

MCA Journal

March 2007

Volume XVI / Number 2



MEDICARE
Made Simple

Susan A. McClelland, BS, CCA

Saturday, March 24
L'Enfant Plaza Hotel
Washington, DC

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The need for Medicare training for chiropractic offices remains painfully clear.

The number of DCs receiving yellow requests continues to rise. Not only is Medicare important in chiropractic practices throughout the nation, but the Medicare program, and certain policies/procedures it uses, serve as a model for many other insurer programs. This comprehensive program – A joint effort between ACA and VCA - has been designed specifically for Doctors of Chiropractic and their staff. It provides the most accurate and current information available to help you get it right.

Join us for this one-day program and learn:

- The difference between being Par and Non-Par
- Billing the Patient—allowables, limiting charge, full fee, etc.
- Billing the Carrier—coding, modifiers, form requirements, etc.
- LCDs—what they are and what they mean
- The Dreaded ABN—its purpose and proper use
- Medicare as Secondary—when and how
- Understanding Acute v. Chronic v. Maintenance care
- CERT Reviews—what they are, what they mean, and what you need to do
- Documentation Requirements—what is required in your notes
- Appeals Process—what to do if your active care is denied
- OIG Compliance—suggestions to help avoid Fraud and Abuse charges
- Resources for future help!

Register Online at www.marylandchiro.com/2007medicarecourse.htm

Welcome New Members

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Jason E. Rower, D.C.

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Ellicott City, Md.

Douglas L. Sims, Jr., D.C.

Hyattsville, Md.

Christopher Steacy, D.C.

Columbia, Md.

CA MEMBERS

Sharon Ann Beck

Cockeysville, Md.

Deborah Bigsby

Dunkirk, Md.

Deborah Lou Clark

Cockeysville, Md.

Sandra Watts Falls, CMT, CA

Cockeysville, Md.

Denise Hart

Salisbury, Md.

Rashad Norwood

Columbia, Md.

Peggy Lou Re

Salisbury, Md.

STUDENT MEMBERS

Rosalind T. Bailey

Fort Washington, Md.

Charlie Landgrebe

Lombard, Ill.

Maryland Chiropractic Association

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President's Update

Donald Hirsh, DC

Unlocking the Healer Within

As I travel the state and speak with many of you, I realize that there are great challenges out there. Reimbursement rates are down, managed care is limiting patient access and expenses are going way up. Some of my colleagues are struggling and it hurts me to my core. Yet many are out in the same environment flourishing. Since the Maryland Chiropractic Association is here to help our membership achieve success - and as your President I take that role to heart - my column this month will take a close look at why some are struggling and others are thriving.

At Life University I used to hate listening to Sid Williams ramble on for hours. His lectures were like a Grateful Dead concert. He would sometimes wind up where he started and sometimes he would get in a great lick. One of his stories, however, opened up my mind to a new way of thinking. The story related to his trials and tribulations trying to put himself and his wife through Palmer selling cookware. He told a story of a late night dinner after a dreadful day at some out-of-the-way Iowa dive where he got into a conversation about the cookware with a stranger also dining late. He went on and on to the poor fellow about how wonderful the cookware was. He established in those moments a passion for what he was doing. Of course he went on to break records selling cookware and then later selling chiropractic to all that would listen. My message, "you got to love what you do." Some guys out there are thriving on subluxation practices, some on PI or therapy practices. There is not one single way. But there is a single thread of passion in each of these success stories. Have you lost yours?

First, it is ok to have self or professional doubts — for a short while. If your burnout phase is lasting longer than an American Idol season, then you **HAVE** to take action. Look deep inside and take bold steps to ignite your passion. Don't buy expensive equipment or consultants. Buy into yourself instead. It will be the best investment you can make. One way that consistently works for me and many of my colleagues is to reignite the passion of being a non-allopathic healer. I celebrate miracles of healing in my office. If you haven't been getting miracles, then self doubt has consumed you. Are you expecting miracles or are you expecting another rotten day battling financial problems, insurance companies or belligerent staff? Are you seeing financial wealth accumulating or do you fear the collection agencies? Are you planning your next trip to Europe or are you looking for a way out of practice?

The answers to these questions lie within you. Unlock the secrets of success. Look inside and rediscover the passion. Turn self loathing into self loving. Create miracles of healing not only with your patients, but in yourself. Try reading *The Secret* by Rhonda Byrne or watch the wonderful DVD of the same name (<http://www.theseecret.tv>) and speak with people who are working it out. We need each and every one of you to serve our fellow Marylanders. We need to send the messages of health and success for the world to see. I promise you a bright new day if you promise to unlock the healer within and open your mind and heart to the secrets of success.

Sincerely,

Donald W. Hirsh, DC

CMS Announces the Establishment of 2007 Physician Quality Reporting Initiative Web Page

The Centers for Medicare & Medicaid Services (CMS) has announced the 2007 Physician Quality Reporting Initiative (PQRI) webpage is now available.

On December 20, 2006 the President signed the Tax Relief and Health Care Act of 2006 (TRHCA). Section 101 under Title I authorizes the establishment of a physician quality reporting system by CMS. CMS has titled the statutory program the 2007 Physician Quality Reporting Initiative.

PQRI establishes a financial incentive for eligible professionals to participate in a voluntary quality reporting program. Eligible professionals who successfully report a designated set of quality measures on claims for dates of service from July 1 to December 31, 2007, may earn a bonus payment, subject to a cap, of 1.5% of total allowed charges for covered Medicare physician fee schedule services.

This newly established webpage will be updated regularly, so check it often for timely and reliable information from CMS.

For more information on 2007 PQRI, visit <http://www.cms.hhs.gov/pqri/> on the CMS website.

Important ACN Update

Beginning March 1, there will be a significant increase in the number of UnitedHealthcare's large, national self-insured employer groups who participate in the ACN Group Clinical Support program. Participating providers will be required to submit a notification form and a patient health questionnaire (PHQ) for these new UnitedHealthcare patient groups. Tier 1 chiropractic providers are not required to submit the PHQ.

Since not all UnitedHealthcare groups participate in the ACN Group notification process, participating providers have been advised that they should continue to consult the "Quick Group Check" hotline at 888-329-5182 to identify which UnitedHealthcare patients require notification. An updated version on the Exclusion Lists is posted on www.acnprovider.com.

Participating providers who have questions on this new program, or any of ACN Group's programs, should visit the above Web site or contact ACN Groups's Provider Services Department at 800-873-4575.

Have YOU Been Receiving MCA Update?

The Maryland Chiropractic Association has been distributing *MCA Update*, the association's e-mail newsletter for well over a year. Have you been receiving a copy in your email? If you did not receive *MCA Update* in your email during February, please call MCA headquarters at 410-625-1155 to confirm that we have your correct email address on file.

The *MCA Update* is distributed to members the first week of every even month (February, April, June, August, October, and December) so members can stay abreast of the latest news concerning legislative action, MCA's education offerings, etc. during months when the *MCA Journal* is not mailed.

In addition to providing members with the most up-to-date information, one of the added benefits of monthly coverage is allowing for monthly classifieds for those chiropractors who may have an unexpected staff shortage.



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I'd like to begin my tenure as Treasurer of CPAC with a hearty thanks to Dr. James LeVan for his 16+ years as my predecessor. I believe that I speak for everyone when I say that Jim has done an excellent job and has certainly set a great example of service to the profession. I look forward to working with the many MCA members that generously contribute to CPAC. I am also looking forward to working with Tom Shaner and his staff to implement our political efforts in Annapolis and in the respective counties throughout the state. With assistance from Joel Kruh, Dr. Don Hirsh and the rest of the executive board my goal is to increase our influence in the legislature in Annapolis and local jurisdictions. Just recently we had a productive luncheon with members of the Health Committee from the House of Delegates and the Senate. It was a great opportunity to tell policymakers about what we do and how they can help us meet the healthcare needs of the Marylanders they represent.

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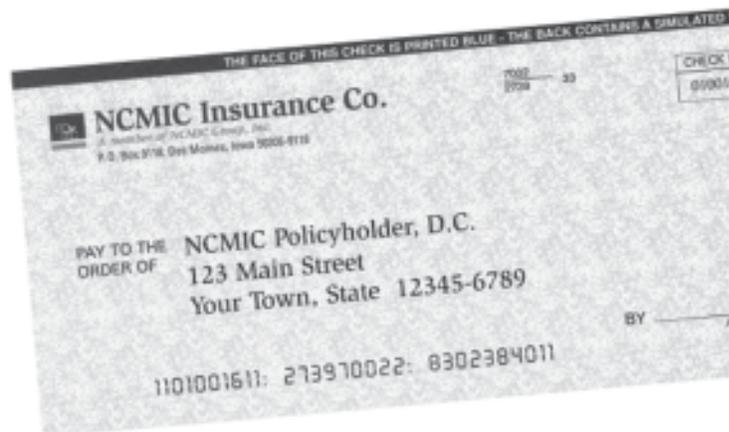
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ACA Update

By Audie Klingler, DC - ACA Maryland Delegate

YOUR Participation is Needed in ACA's Survey on Responsiveness of United Healthcare and ACN Group

The ACA is requesting your assistance with a serious issue that seems to be affecting many doctors. So far, we have received complaints from 27 states reporting difficulties when trying to call for benefit information or to obtain pre-service approvals from United HealthCare (UHC) and ACN Group, Inc. (ACN). Please assist us in collecting the most accurate information from providers regarding response time by completing this short survey. The questionnaire can be accessed online at www.zoomerang.com/recipient/survey-intro.zgi?p=WEB2264JG5EUDC.

New United Healthcare Policies

United Healthcare (UHC) has introduced a number of new policies and initiatives for 2007. An overview of those changes is below:

- 97010 – Application of hot and cold packs which had previously been reimbursed, will no longer be reimbursed as a distinctly separate procedure, but will be integrated into the primary procedure. The ACA understands the in-clinic value of application of hot or cold packs and opposes the policy of bundling this service with other procedures as yet another way to reduce reimbursement.
- 97014 - When administering unattended electrical stimulation, the service should now be reported HCPCS Code G0283 rather than CPT code 97014.
- UHC has implemented a new system by which they rate physician's quality and efficacy. The program is called the "UnitedHealth Premium Program." In this program UHC compares physicians' claims data with evidence-based medical guidelines. At this time UHC indicates they do not have adequate guidelines by which to measure certain specialties, including chiropractic. This admission of a lack of adequate guidelines by which to measure quality and efficacy is interesting when one considers the number of providers who have been terminated by UHC and ACN due to, providing treatment they consider to be outside of evidence-based guidelines.
- UHC has introduced a national policy titled, the "Pay the Enrollee Program" which went into effect February 1, 2007. This policy dictates that when a beneficiary visits an out-of-network provider, payment for services rendered will be

sent directly to the patient. Providers who are not in the UHC network will be required to collect their reimbursement from the patient. This policy will remain in effect regardless of whether an assignment of benefits form was signed by the patient. The ACA sees this as another method to discourage patients from seeing an out-of-network provider and it renders "patient choice" much less of a usable option. Ironically, out-of-network providers already signed up for direct deposit will continue being able to receive payment directly. UHC has stated that this policy will assist members to better "understand how health care is delivered, be able to recognize quality, and see how much health care services cost." In our view, the patient is well able to recognize the quality of the services they are receiving by virtue of successful outcomes or assistance with referral to another type of provider, when applicable. As for seeing "how much health care services cost," the EOB has and will continue to serve this purpose, therefore their logic is irrelevant.

The ACA has received reports that reimbursement for out-of-network providers has been reduced in some areas to 50% of the in-network rate. This drastic reduction, coupled with high deductibles renders the patient's chiropractic benefit virtually useless. Furthermore, marketing what appears to be a comprehensive benefit advertising 'patient choice' to see out-of-network doctors when the patient must bear virtually all costs is, in our opinion, a misleading practice which ultimately works to the detriment of the patient.

The ACA is monitoring these issues and working with state regulatory boards to advocate and seek redress on behalf of doctors and patients. Please send concerns to us by emailing: insinfo@acatoday.org.

Tucker Carlson to Speak at NCLC

Noted political pundit Tucker Carlson—host of MSNBC's "Tucker" and a contestant on last season's "Dancing with the Stars"—will give the keynote address this year at the American Chiropractic Association's 32nd annual National Chiropractic Legislative Conference (NCLC), March 21-24 in Washington, D.C.

Additionally, with a new focus on educational offerings, NCLC has a lot to offer - even if you aren't going to the Hill. Use this opportunity to network with chiropractors from across the country and learn up-to-date information about Medicare and nutrition from top experts (and even earn 10 CEUs in D.C., Va., and Md.). For more information, please visit ACA online at http://acatoday.com/content_css.cfm?CID=2068.

Manufacturing to a Higher Standard

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- Pharmaceutical manufacturing facilities are regulated by the U.S. Food and Drug Administration to ensure quality standards are kept at the highest level.
- Currently, there are no government standards specific to the manufacturing of nutritional supplements.
- A limited number of companies apply for voluntary certification programs. Most companies have no third party manufacturing certification.
- Anabolic Laboratories is the only professional brand operating a manufacturing facility that meets Pharmaceutical standards in addition to other voluntary certification programs.

Anabolic Laboratories
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ICA *Report*

By Eric Huntington, DC
ICA Maryland Delegate

Registration Deadline for National Provider Identifier Remains May 23, 2007

The US Centers for Medicare & Medicaid Services (CMS) continues to promote provider action on the National Provider Identifier (NPI), the standard unique health identifier health care providers will soon need to use in filing and processing health care claims and other transactions. The standard unique health identifier was mandated by the Health Insurance Portability and Accountability Act of 1996 (HIPAA). HHS published the first announcement of the availability of the registration process in May, 2005. Despite pressures for a postponement of the deadline by which all providers and covered entities must be registered is still set for May 23, 2007.

According to the official US government release, "The purpose of these provisions is to improve the efficiency and effectiveness of the electronic transmission of health information. The Centers for Medicare & Medicaid Services (CMS) has developed the National Plan and Provider Enumeration System (NPPES) to assign these unique identifiers." The federal agency also has stated that, "Use of the NPI will reduce costs and improve efficiency in the nation's health care system by eliminating the need for health care providers to maintain, keep track of, and use multiple identification numbers assigned by the various health plans they bill."

The NPI is a new number issued through the National Provider System and will replace all "legacy" identifiers that are currently being used. HHS describes the ten-digit NPI number applicants receive as being "intelligence free" meaning that no information about the holder of any assigned number is contained in that number, the digits being completely random.

All covered health care providers must obtain NPIs. Health care providers are covered entities if they transmit any data in electronic form in connection with a transaction for which the Secretary of Health and Human Services has adopted a standard. Covered entities must use NPIs in standard transactions no later than the compliance dates. The compliance date for providers is May 23, 2007.

A health care provider will be assigned only one NPI, and that NPI will not change over time. Adoption of the

standard health care provider identifier enables a provider to use only one identifier - the NPI - to identify themselves in all standard transactions.

There are two primary ways to obtain an NPI:

- 1) Complete the on-line application at the NPPES website — <https://NPPES.cms.hhs.gov/NPPES/Welcome.do>.
- 2) Download the paper application form at www.cms.hhs.gov/NationalProvIdentStand/ and mail it to the address on the form.

For instructions on applying on-line and the link to submit an electronic application you can also go to: <https://nppes.cms.hhs.gov/NPPES/StaticForward.do?forward=static.instructions>

Before you begin, make sure you have the following information required for individual providers:

- Provider Name
- SSN (or ITIN if not eligible for SSN)
- Provider Date of Birth
- Country of Birth
- State of Birth (if Country of Birth is U.S.)
- Provider Gender
- Mailing Address
- Practice Location Address and Phone Number
- Taxonomy (Provider Type)
- State License Information
- Contact Person Name
- Contact Person Phone Number and Email

This information will be required to complete the NPI Application Form. You will not be able to save your work if you quit before you have completed the application form, and a number of doctors who have attempted to apply online, and who had not collected the required information outlined above in advance, found that their application process was "timed out" because of the length of time needed to research and obtain the required data. ICA recommends that you have all the required information collected ahead of time, and that applicants may even want to download and fill in a paper application prior to submitting that data on-line to avoid such complications.

If the May 23rd deadline changes, ICA will immediately notify the chiropractic profession but in the meantime, ICA encourages all DCs to act now and complete the registration process well ahead of the deadline.

Baseball Star Barry Larkin Added to ICA Fitness Symposium Line-up!

Barry Larkin, 12-time All Star and 19-year veteran of Cincinnati Reds baseball, has joined an already star-studded line-up at the 15th Annual ICA Symposium on Natural Fitness being held in Columbus, Ohio March 2-3, 2007. Universally acknowledged as one of the greatest shortstops of all times, Barry Larkin has posted one of the most impressive records in the history of the game, and was the National League's Most Valuable Player in 1995.

Now, doctors of chiropractic who attend the annual ICA Fitness extravaganza will have a rare opportunity to hear Barry Larkin talk about his training and performance secrets, his experience as a chiropractic patient and his insights on optimal health care for the active patient, whether a weekend-warrior or an elite athlete.

"Every doctor of chiropractic in the nation should come and hear this outstanding individual share his unique insights on maximum performance and spine-friendly training strategies," said ICA Fitness Council President Dr. Gerry Mattia. "Barry Larkin is one of the most exceptional individuals of our generation, a towering figure in sports and also one of the finest, most caring people I have ever known. He is a tremendous asset for chiropractic and we are proud to be hosting him at this year's ICA Fitness Symposium."

The gala 15th Anniversary ICA Symposium program includes a fantastic lineup of powerful speakers, guest champion athletes, and innovative, practical chiropractic educational offerings. Gain useful updates on practical applications of sports science and chiropractic with patients at all levels of conditioning and athletic involvement, learning first-hand from a distinguished faculty including Dr. Tom Deters, Dr. James Chestnut, Dr. Ken Kinakin, Dr. Pete Gratale, Dr. Solomon Cogan, Dr. Jack Barnathan, and special guests REG

PARK and BARRY LARKIN!

Your registration to ICA's 15th Annual Symposium on Natural Fitness combines exceptional continuing education with the extraordinary Arnold Fitness Expo and Sports Festival, a weekend full of champion athletes and world-class competitions—plus a personal presentation at the Symposium by Arnold Schwarzenegger, Governor of California!

For extensive information about the ICA Symposium weekend and this special opportunity to gain practical, clinically relevant updates on case management for conditioning, injury prevention and performance enhancement in sports and exercise, visit the schedule and online registration at <http://www.chiropractic.org/symposium>.

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MCA ROUNDUP

Molly Baldwin Joins MCA Staff; New Member Benefit Provides Materials to Promote Your Practice and Raise Chiropractic Awareness

The Maryland Chiropractic Association recently welcomed Molly Baldwin to its staff. Baldwin, a 2006 graduate of Towson University, will serve as MCA's communications assistant. Molly has already been busy at work making updates to MCA's Web site.

Many of you may have already met her over the phone in relation to a media relations campaign promoting chiropractic care throughout the state of Maryland. Molly contacted several MCA-member chiropractors to serve as sources in localized press releases distributed to scores of community newspapers throughout the state.

The topics of these releases ranged from the need to stretch before spending hours the new Nintendo® Wii™ game system, simple steps Marylanders can take to help protect from injury related

to snow shoveling, and developing a natural defense against cold and flu.

As an added membership benefit and with spring right around the corner, the MCA is providing members with

several customizable press release templates on youth soccer safety and gardening tips to help you promote your practice and chiropractic, in general, in your local community. These materials are available in the member area of the MCA Web site at

www.marylandchiro.com/members/PR.

The MCA is looking to reach out to Maryland's citizens even more through media efforts. If you have an idea or story that would help educate patients in Maryland, please email them to Eric Grammer at ericgrammer@assnhqtrs.com or give him a call at 410-625-1155.



MOA is happy to announce the addition of Molly Baldwin to its staff.

Thanks to MCA Supporters

MCA has a Supporting Membership category for suppliers of goods and services. We encourage you to consider the following 2007 Supporting Members when making purchases. Support those that support **YOU!**

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You may make an appointment to take the test at MCA headquarters OR in conjunction with any of our other educational offerings.

Tuition

\$25 for MCA members
\$50 for non-members

Registration

Registration materials are available online at www.marylandchiro.com/jurisprudencece.htm.

Board of Examiners *Update*

NEXT CA EXAM SET FOR APRIL 24

The next C.A. Exam is set for April 24. ***To qualify, applicants must have completed all required coursework and must submit application and fees by March 24.***

Applicants failing to meet these requirements and deadlines will have to wait for the November 2007 examination or a makeup examination (date to yet be determined).

NEW DRAFT REGULATIONS PUBLISHED FOR PUBLIC COMMENT

Board revamped regulations for chiropractic and massage therapy were published in the Maryland Register on January 19, 2007. The general public and professions have until February 20 to submit their comments/criticisms to the Board of Examiners. The draft package will next be forwarded to AELR Committee of the Legislature for final review and then to the Executive Office of the Governor for final adoption. It is anticipated that this will occur in early Spring.

EXTENDED CONTRACTS OF ADHESION PROHIBITED

The Board is very concerned about extended contracts of adhesion used in regards to this product. These contracts may unfairly and unscrupulously bind a patient into several months of treatment costing several thousands of dollars. Significantly, patients are generally not permitted to terminate the contract at their discretion. This Board specifically considers such contracts as unprofessional conduct. **THE TEST IS THAT ALL CONTRACTS MUST ALLOW EVERY PATIENT TO TERMINATE THE CONTRACT AT ANY TIME, FOR ANY REASON WITHOUT ANY PENALTY OR COST.**

BEWARE OF ADVERTISING GLITCHES

Several licensees have recently gotten into trouble for false advertising and misrepresentation in their advertising. Regardless of many warnings by the Board in newsletters and on this website, advertising violations persist as a major problem. Remember, in accordance with COMAR 10.43.03.03 all advertising may not:

- Mislead
- Misrepresent
- Make false representations of cure or unjustified expectations of results
- Falsely mislead due to partial disclosure of relevant facts
- Contain representations regarding use of unapproved or unauthorized devices or practices

Also, remember that every advertisement **MUST CLEARLY AND UNEQUIVOCALLY IDENTIFY THE PRACTICE AS CHIROPRACTIC.** This is done by using the terms "chiropractic" or the suffix "D.C." with the name of the practitioner. Additionally, every advertisement **MUST CLEARLY LIST THE NAME, PROFESSIONAL TITLE, ADDRESS AND PHONE NUMBER OF THE LICENSEE.** Regarding Decompression Units, both the Minnesota and California Boards sanctioned licensees for illegal advertising regarding the DRX 9000 Decompression Unit. Maryland licensees using this unit must ensure that their advertisements do not violate the aforementioned advertising regulations.

In Minnesota and California (and in some Maryland cases) the licensee advertises the unit has being approved by NASA and having an 86% or 90% success rate of cure. These have not proven to be sufficiently supported by scientific evidence.

The bottom line: **USE COMMON SENSE and MAKE SURE THAT YOUR ADVERTISING IS ACCURATE, SUPPORTABLE AND MEETS THE MARYLAND ADVERTISING REGULATIONS. If any questions, call the Executive Director at 410-764-5985.**

ONLY MCA MEMBERS

Enjoy the Following Benefits:

- Two \$50 Vouchers Good Towards Attendance to MCA-Sponsored CE
- Listing in MCA Directory
- Listing in MCA's Online "Find a Chiropractor Directory"
- Subscription to MCA Journal
- Reduced Tuition to MCA CE Programs
- Opportunity to Belong to MCA Sports Council
- Representation in Annapolis and before the Maryland Board of Examiners
- Key Medicare/Medicaid Updates and Information Resource

Classifieds

To place a classified ad in the MCA Journal, please send it in writing, along with appropriate payment, to MCA, 720 Light St., Baltimore, MD 21230. The cost for a 25-word ad is \$15 for MCA members (2 issues for \$25) or \$25 per issue for non-members. The next issue is set for distribution on May 1, 2007. The deadline for classifieds is April 15.

Associate Wanted — Busy practice in Howard County. Maryland license with PT privileges. Good manual adjusting skills. Salary plus bonus. Fax resume to 410-313-9755 or email jrsfink@aol.com. (5/07)

Associate Wanted — Growing practice in Frederick, MD is looking to hire a full-time chiropractor with PT privileges. Salary and health benefits. Send resume to Dr. Hinchman by fax at 301-620-8568 or email to springridge@aol.com. (3/07)

Associate Wanted — Baltimore County, Parkville/Carney area. Must have Maryland license with PT privileges. 25-year old family practice. Great opportunity. Potential for partnership or buy out. Salary, plus office pays 100% health insurance, malpractice, retirement plan and disability. Leave message on my home phone, 410-484-6718 or fax resume to 410-602-0588, or email drgcd@comcast.net. (3/07)

Associate Wanted — Amazing career opportunity. Long-term opportunity in a fast growing office located on the Eastern Shore of Maryland. Only 20 minutes from the Chesapeake Bay Bridge. Join a 2.5 year-old practice. Guaranteed base salary plus percentage. Must have Maryland chiropractic license with Physical Therapy privileges. Please call 410-758-3800 or fax resume to 410-758-2022. (3/07)

Associate Wanted — Chiropractic clinic is expanding its growing practice with a new location south of the existing one in Gambrills, MD. High energy and motivated associate wanted to grow and prosper in the practice. We offer a competitive salary, an attractive bonus package, and full benefits. Rare and lucrative opportunity. PT privileges a plus but not necessary. Please send a cover letter and resume to Adam Santavicca, CBay Advisory Group at adam@cbayadvisory.com. (5/07)

Associate Wanted — Full time position available for a DC with PT privileges in a personal injury practice located in PG County, MD. Competitive salary with partnership opportunity. Ideal candidate would be professional with management skills. Email: chirorhb@yahoo.com Fax: 301-899-0918. (3/07)

Associate Wanted — Friendly, licensed chiropractor needed to join our high volume family practice in Towson area. Doctor will have the opportunity to learn all aspects of our office and to build own practice within while being fully supported. Then will have several opportunities: partnership, own satellite office, stay as an employee. We have been in practice for over 15 years, and we look forward to hearing from you. Reply to chirobob@comcast.net or call directly at 410-456-4455. (3/07)

Associate Wanted — Established family practice in Bowie looking for a professional and motivated chiropractor with PT privileges to join our great chiropractic team. Salary + bonus, benefits available. Fax resume to 301-352-0893. (5/07)

Associate Wanted — Associate wanted for busy family practice in Towson and Federal Hill (Baltimore). Salary, benefits and bonus. Great working environment. Call: 410-321-7210. (5/07)

Associate Wanted — Experienced FT doctor wanted for busy Baltimore Co. practice. Partnership/buyout potential! Must have PT privileges and credentialing with major health plans. Salary, bonus and benefits. Email resume to ready4doc@hotmail.com. (3/07)

Chiropractic Assistant Wanted — Baltimore County /Parkville-Carney area. Full or part time. Salary plus benefits. Call 410-484-6718 or fax resume to 410-602-5088. (5/07)

Office Coverage — Licensed, experienced and insured DC with PT privileges. Please contact at 410-901-2903 or dredachiro@bcctv.net. (5/07)

Office Coverage — Leave your patients in the best of hands. Over 20 years FT; No mal-pr claims. Will travel. Flexible, reliable, personable, refs. Call Dr. Joe Nunnari Cell: 240-731-0264/Office: 301-916-1040 Email: drjoe.dc@verizon.net. (5/07)

Office Coverage — Maryland licensed DC with PT available 24/7 with no black-out dates. Last minute coverage welcomed. Call Dr. Hayes at 410-369-6493 or email danielhayes_chiropractor@hotmail.com. (3/07)

Office Coverage — Vacation coverage sought for Baltimore practices. Please contact 717-495-1146. Ask for Dale. (5/07)

Office Space Available — Fully equipped chiropractic office with PT and x-ray equipment in Arnold, MD available to share space. Please call 410-353-7626 if interested. (5/07)

Practice For Sale — Washington DC area. Easy commute to the White House! 20+ year old, diversified. 2,000 square ft, excellent condition. Collections \$800K+, 60+ np/month. Professional Practice Advisors, Inc. 800-863-9373 www.practiceadvisors.com. (3/07)

Practice For Lease — Prince George's County - Long-established practice with excellent clinical reputation in desirable area. Outstanding location in high-traffic shopping center. Paragon Group 800-582-1812 www.eparagongroup.com. (3/07)

Retail Space Available — IDEAL FOR CHIROPRACTOR!! RETAIL SPACE AVAILABLE! North Pointe Centre, Hagerstown, MD. 1,400 SF plus. Corner of Maugans & Pennsylvania. Call S. McGee 301-231-4877 ext. 28. (3/07)

Equipment for Sale — Lloyd Astro Stationary Adjusting Table. Purchased new in 1992 - still in excellent condition. Present cost new - \$1,350 + shipping. Your cost - \$700. Contact Dr. LeVan @ 301-585-5350. (3/07)