



The Royal College of
Chiropractors

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PRT Programme

'B' Meeting

Delivered in association with

PainlessPractice 
Transforming Practices

PART I: Dealing with Emergencies

What emergencies might you face in your practice?

Emergency scenarios

Scenario 1

A 52-year-old male bricklayer presents with a two-week history of low back pain and right-sided posterior thigh to mid-calf pain. He denies any bowel or bladder function changes or any perianal sensory change. Lower limb SMR is normal. Straight leg raise on the right is reduced to 40 degrees; the left side SLR is 75 degrees and only results in mild low back discomfort. You are convinced that this is a lumbar disc lesion and give your amazing report of findings. The patient is happy to continue with treatment.

Before obtaining consent, what do you tell him?

Scenario 2

A 43-year-old female presents to you with a sudden onset of severe low back pain and pain into both buttocks and posterior thighs. She has not experienced any paraesthesia and does not have any red flags in her history that you are concerned about at your initial consultation. Following your examination, you diagnose her with an acute, severe, lumbar facet sprain and concomitant myofascial pain with a differential diagnosis of a lumbar disc lesion. You explain that due to the extreme pain she is currently experiencing, and that as it is difficult for her to lay down, your treatment today will be limited to soft tissue work, acupuncture, ice/heat (your choice) but you are unable to adjust her lumbar spine. You give her homework and ask to see her in the next day or two.

At the follow up visit she is still in a lot of pain and, while you are reassessing her, she tells you that she noticed a loss of sensation around her anal region when using toilet paper this morning.

What do you tell her/do?

Scenario 3

A 26-year-old female professional photographer presents to you complaining of a two-day history of moderate neck pain and sub-occipital headache. Her history and your examination does not give any cause for concern with regards to red flags - her upper limb neurology, cranial nerves and blood pressure are all normal. You diagnose her with an acute cervical facet sprain and resultant cervicogenic headache.

Would you inform her of a possible VBA incident as part of your consent?

You treat her with a seated cervical Gonstead adjustment and get a fantastic audible release. She then informs you that she is not feeling well and is feeling faint (her, not you). She slumps in the chair but remains conscious and talks to you. You slide her onto the floor and, reassuring her all the time, you make her comfortable. While you are reaching out for the telephone to call for an ambulance, you see your career flashing before your eyes, but then, suddenly, she says she is feeling better. It must have been a vasovagal reaction?

She has some water and is adamant that she is fine to walk home. After you have reassessed her you agree that she can leave.

Should you have let her go home alone? What do you do next? What other treatment option could you have considered? Do you know your clinics' procedures for emergency situations?

Scenario 4

A local GP has referred a 54-year-old lady to your clinic for a chronic LBP condition. On presentation she is complaining of a two-week history of neck pain and headaches which are getting worse. She has seen a locum GP and an out-of-hours GP, and they have given her medication for pain relief and sent her for an x-ray. You explain that, as there is an x-ray result pending, you will examine her neck but will not start treatment until you have the imaging results. Your findings all lead to a biomechanical dysfunction so you give her advice to ice the painful region and prescribe gentle exercises.

One week later her husband calls your clinic and tells your receptionist that his wife has suffered a stroke and that he thinks it is due to the treatment that she had received from you (you did not treat her!)

Continued...

Weeks go by and then the letter from the GCC arrives.

Eventually (9 months later) you find out that there is no case to answer. As much as you knew that there was no link, it has been a stressful time. Reflecting on this, what do think would have helped your case?

Scenario 5

Mrs J, your favourite, spritely, 82-year-old patient, comes to see you again as she has been suffering with some stiffness and tightness around her hyperkyphotic mid-scapular region for the last week. While assessing her, you gently spring her mid back and hear a loud crack. She complains of pain in the area you had just been springing.

What do you tell her/do?

Scenario 6

Mr S (67-year-old) presents to you complaining of left shoulder and arm pain that started last night. The pain is very similar to the pain that he had six months ago in his right shoulder and arm and had responded well to your care. He is looking a bit pale and tells you that he had not slept well last night due to the pain. He finds it difficult to take off his shirt because of the shoulder pain. You take his blood pressure and it is 95/55.

What do you tell him/do?

Reading

Association consent for treatment forms (LBP/Sciatica)

NHS England's National Low Back Pain & Radicular Pain Pathway 2017

<https://www.ukssb.com/improving-spinal-care-project>

RCC emergency referral form

https://rcc-uk.org/wp-content/uploads/2019/01/Emergency-Referral-Form_RCC-2019.pdf

RCC's *Summary of the Possible Adverse Effects of Chiropractic Care*

<https://rcc-uk.org/wp-content/uploads/2016/10/Summary-of-Possible-Adverse-Effects.pdf>

RCC's *What are the risks of manual treatment of the spine? A scoping review for clinicians.*

<https://chiromt.biomedcentral.com/articles/10.1186/s12998-017-0168-5>

CPiRLS <https://cpirls.org/>

GCC's Duty of Candour guidance

<https://www.gcc-uk.org/UserFiles/Docs/Guidance/GCC-Guidance-Candour-FINAL.pdf>

This reading list is also available at <https://rcc-uk.org/b-meeting-reading>

PART II

Setting up your business

Source: <https://www.gov.uk/set-up-business>

What you need to do to set up depends on your type of business, where you work and whether you take people on to help.

Register your business

Most businesses register as a sole trader, limited company or partnership.

Sole traders

It's simpler to set up as a sole trader, but you're personally responsible for your business's debts. You also have some accounting responsibilities.

Limited companies

If you form a limited company, its finances are separate from your personal finances, but there are more [reporting and management responsibilities](#). Some people get help from a professional, for example an accountant, but you can [set up a company](#) yourself.

Partnerships

A partnership is the simplest way for 2 or more people to run a business together.

You share responsibility for your business's debts. You also have accounting responsibilities.

Sole Trader: The Basics

Source: <https://www.gov.uk/set-up-sole-trader> 30 Nov 2018

Your responsibilities

Keep records of your business's sales and expenses

You'll need to keep records of:

- 1) all sales and income
- 2) all business expenses
- 3) VAT records if you are registered for VAT
- 4) PAYE records if you employ people
- 5) records about your personal income

Costs you can claim as allowable expenses

These include:

Office costs, eg stationery or phone bills
Travel costs, eg fuel, parking, train or bus fares
Clothing expenses, eg uniforms
Staff costs, eg salaries or subcontractor costs
Things you buy to sell on, eg stock or raw materials
Financial costs, eg insurance or bank charges
Costs of your business premises, eg heating, lighting, business rates
Advertising or marketing, eg website costs

Why you keep records

You don't need to send your records in when you submit your tax return but you need to keep them so you can:

- work out your profit or loss for your tax return
- show them to HM Revenue and Customs (HMRC) if asked

You must make sure your records are accurate.

Send a self-assessment tax return every year

Self Assessment is a system HM Revenue and Customs (HMRC) uses to collect Income Tax.

Tax is usually deducted automatically from wages, pensions and savings. People and businesses with other income must report it in a tax return.

You fill it in after the end of the tax year (5 April) it applies to.

Sending your return

You can either log in and file your tax return online or send a paper form

Deadlines – based on tax year 6 April 2017 – 5 April 2018

Self Assessment	Deadline
Register for self assessment	5 October 2018
Paper tax returns	Midnight 31 October 2018
Online tax returns	Midnight 31 January 2019
Pay the tax you owe	Midnight 31 January 2019

If you didn't send an online return last year, allow extra time (up to 20 working days) as you'll need to register first.

Pay Income Tax on your profits and Class 2 and Class 4 National Insurance:

Use HMRC's calculator to help you budget for this

You usually pay 2 types of National Insurance if you're self-employed:

Class 2 if your profits are £6 205 or more a year

Class 4 if your profits are £8,424 or more a year

You work out your profits by deducting your allowable expenses from your self-employed income.

How much you pay:

National Insurance:

Class	Rate for tax year 2018 to 2019
Class 2	£2.95 per week
Class 4	9% on profits between £8,424 and £46,350 2% on profits over £46,350

Income Tax:

Band	Taxable income	Tax rate
Personal Allowance	Up to £11,850	0%
Basic rate	£11,851 to £46,350	20%
Higher rate	£46,351 to £150,000	40%
Additional rate	over £150,000	45%

Limited Company: The Basics

Source: <https://www.gov.uk/running-a-limited-company> 30 Nov 2018

Directors' responsibilities

As a director of a limited company, you must:

- 1) Follow the company's rules, shown in its articles of association
- 2) Keep company records and report changes
- 3) File your accounts and your Company Tax Return
- 4) Tell other shareholders if you might personally benefit from a transaction the company makes
- 5) Pay corporation tax
- 6) Register for Self assessment and send a personal self assessment tax return every year - unless it's a non-profit organisation (eg a charity) and you didn't get any pay or benefits, like a company car

You can hire other people to manage some of these things day-to-day (eg an accountant) but you're still legally responsible for your company's records, accounts and performance.

You may be fined, prosecuted or disqualified if you don't meet your responsibilities as a director.

Corporation Tax

- 1) Register for corporation tax when you start doing business
- 2) Keep accounting records and prepare a company tax return to work out amount of corporation tax
- 3) Pay corporation tax or report if you have nothing to pay by your deadline – usually 9 months and 1 day after the end of your accounting period
- 4) File your company tax return by your deadline – usually 12 months after the end of your accounting period
- 5) The corporation tax rate for company profits is currently 19%

Partnerships: The Basics

Source: <https://www.gov.uk/set-up-business-partnership> 30 Nov 2018

When you set up a business partnership you need to:

- 1) Choose a name
- 2) Choose a 'nominated partner'
- 3) Register with HM Revenue and Customs (HMRC)

The 'nominated partner' is responsible for managing the partnership's tax returns and keeping business records.

Naming your partnership

- 1) You can trade under your names or choose another name for your business. You don't need to register your name
- 2) You must include all the partners' names and business name (if you have one) on official paperwork, eg invoices and letters.

Register the partnership with HMRC

- 1) You must register your partnership for Self-Assessment with HM Revenue and Customs (HMRC) if you're the 'nominated partner'. This means you're responsible for sending the partnership tax return.
- 2) The other partners need to register separately.
- 3) All partners also need to send their own tax returns as individuals
- 4) You must register by 5 October in your business' second tax year, or you could be charged a penalty.

Partnership tax return

- 1) As the nominated partner you'll get a letter from HM Revenue and Customs (HMRC) in April or May telling you to send a partnership tax return.
- 2) You can either complete the return online or on paper
- 3) You must let each partner know their share of the profits and losses for their self assessment tax returns.

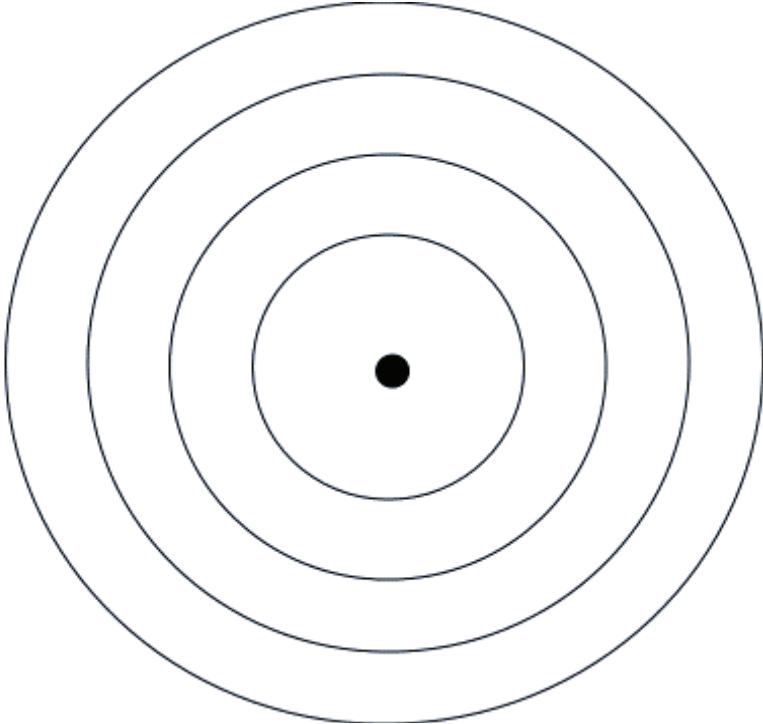
Deadlines

Send the partnership tax return by the usual self assessment deadlines

If any of the partners are a company the deadline for:

- online returns is 31 January following the end of the tax year (or 12 months from the partnership's accounting date if later)
- paper returns is 31 October following the end of the tax year (or 9 months from the partnership's accounting date if later)

Three Year Projection



One Page Plan

Our Core Values

Our Purpose



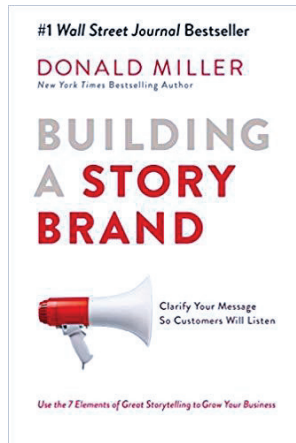
Our Vision

12 Month Objectives

Key Activities

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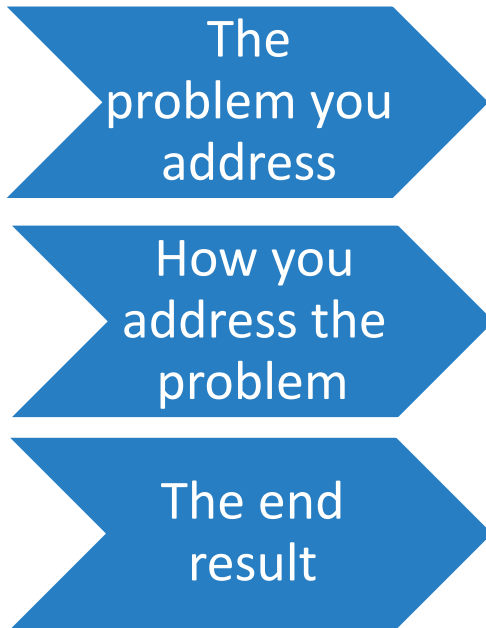
Getting your message right



1. Define your character
2. Identify their external, internal and philosophical problems
3. Show empathy and authority
4. Give them a plan
5. And call them to action
6. Helping them to avoid failure
7. And result in success

Creating a succinct one-liner to answer the question:

What do you do?

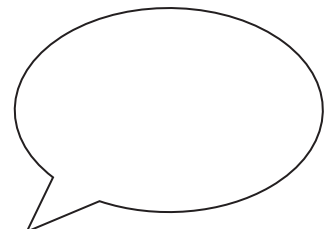
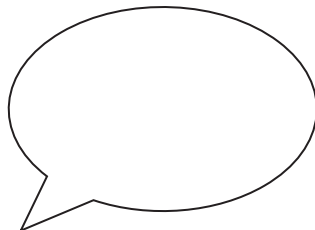
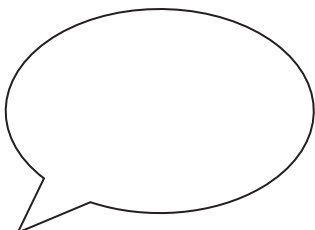
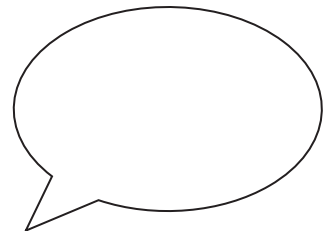
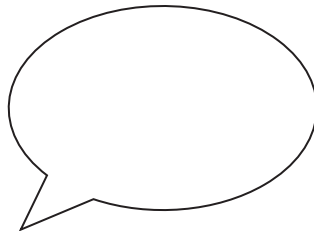
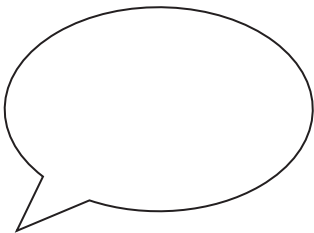
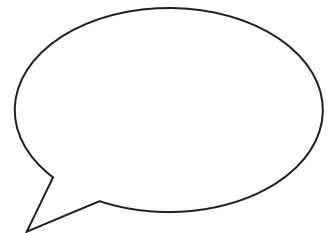
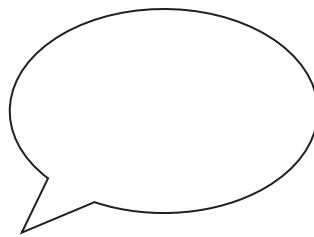
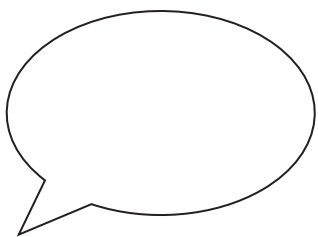


My one-liner:



The impression we give

What do we want people to be saying about us?





Number of new patients needed? _____

Marketing ideas to build my list

I do already	I'd like to try	I will never do...

Social Media

Platform





Who do we want to connect with on social media?

Who	Why	How

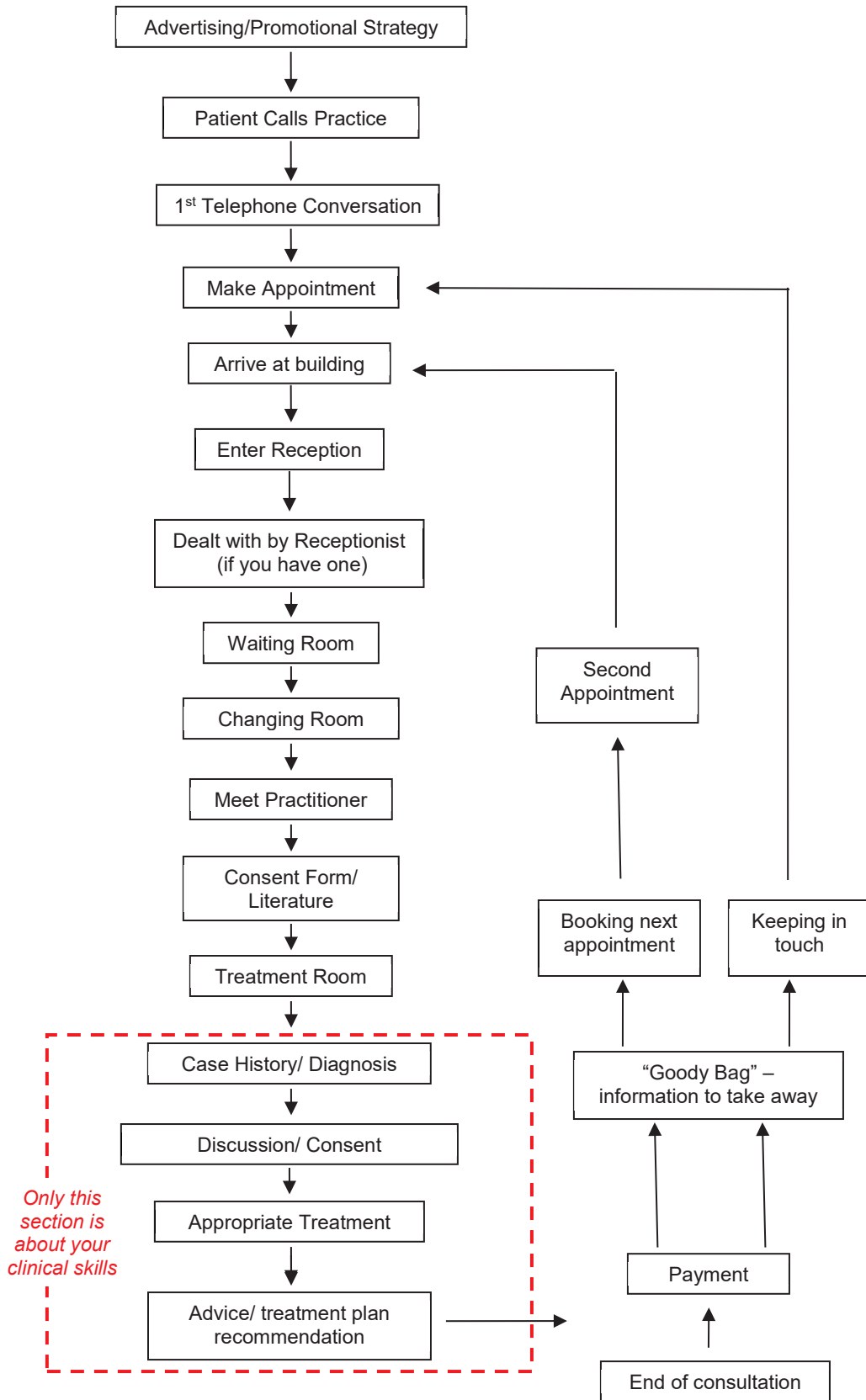
Content Plan



What are we going to share?

What will we not share?

Patient Journey



Patient Journey Moments of Truth and Marketing Opportunities

Step	What	How

Key Patient Sources

Personal Referrals <ul style="list-style-type: none"> • Word of Mouth • Returning Patients • Friends/Family • Leisure Contacts 	Direct <ul style="list-style-type: none"> • Respond to Advertising • Web Search/ Google Ads • Walk-in from street • Read PR
Sports <ul style="list-style-type: none"> • Rugby • Athletics • Football • Golf • Tennis 	Business Connections <ul style="list-style-type: none"> • Networking Groups • Large Employers • Local Authorities • Strategic Alliances • Retailers
Interest Groups <ul style="list-style-type: none"> • Women's Institute • National Childbirth Trust • Senior Citizen's Groups • Patient Support Groups 	Clinical Referrals <ul style="list-style-type: none"> • GP Practices • Insurance Companies • Other Therapists

My Patient Sources:

Key Marketing Strategy:

1.	
2.	
3.	
4.	
5.	

Marketing Activity Outline

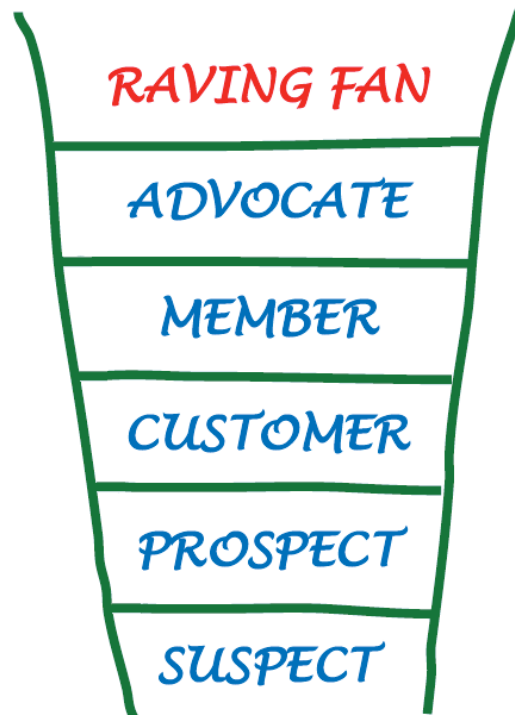
Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6

Marketing Material Notes

Online Marketing Notes

IMPORTANT: Be aware of your professional responsibilities with regard to Marketing and Advertising. Note the GCC guidance on advertising at <https://www.gcc-uk.org/UserFiles/Docs/Guidance/GCC-Guidance-Advertising-FINAL.pdf> and the Advertising Standards Authority (ASA) rules at <https://www.cap.org.uk/Advice-Training-on-the-rules/Advice-Online-Database/Therapies-Chiropractic.aspx#.WHi-65BviUk>

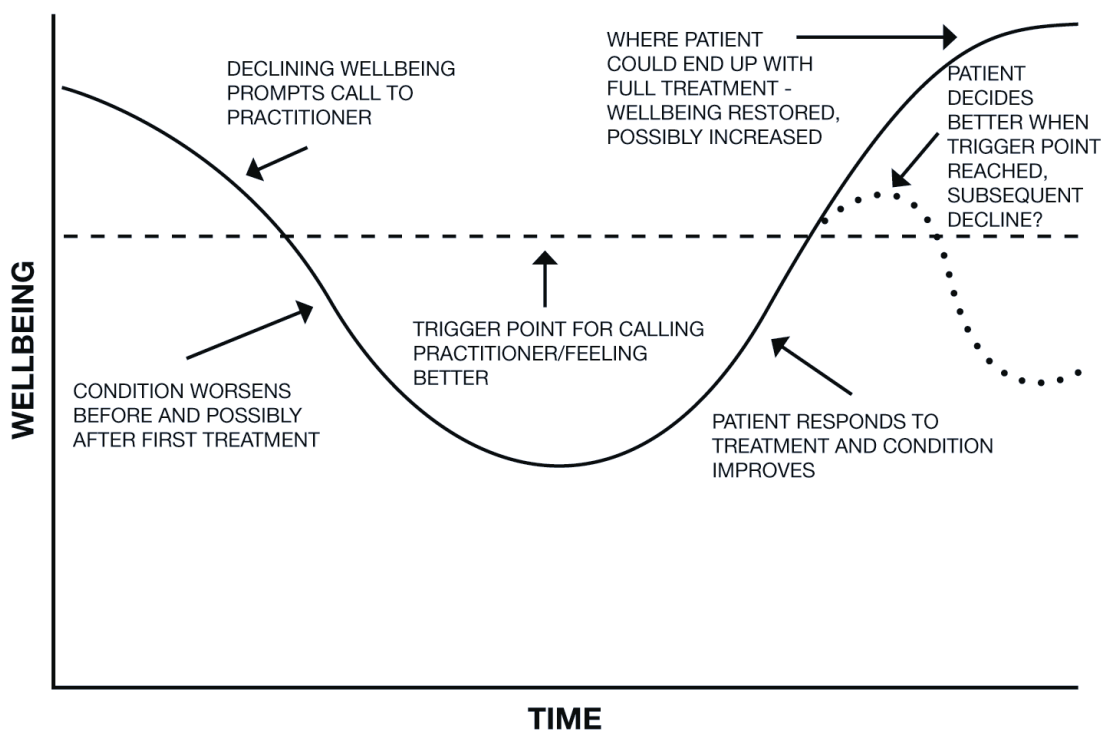
Encouraging patient engagement and referrals



Top tips to improve conversion rates and encourage referrals

- 1.
- 2.
- 3.
- 4.
- 5.

Pro-active and Ethical Patient Management



Communication improvement ideas

- 1.
- 2.
- 3.
- 4.
- 5.

Ten-Point Action Plan

One action I am going to complete within two days:

1.

Two further actions I am going to complete within one week:

2.

3.

Three further actions I am going to complete by the end of next month:

4.

5.

6.

Three further actions I am going to complete within six months:

7.

8.

9.

And a bonus action when I have done all of those:

10.

Notes:



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