualChoice.

When collaboration becomes untenable, regulators and accrediting bodies have been contacted, and no other recourse is available, sometimes it is appropriate to address wrongs through the last remaining avenue—litigation. In 2013, ACA saw advancement in both of its lawsuits:
• United Healthcare (UHC)/Optum – In July 2013, we received a good decision in the UHC/Optum case in regard to the ERISA claims. Another positive development occurred in December 2013 when a federal judge ruled that a doctor of chiropractic may pursue his overpayment allegations against UHC even though his patients are no longer insured by the company. The ruling stated that patients are still subject to the health insurer’s overpayment recoupment procedures. The UHC/Optum complaint, as amended by ACA, requests the federal court to enjoin United from continuing to apply the Optum policies that are used to improperly reduce coverage for chiropractic services.

• Cigna/American Specialty Health Networks (ASHN) — The incoming concerns related to Cigna and ASHN’s practices continue to be sent to IR. Our legal action requests the court to award injunctive, declaratory and other equitable relief to ensure ASHN and CIGNA’s compliance with ERISA as well as other state and federal laws and regulations.

Preparing for Change
Changes in health care, and particularly that which affects coverage and reimbursement, always require rapid response from IR. This past year brought sweeping changes as providers prepare for further implementation of healthcare reform and transition to ICD-10:

• PPACA: The patient handout, ‘Navigating the New Insurance Marketplace,” was developed for members as well as a release on the importance of Section 2706 of the Patient Protection and Affordable Care Act. Additionally, various articles on PPACA’s effects were written in In Touch and sent to all members via email.

• ICD-10: In anticipation of the switch to ICD-10 in 2014, IR created an online toolkit and webinar to help all chiropractic physicians understand and prepare for the transition. A new member-only webpage (www.acatoday.org/ICD10) was created that features reminders of important dates, an implementation timeline, helpful links, articles about the change and other educational resources.

Direct Member Assistance
The number of members directly assisted by Insurance Relations with coding, billing and other insurance-related questions/issues has grown substantially each of the last four years. This direct connection with members has been an invaluable resource to many, as well as an efficient means for ACA to obtain information for effective advocacy.

An Eye Toward 2014 and Beyond
• IR is working with the Insurance Relations Committee to study the topic of reimbursement and payment models as we look ahead to the diminishing of fee-for-service payment and the increase of new models of payment so ACA will be prepared to dialog with payers and other stakeholders and offer solutions on behalf of the profession.

• There are various new coding structures being proposed that will affect DCs, and ACA has been, and will continue to be, in these discussions to position the profession favorably.

• IR spearheaded an initiative to meet with NCQA, and ACA was asked to provide comment on NCQA’s Patient Centered Medical Home (PCMH) Standards, which was provided. We anticipate ongoing meetings with NCQA, and these first steps have made good progress toward laying the groundwork for DC’s inclusion in this recognition program.

In 2014, IR will continue to advocate for the chiropractic profession so that it is positioned favorably with insurers. We will collaborate when possible but push harder when the situation demands. The year 2014 will be a year of change in which we plan to diligently continue building and disseminating tools to help our members with the significant transitions this year will bring. Persistent advocacy, outreach, forward thinking and resource development are the cornerstones of Insurance Relations and 2014 will assuredly see the Department engaged in all of these.

MEMBER RESOURCES
• Four issues of In Touch, IR’s quarterly e-newsletter for doctors, coders, billers, and CAs, were released in 2013. Helpful tools, tips and notifications were posted weekly to Week In Review.

• The ACA, for the second year, joined efforts with ChiroCode to produce one comprehensive coding, compliance and practice resource for the profession -- the 2014 DeskBook.

• IR also worked with ChiroCode to edit its ICD-10 manual and gave its first-time endorsement to this product.

• IR collaborated with ACA’s Government Relations Department to update all of ACA’s HIPAA resources in accordance with changes to the Omnibus Rule. Visit www.acatoday.org/HIPAA.
Promoting Accurate Information, Better Public Understanding of Chiropractic Services

As the nation’s strongest and most prominent advocate for the chiropractic profession, ACA also serves as a frequent resource to the media for information about chiropractic. In 2013, ACA responded to requests from more than 100 members of the media, from both consumer and trade media outlets. Reporters from consumer media outlets such as “ABC World News with Diane Sawyer,” Bloomberg News, The Huffington Post, The New York Times, Reader’s Digest and The Wall Street Journal reach out to ACA because the association has a reputation for quick responses, accurate information and knowledgeable experts.

ACA’s public relations program relies heavily on a media response team, composed of the ACA president and several doctors of chiropractic with media training experience who are comfortable speaking with the press on a variety of topics. As a result of the team’s efforts in 2013, a number of accurate and positive articles about chiropractic services, or articles in which chiropractic physicians were used as subject matter experts, were published online and across the country. Highlights included two different articles for the Wall Street Journal, one on cupping and another on trends in the utilization of chiropractic services. Moreover, lifestyle magazines Details and SHAPE ran stories about chiropractic in general and healthy travel, respectively, after speaking with ACA’s experts.

Distributing Information about Chiropractic’s Perspective on Health

As part of its efforts to raise the visibility and cultural authority of chiropractic in the media, ACA sent out several news releases to consumer media outlets, commenting on studies and articles that illustrate the need for a conservative-care approach to patient care. These include a release regarding the need for more physicians to recommend chiropractic and other conservative treatments in the wake of news that the rate of spinal fusion surgery in the United states is skyrocketing, a release trumpeting an article in the Journal of the American Medical Association that recommended patients try chiropractic as a conservative option for back pain, and a release commenting on new research showing chiropractic patients are less likely to undergo back surgery compared with those who visit a primary care doctor.

As the chiropractic profession’s media vanguard, ACA also sent several letters to the editor in 2013, setting the record straight on issues such as the value of a conservative-care approach to pain, the association between cervical adjustments and stroke, and failures to mention chiropractic services in stories about alternatives to medication and surgery. Among others, letters were sent to CNN, Washington Post and AARP.

Creating Vital Resources to Educate DCs and the Public

In response to increased media interest in the association between neck manipulation and stroke, ACA updated its existing resources and created new resources to assist doctors of chiropractic in talking to their patients about this controversial subject and fostering informed consent and shared decision making (visit www.

West Virginia Gov. Earl Ray Tomblin, flanked by a chiropractic delegation, holds a 2013 proclamation signed in honor of National Chiropractic Health Month.
The resources—which include a review of the risks and benefits of common neck pain treatments, relevant research and a free informed consent webinar—were distributed to state chiropractic associations and other groups within the profession to promote better patient education.

**Delivering Cutting Edge Information**

Through its flagship publication, *ACA News*, ACA provided cutting edge information on issues relevant to chiropractic practice such as electronic health records and meaningful use, accountable care organizations and other new health care models, and chiropractic’s place in public health. *ACA News* also featured an inspiring story in 2013 about the use of chiropractic services to support cancer patients receiving treatment through the nationally renowned Cancer Treatment Centers of America.

**NCHM: Promoting a Positive Image of Chiropractic**

Through its annual observance, National Chiropractic Health Month (NCHM), ACA promoted the importance of joint health and the expertise of doctors of chiropractic in treating musculoskeletal conditions. The 2013 theme “Discover Chiropractic: Get Vertical!” and the tools and information provided by ACA were disseminated widely by individual doctors of chiropractic, organizations, vendors and others using a variety of platforms.

There was extensive use across the Internet and social media of the NCHM sample news release and patient fact sheets. Many people also used the logo on their websites or as their social media profile pictures.

ACA issued two press releases in support of NCHM. Both emphasized the importance of standing and moving more each day and the ways chiropractic services fit into a healthy, active lifestyle.

Combined, the releases generated almost 160,000 placements in print media and on the Internet—including websites for *The Boston Globe*, *The Wall Street Journal*, *Reuters*, *The New York Times* and *The Los Angeles Times*—and were seen as far away as China, Finland, France, India and the U.K.

NCHM was observed in other ways, too: ACA partner Cancer Treatment Centers of America put together a major promotion of NCHM in its employee magazine, *The Leaf*; Indianapolis’ longest running health and wellness radio show, “The Voice of Health” featured an extensive interview with ACA member Robert Prather, DC, in honor of NCHM; and HR.com, a website where more than 200,000 human resource professionals go for information and networking, also promoted the observance to its membership.

Moreover, nine states and localities passed NCHM proclamations (see sidebar), resulting in more local media coverage of the observance.

---

**2013 NCHM Proclamations**

1. Minnesota
2. New Mexico
3. Oregon
4. West Virginia
5. Indiana
6. U.S. Virgin Islands
8. Donaldsonville, La.
9. Spencer, Iowa

---

**Member Resources**

- **ACA News magazine** ([www.acatoday.org/acanews](http://www.acatoday.org/acanews)) — 10 issues per year; coverage of chiropractic topics as well as feature stories on clinical and professional matters
- **JMPT** ([www.acatoday.org/jmpt](http://www.acatoday.org/jmpt)) — online access to the profession’s premier research journal is a member benefit to all General and Governors Advisory Cabinet members
- **Week in Review** ([www.acatoday.org/weekinreview](http://www.acatoday.org/weekinreview)) — a weekly e-newsletter that keeps member on top of the news and links them to education programs and other opportunities for professional development
- **ChiroHealth** — a monthly e-newsletter that goes to more than 60,000 chiropractic supporters and featuring chiropractic and general health tips
- **Healthy Living fact sheets** ([www.acatoday.org/healthyliving](http://www.acatoday.org/healthyliving)) — More than 70 topics ranging from back pain to injury prevention and health promotion
2013 Expenditures and Income

The graphs below outline major areas of distribution and expenditure in the ACA budget, as well as the major sources of income from the association over the past year.

**REVENUES 2013**
- Dues: 78%
- Royalties and Affinity: 6%
- Rental Income: 4%
- Conference and Education: 4%
- Publications and Web Ad sales: 3%
- CHAMP: 2%
- NCLAF: 2%
- Other: 1%

Total Revenue: 100%

**EXPENSES 2013**
- General and Administrative: 20%
- Membership: 18%
- Government Relations (Including CHAMP): 16%
- Insurance Relations: 12%
- Publications: 11%
- Communications and Public Relations: 9%
- Education and Meetings: 9%
- Legal and NCLAF: 5%

Total Expenses: 100%
High Standards, Freedom of Choice, Optimal Health

As ACA members we commit ourselves to the highest clinical and ethical standards, freedom of choice of healthcare providers and the pursuit of optimal health for the healthcare consumer. By 2023, through our perseverance and devotion to the public we serve, our profession will have achieved:

• Collaboration with other health care disciplines and integration into all health care delivery models that enhance individual health, public health, wellness and safety.

• Change in public policy, legislative, and regulatory arenas, resulting in a more effective U.S. health care system.

• Improved health care access and freedom of choice of health care providers for the American people, without discriminatory obstacles.

• Increased value of health care for patients, policymakers, and the public through the high professional and educational standards of the chiropractic profession.

• Healthier and more productive lives for the American people.

Vision Statement of the American Chiropractic Association
Ratified by the House of Delegates in 2013