CHIROPRACTOR PRACTICE MANAGEMENT: JUSTIFICATIONS FOR BUSINESS DEGREE PROGRAM IN CHIROPRACTIC CURRICULUM

Dr. Richmond S. Adebiaye
Program Director & Professor, Computer & Information Systems, College of Business and Technology, Parker University, Dallas, Texas, USA.

Dr. Charlene Conner
Dean of College of Business and Technology, Parker University, Dallas, Texas, USA.

ARTICLE INFO

Article History:
Received: 15 Jul 2015;
Received in revised form: 18 Jul 2015;
Accepted: 19 Jul 2015;
Published online: 30 Sep 2015.

Key words:
Practice Management,
MBA Program,
Chiropractor,
Chiropractic practice.

ABSTRACT

A chiropractor is considered a Professional as well as a Businessperson. The history of chiropractic profession has been shaped with myriad of specific claims within healthcare environment which led to desire to ‘fit into the perceived exigencies and requirements of the health care system’. However, the strategy to organize ethics within a profession exemplifies the need to be compliant with professional requirements and to exhibit integrity within the context of that profession. This study investigates the relationship between successful chiropractic practice and attainment of a Master of Business Administration (MBA) degree. A survey was completed by 150 practicing chiropractors in four (4) states of Texas, Tennessee, Oklahoma, and New York combined using an online survey instrument. Questions about additional earned degree in Business, its impact on financial and physical growth of business practices and establishments were quantified in order to rank the individual chiropractors as highly successful, having strains on practice (moderately successful), and no growth (least successful). Each of the independent variable responses from the research questions was analyzed for each success group of Chiropractors to determine whether the success level was related to any of the independent variables. Correlation analysis, coefficient of determination, and chi-square tests of independence were performed on the independent variables and on the demographic variables of age of respondent, location of business, cost of practice, attainment of an earned MBA degree, implication of the earned degree to progress of the practice and length of time in practice. Significant statistical findings were obtained and significant statistical correlation was found between the success variables and most of the independent variables. Relationships between attainment of an MBA using certain demographic factors and success level were also significant. The research provided answers to questions regarding attainment of an additional MBA degree and success aspect of a chiropractic business practice.

Copyright © 2015 IJASRD. This is an open access article distributed under the Creative Common Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

How to cite this article: Adebiaye, R. S., & Conner, C., (2015). “Chiropractor Practice Management: Justifications for Business Degree Program in Chiropractic Curriculum”. International Journal of Advanced Scientific Research & Development (IJASRD), 02 (03/I), pp. 01 – 15.
INTRODUCTION

Chiropractic is the most identifiable Complementary and Alternative Medicine (CAM) primary contact profession in the United States\(^1\). Primary contact care provider represents all healthcare professions that can “examine, diagnose, and provide care directly to a patient, without a referral from another health care provider” with essential role of meeting the health care demands of the society\(^2\). Chiropractors have several years of “professional medical training, resulting in a Doctor of Chiropractic (DC) degree. They study the structure and function of the spine and how it effects health and disease”\(^3\). In one research study, the functions were more definite with notation that “Chiropractors may incorporate along with spinal adjustments, massage, an exercise program, nutritional supplements, acupuncture, homeopathy and biofeedback to name a few alternative medical treatments”\(^4\). Other researchers also explored the professional and business combination of these functions.

According to one researcher\(^5\), economic determinism comes with comfort tendencies of self-actualization with decisions to be independent and have a successful practice. However, while researchers deny the possibility of businessmen having ethical obligations, probably due to competition of the market-place, the culmination of social and the inter-professional interests, with the need to be relevant in professional establishment, changed this trajectory\(^6\). It is now evident that successful professional could also be responsible businessman through the combinations of both professionalism, knowledge and attainment of additional higher business degree and institutional ethics with the desire for economic and financial independence. The Chiropractic professionals require significantly greater business acumen and practice management skills, earned through formal and standard education, albeit Master of Business Administration (MBA) degree to be financially successful and compete in the healthcare Industry\(^7\).

This important role of a Chiropractor which utilizes natural healing through a “core competency of spinal manipulative therapy (SMT), as well as other adjunctive therapies and strategies”, is perhaps the greatest complimentary assets to the allied Healthcare industry. Chiropractors manipulate the spine with their hands to realign the vertebrae and relieve the pressure on the nerves. In so doing, have successfully healed symptoms associated with pains and general body health. To support these important roles, a group of researchers\(^8\) established that several factors influencing the practitioner/patient relationship can include educational factors such as business, marketing, public health, healthy lifestyles, and collaborating with other health care professionals (Pg. 56). Other researchers\(^9\)[10][11] surmised that the chiropractic profession has traditionally used preventative and active health care strategies and patient-centered care in the delivery of services (Pg. 11) with verifiable results and successes. The conclusion showed that, in order to be successful as a chiropractor, the ultimate aim should be to allow lifelong “health process entrenched in the practice” with additional astute knowledge of business skills which involve “educating the public through marketing and patient communications regarding the available options that the profession can offer”\(^12\).
As noted in the above diagram, “Chiropractors may incorporate along with spinal adjustments, massage, an exercise program, nutritional supplements, acupuncture, homeopathy and biofeedback to name a few alternative medical treatments”\textsuperscript{[13]}. Additionally, the uniqueness of a chiropractic practice was justified by professional standards exhibited by the practitioners. As one researcher\textsuperscript{[14]} puts it, “Rather than continue to emulate medicine, as chiropractic had done in the second period of history, chiropractic instead pursued an entrepreneurial orientation, such as the reemergence of charismatic leaders, new work arrangements and diverse educational curriculums that catered to perceived opportunities in the contemporary health care market (courses in acupuncture, homeopathy)\textsuperscript{[15]}”. The researcher concluded that “What was old, was new again, and came to be used as a resource in the trying, competitive times of the 1990s until present twenty-first century. However, to have a successful Chiropractic practice that would include a change from the “current health care paradigm to one that emphasizes prevention, lifelong wellness, and the empowerment of patients” could only be attained through earning a business degree albeit an MBA program\textsuperscript{[16]}. This would very well be ascertained to be well within the scope of the chiropractic profession. The existing gap, between needed business skills and existing skills suggests that current training and education programs are not enough\textsuperscript{[17]}. An earned additional higher degree in Business will provide adequate knowledge and skills necessary for integration into business, ideology and practice of the profession.

RELATED WORK

The Chiropractic profession is the largest Complementary and Alternative Medicine (CAM) profession in the world and one of the largest licensed health care professions in the United States (Bureau of Labor Statistics, U.S. Department of Labor, 2014)\textsuperscript{[18]}. Chiropractic, an occupation could very well be described as devoted to “restoring health by analyzing, treating and maintaining alignment of the spinal vertebrae, is a case in which these market elements have always been more prominent, legitimate and explicit”\textsuperscript{[19]}. Chiropractic is of increasing interest because the profession has attempted to integrate
business ideals along with pursuing more professional ethical health care standards. One researcher[20] provided insights into the timeline which showed how Chiropractic initially pursued an “entrepreneurial orientation in period one (1895-1961) and repudiated anything professional or medical[21]. The researcher found that with the culmination of social and inter-professional pressures, chiropractic reversed its trajectory, and pursued a professionalization process in the second period of history (1961-1992) (pg.37). But, as quickly as professionalism was attained, the health care environment and chiropractic's role within it was altered leading eventually to the re-emergence of entrepreneurialism (1992-present)[22]. Each period of history involved ongoing attention to being an alternative or allied health care provider.

1.1 Significance of the Study

According to[23][24], the growth of Complementary and Alternative Medicine (CAM) utilization rates have resulted in an expansion of the chiropractic profession, experiencing usage rates in the population for 2008 of 5.2% (Pg.89). Sometimes regarded as a “fringe or vague science, chiropractic care has recently gained more legitimacy and greater acceptance among medical physicians and insurance providers. Though, some doubt remains, demographic trends and the healthcare reform bill will revitalize the industry in the next five years”[25]. Researchers also discovered that the chiropractic profession fits into the definition of CAM with core expertise within musculoskeletal (MSK) conditions[26]. Other researchers like[27][28] also supported this view and indicated that “chiropractic usage rates were 5.9% for persons 18-64 years old, 5.4% for patients over 65 with Medicare, and 3.1% for persons 18-64 with only public insurance”. Another researcher[29] also correlated different statistics and evaluated that eighty two percent (82%) of practicing chiropractors recognize the need for business education, with 16% indicating that they possess these skills (pg.77). The general business problem identified by the researchers[30][31][32][33] is that current chiropractic training is not preparing chiropractors enough to compete in the 21st century health care and managed care market due to lack of additional business degree or curriculum which fits or incorporates comprehensive business courses. Researchers like[34][35][36][37] observed that some chiropractors are “experiencing a difficult time starting and successfully maintaining a practice due to lack of this specific skill. It is also very important to note that Chiropractors are also entrepreneurs, who take risks, organize and operate businesses and achieve a level of profitability for the long term. Other researchers like[38][39] summed up activities that are important for a business professional like a chiropractor to include “the assumption of risk from uncertainty, supplying and managing financial capital, being innovative, being a decision maker, organizing, coordinating and allocating”[40]. These researchers concluded that the ultimate specific business problem is that “some chiropractors do not know the relationship between needed business knowledge, training and their current knowledge level”, hence the need for additional business degree (pg. 71).

CLINICAL SCIENCE HOURS CURRICULUM OUTLOOK COMPARISON

According to reference shown on[41] by American Journal of Clinical Chiropractic, it became obvious that there is a level of confusion by the public and even the chiropractic
patients in appreciating the level of training and education of a Doctor of Chiropractic. Research has shown that a Doctor of Chiropractic has more hours of training in Anatomy and Pathology, and even more hours of training in Physiology and Biochemistry than their Doctor of Medicine counterparts and a higher number in overall Clinical Science hours.[42]

Invariably, a Chiropractor, equally, has several years of “pre-requisite undergraduate courses which are required prior to the application process of the potential student pursuing a Doctorate in Chiropractic”, similar to their Medical Doctor (M.D.) counterparts. In an article published recently in a journal, ‘My-Health Magazine’ indicated that in the United States, “approximately 20% of adults have tried chiropractic care. It is the largest alternative medical profession in the U.S. and the third largest doctored profession - after medical doctors and dentists”[43]. This indicates that satisfaction rates are usually higher for chiropractic alternative medicine compared to traditional care by an M.D. The table below shows a typical curriculum content and hours from accredited four-year programs in Chiropractic and Medicine[40]

**Table 1: Comparison of Clinical Science Hours Training Between a Doctor of Medicine and Doctor of Chiropractic[18]**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Chiropractic Hours</th>
<th>Medicine Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Anatomy</td>
<td>570</td>
<td>368</td>
</tr>
<tr>
<td>2. Biochemistry</td>
<td>150</td>
<td>120</td>
</tr>
<tr>
<td>3. Microbiology</td>
<td>120</td>
<td>120</td>
</tr>
<tr>
<td>4. Public Health</td>
<td>70</td>
<td>289</td>
</tr>
<tr>
<td>5. Physiology</td>
<td>305</td>
<td>142</td>
</tr>
<tr>
<td>6. Pathology</td>
<td>205</td>
<td>162</td>
</tr>
<tr>
<td>7. Total Basic Science</td>
<td>1,420</td>
<td>1,200</td>
</tr>
<tr>
<td>8. Total Clinical Science*</td>
<td>3,406</td>
<td>3,467</td>
</tr>
<tr>
<td>*Total Clinical Science hrs. Includes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chiropractic Science</td>
<td>1,975</td>
<td>0</td>
</tr>
<tr>
<td>Clerkships</td>
<td>1,405</td>
<td>3,467</td>
</tr>
<tr>
<td>9. Total contact Hours (Basic + Clinical yrs.)</td>
<td>4,826</td>
<td>4,667</td>
</tr>
</tbody>
</table>

Other researchers[45][46][47] believe that “practice management and consulting endeavors have become more prevalent in chiropractic due to changes in the larger context of the system of professions; the restructuring of health care around a platform of multi-corporate hospital chains, the heyday of reasonable and customary insurance reimbursement and its retraction into cost-conscious managed care organizations, as well as the interest by medical physicians, physical therapists and veterinarians in performing manipulation/adjustments”. With attainment of an MBA degree, a versatile and more enterprising Chiropractor could maximize enough area in which to carve an exclusive jurisdictional niche and increase the need to defend and capitalize on available unclaimed work, all the while concerning itself with economic survival and prosperity[48]. In another prominent research article titled “Success in Chiropractic Practice” by[49][50][51] supported the
justifications on facts, that Chiropractic practitioners successful business practice would be dependent on business skills and attainment of business programs skills.

**METHODOLOGICAL SURVEY DATA ANALYSIS**

**3.1 Statistical Data Outlook**

In order to classify as successful in chiropractic business practice, a Chiropractor must have been in practice at least three (3) or more years. Assumptions were based on students’ loans repayment, if any, and stability of entrepreneurship within the study period. Other factors included verified evidence of financial growth, measured by increased sales and positive cash flow analysis presentation. This includes evidence of continuing practice growth, measured by “increased patient base, increased employee base, physical expansion” or a combination. The surveys included demographic questions asked each respondent to describe his/her age, sex, years in practice, and whether currently in practice. Education relating to attainment of MBA degree contained questions designed to elicit information about the degree of success in practice and attainment of an MBA degree in addition to a Doctor of Chiropractic degree. The classifications were numerically valued for either success with a value or non-successful with different value. In approximation of either assigning a numeric coded value equivalent to each answer in each question; or weighted according to its perceived importance by the researcher to successful practice. Responses to the five questions were totaled and used to rank the respondents on a continuum of success. Using evaluation indicative for all success factors were divided into three groups of approximately equal size, according to level of success (low, moderate, and high).

**3.2 Statistical Data Results**

This research utilized a survey to describe higher education degree and social support determinants of successful chiropractic practice and proposed that an educational degree which included attainment of business qualification factors such as an earned MBA degree through prior business training and experience would be “shown to contribute to success in practice”. Data from the mailed survey were analyzed using “descriptive statistics, correlation analysis, coefficient of determination, and X^2 test of independence”. Findings are discussed in more detail as they relate to the variables used. This resultant analysis showed relationship between demographic factors and success results. The statistical analysis revealed no significant statistical relationship between gender and practice success, but a higher than moderate significance was shown between attainment of an additional higher business degree and success. Significantly, “aligned with an MBA degree are those in their early 30s and 40s, evidencing a higher success rate than those in their 50’s and 60’s. This same disparity in success levels was also seen in comparing years in practice, most likely for the same reasons. However, the result failed to show if this success could be matched with specific demographic factors at a later point.

**3.3 Findings**

Although 164 chiropractors were randomly invited to participate in this research study, only 152 of them participated. There was no explanation provided by 12 chiropractors
regarding their non-participation. The distribution of participants who actually participated in the research with respect to their gender is shown in the Figure 2. On average, they were 38.25 years old (sd=4.14), ranging from the age of 30 to 47. As noted in the Figure 3, most of the participants were residents of Texas (28.94%), followed by residents of Oklahoma (26.97%), Tennessee (24.34%) and New York (19.73%).

**Figure 2: Distribution of Participants with Respect to their Gender**

![Figure 2: Distribution of Participants with Respect to their Gender](image)

**Figure 3: Distribution of Participants with Respect to their Gender**

![Figure 3: Distribution of Participants with Respect to their Gender](image)

### RESULTS

#### 4.1 Hypothesis (H₁): There is a difference between chiropractors with and without MBA in yearly profit earnings as estimate of their business successes.

As shown in Table 2, more participants were compared regarding their yearly profit (from business) than with respect to their estimation of business success. This occurred as a consequence of the fact that 16 chiropractors included in the sample started working in a period of 6 months or less before the start of this research, so their estimate would be biased due to the fact they are still new on the market. In order to test if the chiropractors with an MBA diploma fare differently from ones without the

<table>
<thead>
<tr>
<th></th>
<th>MBA</th>
<th>no-MBA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average profit per year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>31</td>
<td>121</td>
</tr>
<tr>
<td>M</td>
<td>2.32</td>
<td>1.86</td>
</tr>
<tr>
<td>sd</td>
<td>0.83</td>
<td>0.77</td>
</tr>
<tr>
<td><strong>Estimated success of business</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBA</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>no-MBA</td>
<td>109</td>
<td></td>
</tr>
<tr>
<td>M</td>
<td>3.78</td>
<td>3.14</td>
</tr>
<tr>
<td>sd</td>
<td>1.12</td>
<td>0.96</td>
</tr>
</tbody>
</table>
diploma in terms of average profit per year and estimated success of business, data was collected as ranks, as two Mann-Whitney U tests were conducted. According to the results of the first test (U=1295.50, z=-2.907, p<0.01), there is a significant difference between chiropractors who possess and those who do not possess an MBA diploma in terms of their average salary per year. The chiropractors with an MBA diploma (M=2.32) earned significantly more than those without a diploma (M=1.86) per year. The results of the other Man-Whitney U test (U=933.00 z=-3.073, p<0.01) indicated that the two groups of chiropractors fare significantly different in terms of estimated business success, as well. Chiropractors with an MBA diploma (M=3.78) estimated their business was more successful than those without MBA Diploma (M=3.14).

4.2 Hypothesis (H2): there is a difference between Male and Female chiropractors in yearly profit and estimate of their business successes.

Another pair of Man-Whitney U tests were used in order to test if the gender of the chiropractor affects their average profit per year or estimate of the success of their business. According to the results of the tests, gender of the chiropractor is not related to differences in their average profit per year (U=2588.50, z=-1.20, p>0.05) nor their estimate of success (U=2287.00, z=-0.114, p>0.05).

Figure 4: Distribution of Chiropractors with Respect to Estimate of their Success in Business
As shown in Figure 4 and Table 4, the distribution of estimated success of the chiropractors without a diploma was symmetric ($z=0.09$, $p>0.05$), while the distribution of chiropractors with a diploma was negatively skewed ($z=2.10$, $p<0.05$), which is an additional justification that the chiropractors with a diploma considered their business to be more successful. It should be noted that participants who stated they are new on the market were not included in this analysis.

### 4.3 Hypothesis (H₃): Average yearly profit and estimate of success are related to age or gender of the chiropractor

In order to test if the average profit per year and estimated success of business are related to the age of the chiropractor, with respect to the ordinal scale on which data was collected, Kendall tau-b coefficients of correlation were calculated, and their results are shown in the Table 4. The most noticeable result is the strong positive relationship between average profit per year and estimated success of the business ($τ=0.717$, $p<0.01$). However, the age of chiropractor was weakly negatively related to average yearly profit ($τ=-0.254$, $p<0.01$), but not related to his/her estimate of the success of his business ($τ=-0.145$, $p>0.05$). This means that younger chiropractors usually earn more, while they on average equally estimate their business success. This result could have appeared not only due to age difference, but also due to possession and non-possession of a MBA diploma. To check if the chiropractors with and those without the diploma differ in terms of age, a t-test was applied. The results ($t=-5.077$, $df=150$, $p<0.001$) showed that the chiropractors with a MBA diploma ($M=35.13$) are on average significantly younger than those without the diploma ($M=39.05$). Therefore, it is not completely clear if the age is related to average yearly profit, or it is just the effect of the earned MBA diploma.

### 4.4 Hypotheses (H₄): Descriptive and Inferential statistics on those who had a MBA regarding their attitudes, and attitudes of those without MBA diploma

Further analysis was conducted on those chiropractors who had a MBA diploma ($N=31$) in order to describe their attitudes towards usefulness of the diploma. Twenty-one of them (or 67.7%; 95% CI [0.5031, 0.8517]) expressed that their MBA diploma had a significant influence on the success of their business. However, twelve of them (or 38.7%; 95% CI [0.2055, 0.5687]) stated they had faced major obstacles in business regardless of their diploma. Generally, obstacles were easier to overcome with an earned diploma and knowledge gained in the process of getting it, stated twenty of chiropractors (or 64.5%; 95% CI [0.4513, 0.8387]).

<table>
<thead>
<tr>
<th>Table 4. Distribution of the participants with respect to their estimate of business success and possession of a MBA diploma</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA</td>
</tr>
<tr>
<td>much below average</td>
</tr>
<tr>
<td>below average</td>
</tr>
<tr>
<td>average</td>
</tr>
<tr>
<td>above average</td>
</tr>
<tr>
<td>much above average</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 5. Results of Kendall tau-b correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>estimated business success</td>
</tr>
<tr>
<td>average profit per year</td>
</tr>
<tr>
<td>estimated business success</td>
</tr>
</tbody>
</table>

* $p<0.05$
** $p<0.01$
CI [0.4668, 0.8236]), while only six of them (or 19.4%; 95% CI [0.0462, 0.3409]) expressed they would have performed better as both professional and business owner without the MBA diploma. Twenty-three subjects (or 74.2%; 95% CI [0.5788, 0.9051]) answered they would recommend their colleagues to earn a MBA diploma. As shown in the Figure 5, of those who did not have a MBA diploma (N=121), 57 (or 47.1%; 95% CI [0.3809, 0.5613]) thought that an earned MBA would have contributed immensely to their success in business, yet only 26 (or 45.6%; 95% CI [0.3228, 0.5895]) of them expressed their intention to earn the diploma in the future. These 26 participants were not different from the remaining 31 in terms of age (t=-0.812, df=55, p>0.05), average yearly profit (U=381.50, z=-0.381, p>0.05) or estimated success of business (U=296.50, z=-0.509, p>0.05).

**LIMITATIONS, RELIABILITY, BIAS AND FURTHER RESEARCH**

Further research is indicated, by this research, in various areas. Research into Chiropractor’s practice may still lead to greater insight into the entrepreneurial success nature in the growing healthcare system. Several limitations are prominently observed during this research study and more in-depth study may lead to a more specific understanding of Chiropractic practice’s successful integration into the healthcare systems. For example, the element (attainment of an MBA degree) used to quantify this study could also be subjected to further scrutiny, in order to ascertain the validity in measuring successful practice. It might be possible to combine several other factors. For instance, variables such as increase in sales or time to attain a positive cash flow may be a significant factor to consider and which was not a focus in this study. According to[57] in a research concluded that “Focusing on time to attain a positive cash flow, for example, might be useful in looking at the initial success of a practice, before it becomes established and while it is growing”[58]. The researcher further concluded that “despite the difficulty of obtaining a valid measure of ‘success’, which should include new chiropractors, those in practice for less than 5 years”. The researcher indicated that ‘If self-efficacy is related to initial success, the relationship of the self- efficacy factors of modeling and mastery might show a more significant statistical relationship to success within the first years of practice’[59]. Another limitation has to do with the Chiropractor’s availability to patients. This was also not a construct in current research. Time availability for a Chiropractor may also be an influencing but limiting factor for success, which was not specifically measured in this
research. The time availability for Chiropractors could be linked to number of patients a chiropractor may be willing to treat, even if all things being equal and all constructs were significantly higher. The notion construed that, if Chiropractors have an ascertain position as entrepreneurs, then would inevitably have freedom of time in which the determinant of freedom of time use will be dependent on the Chiropractor's willingness to succeed. The fact is that a Chiropractor selects who, and when, to be available to patients and at what cost could represent a valid construct in generating new research.

CONCLUSION

The business acumen present in managing a Chiropractic practice within a cycle involve a lot of continuous practice building strategies albeit contained contradictory pressures for chiropractor[60]. Pushed by the need to “survive in the face of competition and exclusion, chiropractors turned to practice management”[61]. In fact, one researcher[62] confirms that, with this guidance has “led chiropractors to pursue two conflicting strategies that resulted in financial survival but could not bring them a resolution to continual competition and exclusion” (Pg. 97). In fact, the analysis showed that the very pursuit of this entrepreneurialism jeopardized ability to gain acceptance, legitimacy, trust and recognition by Chiropractic practitioners. And so, this process created new “social psychological dilemmas not only for the profession at large, but also within each individual chiropractor”[63]. The theme here is “Financial survival” in the face of stiff competition in a highly competitive healthcare system. The resultant analysis showed that since the theme of a practitioner was to provide more care, more services as well as generate increased revenue,[64] complete integration of business programs or joint business degree earned would provide the necessary skills, business acumen, knowledge and expertise to generate more revenues and high patient volume which may lead to improved success rates. In one issue of a chiropractic journal named, ‘Topics in Clinical Chiropractic’, one of the contributors,[65] expressed concern that “chiropractors lack skills in practice management, capital development, and marketing to compete in a more competitive marketplace”[66][67]. This supports this research justifications since market completion provokes innovative ways to be competitive and remain in business.

REFERENCES


