

Finding New Roads 2016

AMERICAN CHIROPRACTIC ASSOCIATION
ANNUAL REPORT



Mission

The American Chiropractic Association (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 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.



President's Message By David A. Herd, DC



ACA has focused on four major goals this year—our branding and governance review initiatives, the Medicare equality campaign and the realignment of ACA's resources with our strategic priorities. The one that has consumed the most energy of the entire elected leadership has been modernizing our governance structure. This project has tremendous potential to increase our organizational effectiveness and increase the value returned to our members.

Our current governance model was first developed by the ACA Action Committee in October 1963 in preparation for the merger of the National Chiropractic Association (NCA) and the then existing ACA, subject to ratification at the first annual convention of the "new ACA" in June 1964. When first founded, the new ACA had more than one half of all existing practicing doctors of chiropractic as members.

The bylaws outlining the ACA governance model, which were ratified in June 1964, were about 17 pages long. They were designed with many layers of checks and balances, since trust was an issue with the parties in the merger. Through the years, the bylaws have become bloated to 33 pages with an additional 21 pages of standing rules and 31 pages of standard operating procedures.

The resulting governance model has become needlessly more complex and expensive to operate. This restricts the association from being as nimble as we would like in reacting, on behalf of our members and the patients they serve, to the evermore rapid changes in the health care environment.

The association leadership has worked throughout the year to address our current governance needs and to develop an exciting new governance model for the ACA. The new model builds on the

best of our traditions while streamlining our decision making. The new model is based on leadership competencies and increases the opportunities for members to serve in decision-making positions.

We enlisted the aid of the leading expert in association governance, Harrison Coerver. Mr. Coerver is the author of *Race for Relevance: Five Radical Changes for Associations*. We adapted many of his concepts in developing our model. As a result, we will have a smaller competency-based board. We will have fewer standing committees, relying instead on competency-based task forces. We have done this while opening opportunities to serve to the entire membership at large. It will no longer take 20 years in leadership service to get to a position of influence. We have eliminated redundancy and increased transparency by eliminating the Council of Delegates and the geographic districts that have always elected our governors.

We have reduced our bylaws to 21 pages and our standing rules to 12 pages, while eliminating the standard operating procedures. To date, we have 55 House of Delegates members as co-sponsors of the changes, more than enough for passage at the annual meeting in March 2017.

We look forward to the association becoming more relevant in the daily practice lives of our members. We will be better able to make and seize opportunities to advance this profession within the health care marketplace. We will have greater opportunity for members to connect with and influence the direction of the association. ACA is becoming new again.

Chairman's Message By N. Ray Tuck, DC



As part of our strategic plan, ACA conducted a brand evaluation study over the past year. One might also call it a "perception study," as it was designed to determine how ACA is perceived by its members, non-members, and other stakeholders both within and outside the chiropractic profession. Using this information, our goal is to ensure that ACA remains relevant to our current and future members and that we create effective communications that respond to their needs.

The Board of Governors, along with key staff, has reviewed the initial findings. The entire House of Delegates will have the opportunity to review the report at its annual meeting in March 2017.

While I don't have the space here to share the many findings and recommendations in the final report, I can tell you there was one idea that emerged that I think everyone would agree with: We must keep our patients in mind at all times and in everything we do. For ACA in particular, this means we must ensure that all of our activities either represent better care for chiropractic patients or help our members meet the needs of their patients in the most effective manner.

I believe our patients want the same things we want as patients: to be educated about our ailments, informed of the care options available, and to have all our caregivers included on the health care team to ensure our needs are met. Most of all, we don't want to feel anxiety over the decisions we make regarding our health and our healthcare dollars.

To support this, words like "collaboration" and "evidence" (with data) must be a part of our terminology moving forward. Our patients have access to any information they desire on their cell phones—in fact, most of your patients have probably looked up information on the very condition they presented with while they were still in your office, including on Facebook and Twitter.

Today, more than ever, chiropractors have the opportunity to rise to the top of conservative care options provided in the United States. We will need data. We will need to work in a more collaborative fashion, respecting the diversity our profession and the world has to offer. We will need to continually improve the quality of care we provide, and never (I mean *never*) forget that the actions we take as an association must be centered on the needs of chiropractic patients.

These are very exciting times for ACA. Using the pillars of our strategic plan to guide us, we will continue to **Advocate** to improve care for our patients by ensuring they have access to chiropractic services; we will create **Policies** that represent our members' viewpoints; we will **Communicate** effectively so that our members not only can accomplish their current goals but also prepare for the future; and with respect to **Operations**, we will always look for the most efficient and effective way to accomplish our goals. We believe this foundation of strength will ensure that ACA remains relevant for decades to come!

American Chiropractic Association Board of Governors, 2015-2016



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N. Ray Tuck, DC
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Lawrence Davis, DC
District 7

From the Desk of the Executive Vice President By Karen Silberman, CAE



It is an exciting time to join the American Chiropractic Association as your new executive vice president (EVP). With a terrific DC2017 conference right around the corner and a visionary strategic plan in place to guide the association to new levels of excellence, the future of ACA is bright and full of possibility.

I was drawn to ACA by the enthusiasm, commitment and vision of your volunteers. It is refreshing to meet a group of association leaders with the combination of introspection and innovation that your Board of Governors possesses. Over the past few months, it is clear to me that your leaders understand that transformational action and change is necessary to grow the organization and engage younger doctors who will be the leaders and members of the future. A review of the association's governance structure is underway in an effort to encourage wider and more meaningful participation and volunteer opportunities, and a branding initiative is in progress that will ensure that ACA remains relevant to the next generation of members and patients.

In my brief time with ACA, I have been impressed by the great work you, the members, do on a daily basis to improve the health of the public. At a time when an opioid epidemic grips the nation and health care costs continue to skyrocket, the public needs access

to the low-cost, conservative health care options you provide every day in your offices and clinics. It will take a strong and vibrant association to ensure the essential services you offer will be fully included in all health delivery systems. In this regard, ACA's National Medicare Equality Initiative remains an organizational priority; we continue to work with Congress to produce a legislative solution. We trust, at a time soon to be determined, you will engage at the grassroots level to ensure that our nation's Medicare patients have full access to and reimbursement for your services.

I have also enjoyed getting to know the dedicated ACA staff that works diligently each day to move this profession forward. Together, we are developing organizational goals to support and advance ACA's strategic plan, so that we work in concert with volunteers and members toward common and achievable goals.

Last but not least, I continue to spend time listening and asking questions so I can understand the challenges our members face each day and how ACA can best address them and provide real value for your membership dollar. There is much work to be done, and I am confident there is both a strong foundation and an innovative roadmap in place to lead this organization to new heights.



Strategic Plan

ACA's 2016 Achievements Guided by a Dynamic Strategic Plan

In 2016, ACA's comprehensive and dynamic strategic plan continued to serve as the foundation for the association's initiatives and priorities. The plan ensures that employees, volunteers and other stakeholders are working toward common goals that will meet the needs of current and future members, as well as the challenges that the new healthcare landscape presents.

In order to achieve the association's strategic goals, there are four important areas—"Pillars of Success"—where ACA is committed to strengthening its operations and where its resources and initiatives will be prioritized. These areas are **Policy**, **Advocacy**, **Organization** and **Communications** (see graphic).

On the following pages, read about the many achievements ACA has made over the past year in all four of these focus areas.





Advocacy Excellence



Infographics like this one have figured prominently in ACA's strategy to raise awareness about the need for better access to chiropractic services in Medicare.

2016 Achievements

ACA's Campaign for Medicare Equality Surpasses 32,000 Supporters

The American Chiropractic Association worked diligently throughout 2016 to promote its grassroots campaign in support of legislation allowing U.S. doctors of chiropractic (DCs) to perform to the fullest scope of their license in Medicare. In its first year, ACA's National Medicare Equality Petition (NMEP) generated more than 32,000 signatures from patients and other supporters.

The NMEP is part of ACA's comprehensive strategy to remove barriers preventing Medicare-covered chiropractic patients from receiving necessary care permitted under their doctor of chiropractic's state scope of practice. The goal of the NMEP is to build support for full coverage in Medicare before a bill is introduced.

Primarily through social media, the NMEP campaign raises awareness of how the current Medicare system shortchanges seniors who want and need the essential services provided by doctors of chiropractic to stay healthy, pain free and mobile. It also encourages patients to sign an online petition in support of expanded access to chiropractic for seniors.

The Medicare program, which serves as a benchmark for private health plans, currently serves more than 55 million beneficiaries. Various projections forecast that number increasing by about one-third over the next decade. Learn more about the NMEP at www.acatoday.org/equality.

Election 2016: 90% of ACA-PAC Pro-Chiropractic Candidates Win Their Races



ACA Wisconsin Alternate Delegate Dr. Gene Yellen-Shiring (far right) with House Speaker Paul Ryan (center) and John Murray, executive director of the Wisconsin Chiropractic Association.

The U.S. congressional elections in 2016 saw 90 percent of candidates supported by the American Chiropractic Association Political Action Committee (ACA-PAC) win in their respective races. ACA-PAC is the largest chiropractic political action committee in the United States and traditionally backs incumbents and candidates who have shown a distinct interest in, and a favorable outlook toward, the chiropractic profession and its patients.

Learn more about ACA-PAC at www.acatoday.org/PAC.

2016 Achievements



Legislation to Expand Chiropractic to Veterans and Protect DCs Crossing State Lines Advanced in Congress

ACA strengthened support for important pieces of legislation in the U.S. Congress in 2016 that would improve access to chiropractic services to veterans and protect doctors of chiropractic traveling across state lines with sports teams. At press time, one bill has moved to the Senate while the other still awaits House action. ACA will continue to advocate for progress.

S. 1203, known as the 21st Century Veterans Benefits Delivery Act, passed under unanimous consent in the Senate and was referred to the U.S. House of Representatives in 2016. The bill calls for the chiropractic benefit to be carried out at a minimum of two additional medical centers or clinics per Veterans Integrated Service Network (VISN) no later than two

years after its enactment, with the program being implemented at no less than 50 percent of all medical centers in each VISN within three years. There are nearly 160 VA treatment facilities in the United States. Currently, DCs serve at 70 VA sites.

Meanwhile, sports chiropractors closely watched the Sports Medicine Licensure Clarity Act throughout 2016. The bill would ensure that health care providers are properly covered by malpractice insurance while traveling across

state lines with athletic teams. An initial version of the bill excluded chiropractors, but ACA worked with key members of the House to ensure they were included in the final language. (Note: The bill passed unanimously in January 2017 by the U.S. House of Representatives and was referred to the Senate.)

Documentation Initiatives Decrease Claims Error Rates

ACA made major strides in 2016 to improve documentation error rates in Medicare by launching a comprehensive online Medicare documentation training series designed just for chiropractors.

The program — “Medicare Documentation: Tell Me What to Do!” — was developed by experts on ACA’s Medicare Committee in collaboration with the Centers for Medicare and Medicaid Services.



The 90-minute on-demand program is divided into four 20 to 30 minute modules. It provides in-depth training on key areas such as chiropractic billing and documentation concepts, requirements for demonstrating medical necessity, determining coverage based on Medicare requirements and advice to help decrease claim submission errors and high denial rates.

The Medicare Access and CHIP Reauthorization Act (MACRA) of 2015 prompted ACA to create the documentation program. The law required the development of education and training programs aimed at reducing the chiropractic profession’s claims error rate, increasing compliance with Medicare regulations and improving claims documentation skills across the entire profession.

In addition to the online training, ACA representatives traveled around the country in 2016 to work with doctors, state associations and Medicare Administrative Carriers to address the documentation of chiropractic care and provide expert guidance.

2016 Achievements

NCLC 2016: Awareness of ACA's Legislative Priorities Heightened During Capitol Hill Visits

The annual National Chiropractic Leadership Conference (NCLC) provides ACA with an opportunity to make a major impression on Congress while promoting key legislation. Hundreds of doctors of

chiropractic and students fly into Washington, D.C., to meet with their representatives and share research, information and stories about real patients whose lives have been improved through chiropractic care.

NCLC 2016 brought more than 700 members of the chiropractic profession to the nation's capital, resulting in 310 Capitol Hill visits—an increase of more than 30 visits from the previous year.

Along with additional co-sponsors for ACA-backed legislation, members reported having productive conversations with their representatives and senators regarding issues that face chiropractic patients on a daily basis.



ACA members convene in Washington, D.C., during NCLC 2016 to lobby for pro-chiropractic legislation.



Members of the student ACA (SACA) promote better access to chiropractic care for seniors during the NCLC 2016 Congressional Reception.



Policy Excellence

ACA Amplifies Chiropractic's Voice in Nation's Opioid Discussion

With government agencies, respected health organizations and the media beginning to recognize and promote the use of non-pharmacologic options for pain in the face of the U.S. opioid epidemic, ACA has doubled its efforts to ensure that the chiropractic profession has a voice in this important national discussion.

- ACA dedicated its annual observance, National Chiropractic Health Month, to promoting chiropractic and other forms of conservative care as a first line of defense against pain with the theme and hashtag "#Chiropractic1st." Multiple media outlets covered the campaign, including the *Chicago Tribune*, NBC 5 Dallas-Fort Worth, *Forbes*, NBC4 Washington, *Associations Now* and the *National Pain Report*.

2016 Achievements

- ACA President David Herd, DC, petitioned the Secretary of the U.S. Department of Health and Human Services to amend the *CDC Guideline for Prescribing Opioids for Chronic Pain* to include reference to manipulative therapy.
- In August, ACA reached out to the U.S. Surgeon General's Office to offer assistance in promoting its new "Turn the Tide" campaign against opioid overuse and abuse. ACA was encouraged to actively participate and in turn urged its members to take the "Turn the Tide" pledge to support the campaign's goals.
- In a news release, ACA applauded Congress for the passage of several bills designed to combat the nation's opioid epidemic.
- A new ACA Opioid Task Force was appointed to assist the association in responding to inquiries, media coverage or calls for public comment from government agencies regarding chiropractic's role in addressing the opioid crisis.



2016 Policies Address Public Health Concerns: Opioids, Senior Health

During their 2016 annual meeting, members of the ACA House of Delegates passed two policies focusing on important public health issues: opioid abuse and senior health.

Delegates adopted a policy statement proposing a solution to the dual public health concerns of **inadequate pain management and opioid abuse**. Specifically, the ACA policy statement supports:

- the investigation of non-pharmacologic interventions for pain treatment,
- the promotion of evidence-based non-pharmacologic therapies within best practice models for pain management,
- the improvement of access to providers of non-pharmacologic therapies,

- inter-professional education to augment the training of pain management teams and;
- public health campaigns to raise awareness of drug-free treatment options for pain syndromes.

To increase knowledge of senior health, delegates approved a resolution creating a **College on Aging** that will promote and advance research in aging, encourage the development of standard terminology in aging and disseminate educational material related to aging to doctors of chiropractic.



Communications Excellence

ACA Brings Balance to High-Profile Media Coverage on Neck Manipulation

ACA acted swiftly to provide accurate information about the safety of neck manipulation following news reports about the accidental death of an international social media celebrity who had received chiropractic treatment following an injury to her neck. The story generated numerous reports in the U.S. and international media regarding the association between neck manipulation and cervical arterial dissection.

ACA was contacted by major media outlets such as CBS News, ABC News, NBC News, "The Today Show," *U.S. News and World Report* and "The Dr. Oz Show," and provided not only important information and statistics regarding the safety of neck manipulation but also expert commentary by ACA's spokesperson

2016 Achievements



ACA media spokesperson Dr. Keith Overland spoke on air to CBS News in 2016 about the safety of neck manipulation.

on the issue—bringing much-needed clarity and balance to this high-profile story.

ACA also shared information and resources with members, state chiropractic associations and colleges so they could in turn pass them on to their patients and constituents, facilitating greater understanding and informed discussions on this complex topic.

Revealing a New ACA Brand and Redefining a Movement

In 2016, ACA embarked on a branding initiative to better understand how the organization can relate to and remain relevant to members now and in years to come. In partnership with a branding consultant, ACA reached out to members, non-members, ACA staff, other health care professionals and a variety of stakeholders to ask what ACA means to them and what its next "chapter in history" should be.

After more than 30 hours of one-on-one interviews, hundreds of survey responses and volumes of research, recommendations were presented to the Board of Governors on how best to redefine and reinvent ACA's brand to make the association more relevant and successful in the current and future health care environment.

In 2017, our new brand will be shared with members, who will help ACA bring it to life. Stay tuned! (For more on branding, turn to [page 3](#).)

New Website Design Keeps ACA Members Connected



ACA's new website officially launched in February 2016, offering members a sleeker design, easier navigation and a new way to access the valuable information and guidance generated from the association's ongoing legislative, insurance and media/public relations work.

In addition, members and non-members who are registered on the site can set up public profiles that share information regarding their education, work experience, specialties, published works, presentations and more. The profiles also provide users a way to privately access information about their interactions with ACA (such as member dues payments and a history of purchases in the ACA store) and enables them to easily stay connected to their favorite ACA committees and groups.

Create a profile account now by visiting www.acatoday.org/signin.



Organization Excellence

New Roads to the Future: Major Governance Changes in Development

The Board of Governors in 2016 set out on an ambitious journey to reconstruct ACA's governance structure in order to better position the association for future opportunities.

The plan—which will be presented to the HOD for a formal vote in March 2017—represents months of research and deliberation into best practices with the nation's foremost expert on association governance, as well as in-depth surveys and interviews with current and former



2016 Achievements

ACA leaders. The goal is to make ACA a stronger and more successful organization by enabling it to more quickly act on new opportunities in the healthcare marketplace, leverage new expertise within and outside the profession, engage a new generation of leaders to guide the association into the future and redirect critical resources into the strategic priorities of the association. (For more on governance changes, turn to [page 2](#).)

ACA Appoints New Executive Leader



In 2016, ACA appointed Karen Silberman, CAE, a seasoned association leader, as its new executive vice president. Silberman comes to ACA with a history of driving organizational change, creating and sustaining performance-oriented cultures and driving membership growth and value. Most recently, she served for four years as executive director of the Federal Bar Association (FBA), where she eliminated a budget deficit, significantly increased membership and nearly doubled program revenues. She was responsible for launching a new student division as well as a new national conference, Women in the Law. Before FBA, Silberman served as executive director at both the Society of Human Resource Management Foundation and the National Coalition for Promoting Physical Activity. "I was drawn to ACA by the enthusiasm, commitment and vision of your volunteers," Silberman writes in her annual report message ([page 5](#)).



Council roundtable discussions at NCLC 2016 introduced members to the chiropractic specialties.

Councils Advance Specialties through Knowledge and Community

More than 1,500 practitioners and students have a membership in one of ACA's 11 specialty councils: Acupuncture, Diagnosis and Internal Disorders, Diagnostic Imaging, Forensic Sciences, Neurology, Nutrition, Occupational Health, Orthopedics, Pediatrics, Rehabilitation and Sports. Councils hold annual membership and education meetings across the country, providing substantial value to ACA members who seek to deepen their specialty knowledge, access professional development opportunities and network with others who share their interests. To learn more, visit www.acatoday.org/communities.

2016 Achievements

Annual Student Conference Nurtures Future ACA Leaders

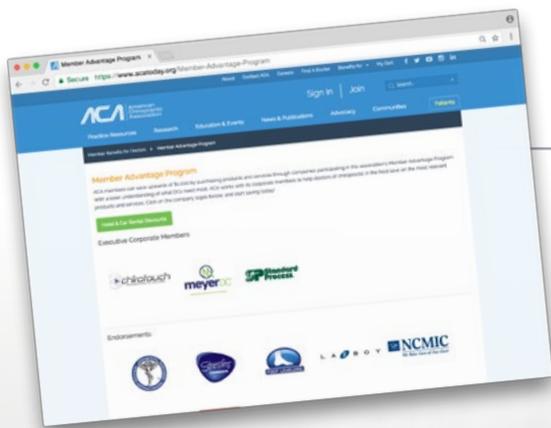
Part of ACA's commitment to organizational excellence is nurturing leaders of the future. To this end, the Student American Chiropractic Association (SACA) held its 13th annual Leadership Conference in September 2016 at the University of Western States in Portland, Ore.

More than 100 students representing 16 chiropractic colleges attended the three-day event, which included inspiring speeches, informative seminars, break-out sessions and insightful one-on-one conversations between chiropractic students and some of the great thought leaders in the profession.

In addition, ACA President David Herd, DC, shared a preview of the important governance changes the ACA has worked toward in 2016 to prepare the association for the future and widen opportunities for members who aspire to leadership positions (see [page 2](#) for more on governance changes).



More than 100 students representing 16 chiropractic colleges picked up new leadership knowledge and skills at the 2016 SACA Leadership Conference.

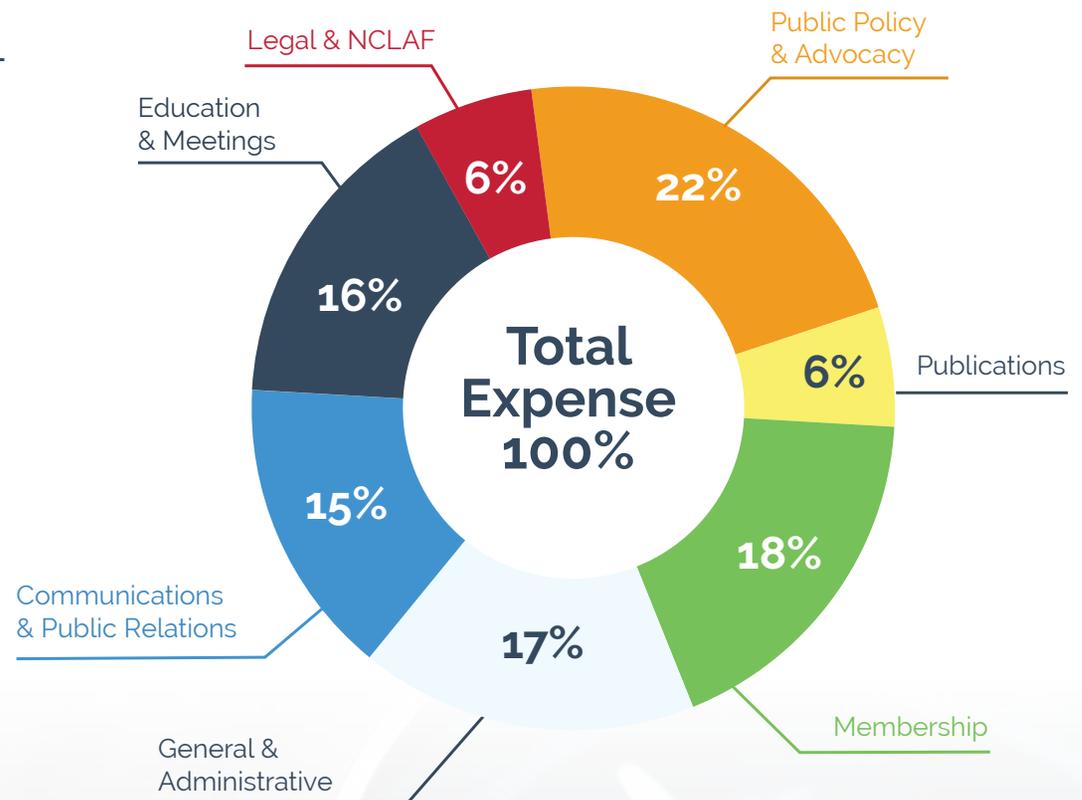
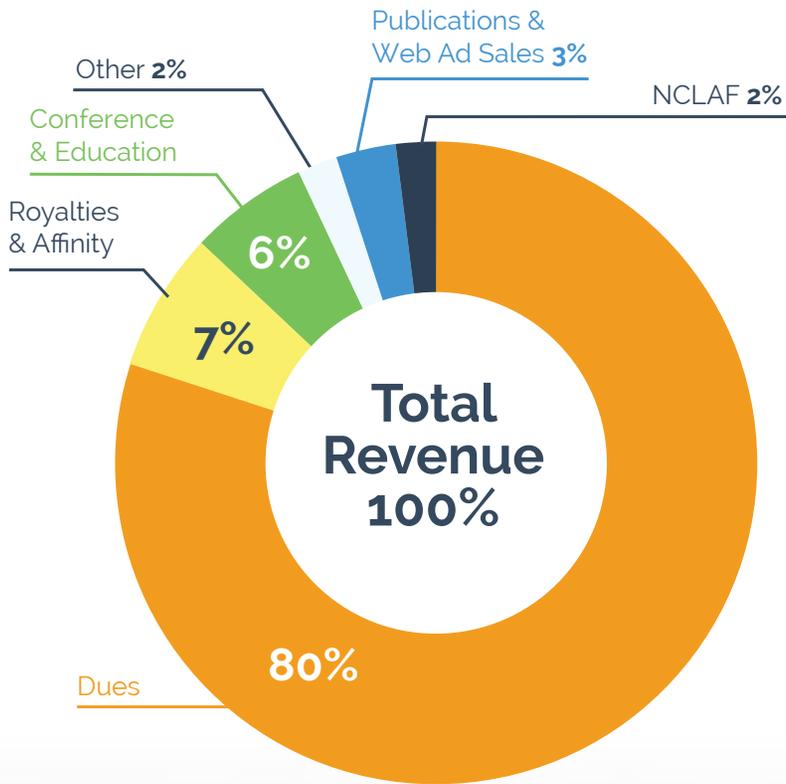


Corporate Members Offer Advantages

Members can turn to ACA's corporate members first when looking for products and services. ACA has developed important relationships with the corporate community to offer members special discounts and opportunities. Learn more about the Member Advantage Program at www.acatoday.org/Member-Advantage-Program.

2016 Expenditures & Income

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



Vision

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.

