

# General Competency Framework

## AICE Wellbeing & Lifestyle Management Clinical Practice Group



### INTRODUCTION

#### The dimensions of a chiropractor's practice

The dimensions of a chiropractor's practice can be described in terms of (see Figure 1):

- **breadth** (or scope)  
The Chiropractic Board as 'any role, whether remunerated or not, in which the individual uses their skills and knowledge as a chiropractor in their regulated health profession' .... 'practice is not restricted to the provision of direct clinical care. It also includes using professional knowledge in a direct nonclinical relationship with clients, working in management, administration, education, research, advisory, regulatory or policy development roles and any other roles that impact on safe, effective delivery

of health services in the chiropractic profession.' However, an individual's scope will depend on the professional roles they perform or services they provide. This may be broad, working with a wide variety of athletes and medical conditions, or narrow, focusing on a particular athlete group or limited range of conditions.  
and

- **depth** (or performance level)  
When scope is narrow, this may afford the individual to increase their expertise and performance. However 'specialisation' is not synonymous with 'advanced', as a narrow scope can occur without any enhancement in performance.

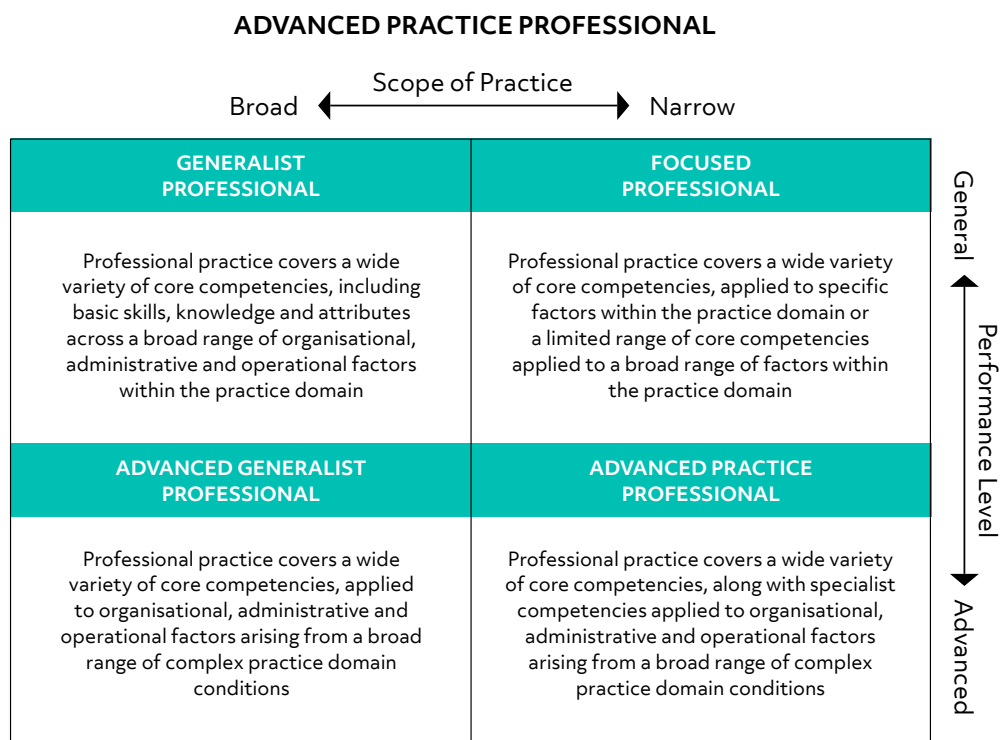


Figure 1. Image reproduced from Fergusson et al.<sup>1</sup>

1. Fergusson L, et al. Work-based learning and research for mid-career professionals: two project examples from Australia. Interdisciplinary Journal of E-Skills and Lifelong Learning. 2018;14. At: <http://www.ijello.org/Volume14/IJELLv14p019-040Fergusson4321.pdf>

## SUPPORTING AND RECOGNISING ADVANCEMENT

The Australian Institute of Chiropractic Education (AICE) supports the advancement of chiropractors in focused areas of practice, and recognises their activity and achievements as they progress through the respective advanced learning pathways.

Formal and independent recognition of advancement in a focused area of practice will identify chiropractors with the additional experience and qualifications achieved, to peers, the community, referrers and employers. Note, however, that it does not replace any registration requirements of the Chiropractor Board of Australia.

Progression through the AICE advanced learning pathways is recognised at three stages beyond the competence achieved at initial registration: member, titled member and fellow. Advancement is achieved through a combination of education, training, and clinical experience.

## THE CONTRIBUTION OF RECOGNISING ADVANCEMENT TO EVIDENCE-BASED PRACTICE

Evidence-based practice involves 'integrating the best available research evidence with clinical expertise and the client's unique values and circumstances' to provide the best possible outcomes for clients<sup>2</sup>.

Supporting the advancement of chiropractors will not only support an individual chiropractors capacity to contribute to healthcare, but also support the ongoing development of an evidence base for chiropractic practice that can continue to drive improved outcomes for clients at a system level.

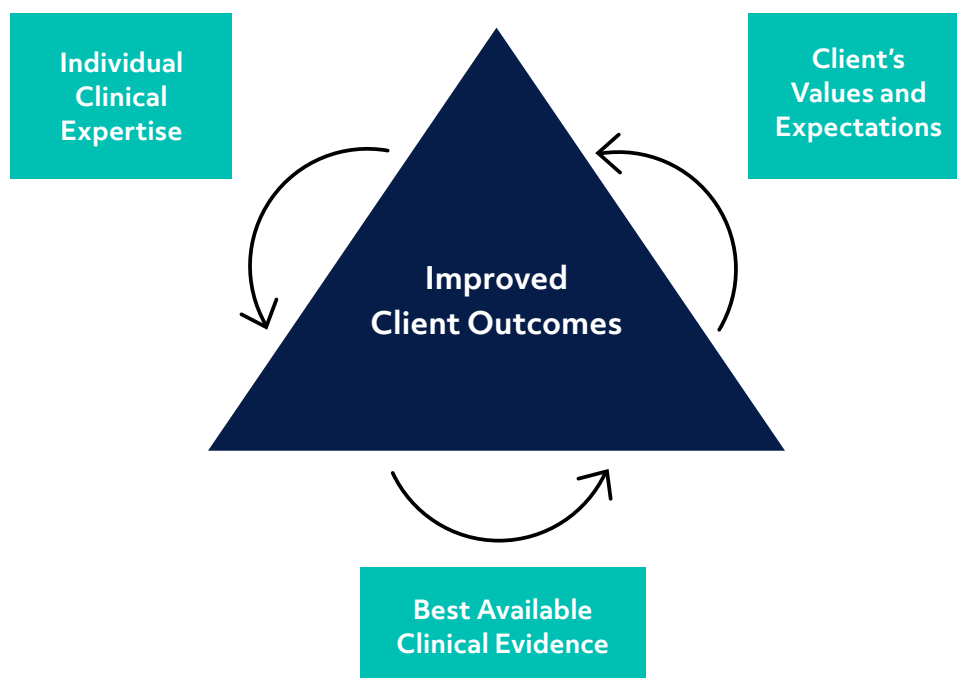


Figure 2. Image reproduced from CIAP<sup>2</sup>

2. Clinical Information Access Portal (CIAP). Introduction to Evidence-Based Practice and CIAP. NSW eHealth. At: <https://www.ciap.health.nsw.gov.au/learning/modules/module1/evidence-based-practice-is.html>

## THE COMPETENCY FRAMEWORK FOR ADVANCED SPECIAL INTEREST CHIROPRACTORS

The Competency Framework for Advanced Special Interest Chiropractors has been developed to support:

- Awareness and understanding of the performance expectations of Members and Fellows of the AICE, for the profession, health sector and broader community
- Application of a consistent and fair assessment of individuals progressing through the respective advanced learning pathways.
- The Competency Framework describes:
- the competencies in which advancement is recognised, incorporating knowledge, skills, attitudes, values and behaviours
- the level of performance expected at each of the stages in the AICE advanced learning pathway, for each of the focused practice domains.

Each Competency Framework encompasses five broad domains:

1. Clinical expertise
2. Professional advancement
3. Research and education
4. Leadership and collaboration
5. Practice modelling

## USING THE COMPETENCY FRAMEWORKS IN THE ACCREDITATION OF EDUCATION

In the accreditation of education programs, in Australia and internationally, there is a continuing emphasis on an outcome-focused approach. This is partly because a prescriptive input-based focus, e.g. defining curriculum, inhibits innovation and hinders responsiveness to the rapidly changing healthcare and education environments.

The Competency Frameworks form a core part of an outcome-focused approach to accreditation. Education providers will be expected to show how their program learning outcomes align with the relevant performance level in the Competency Framework.

To support a common understanding of expectations, guidance relating to specific aspects is provided to support application of the Competency Frameworks in the development and provision of education programs.

## USING THE COMPETENCY FRAMEWORKS IN THE ASSESSMENT OF INDIVIDUALS

As the Competency Framework identifies the performance expectations of members, titled members and fellows of the AICE, the process applied by AICE in assessing individuals is mapped against the framework to support transparency, consistency and fairness.

Performance of competencies may be demonstrated through direct assessment by AICE and/or by completion of approved postgraduate education programs.

## CONFLICT OF INTEREST DECLARATION

The members of the AICE are committed to high standards of ethical conduct, the principle of full disclosure and the declaration of any existing or potential conflicts of interest.

AICE recognises that there are individuals who have obtained the experience and qualifications defined in the Competency Framework, and are already performing at the level of member, titled member or fellow.

As such, grand-parenting provisions have been developed which will apply until December 31st 2023. Through a transparent and consistent process, the entry requirements for membership levels of the AICE will be subject to generous concessions and exemptions if applicants can demonstrate that they are already performing at the expected level.

From January 1st 2024, the entry requirements for all levels of membership of the AICE will be more rigorous, without the current concessions and exemptions.

# Competency Framework for Advanced Special Interest Chiropractors: Wellbeing and Lifestyle Management

## **Definition:**

*Well-being and Lifestyle Management (WLM) is a recognised special interest subset of chiropractic that provides evidence-based knowledge, education and management of the lifestyle choices associated with the client's neuromusculoskeletal clinical presentation and the increasing prevalence of chronic disease in Australia.*

*The WLM chiropractor applies the biopsychosocial model of health care to facilitate the establishment of an individualised plan for client behaviour change and the management of the lifestyle determinants of health. Strategies may include changes to diet, physical activity prescription, stress management, sleep quality management, tobacco cessation, avoidance of risky behaviours, and the promotion of positive psychology and social connectedness.*

*The strategies are developed using an interdisciplinary team approach, including other health providers, families and social support groups in a collaborative team environment. The ethical, evidence-informed framework ensures standards of client management and safety.*

*The WLM CPG provides an educational pathway leading towards titled membership of WLM CPG within the AICE, by the completion of the WLM Essentials course, and other approved courses offered by other providers in the subject of Lifestyle Medicine such as the International Board of Lifestyle Medicine (IBLM) or the Australasian Society of Lifestyle Medicine (ASLM).*

## Domain 1. Clinical expertise

A Well-Being and Lifestyle Management Chiropractor has an advanced level of clinical expertise. The WLM chiropractor demonstrates proficiency in the clinical assessment and management of the presenting neuromusculoskeletal conditions, the lifestyle factors associated with the clinical presentation

and the readiness of the client to adopt sustainable behaviour change.

The expertise and practise of the WLM chiropractor is informed by the best available evidence, is clinically relevant, and guided by the client's individual values and circumstances for optimum clinical and health outcomes.

COMPETENCIES	PERFORMANCE CRITERIA Member:	PERFORMANCE CRITERIA Fellow:
<p>1.1 Assess the health status and related circumstances of the client by applying WLM Chiropractic standardised health assessment protocols</p>	<ul style="list-style-type: none"> <li>• Performs a standardised clinical and bio- psychosocial assessment to determine current health status, flag indicators for musculoskeletal presentations, risk factors for disease, and to inform strategies for prevention, management, rehabilitation and self-care.</li> <li>• Assessment includes WLM vital signs: tobacco use, alcohol consumption, diet, physical activity, BMI, stress, sleep hygiene and emotional state</li> <li>• Analyses the results of clinical, laboratory and other diagnostic procedures to develop an integrated approach to management and rehabilitation of the NMS conditions in conjunction with strategies for the prevention and management of contributing factors and chronic diseases through lifestyle changes</li> <li>• Recognizes the specific needs of particular populations, including those with chronic disease co-morbidities with modifiable lifestyle risks and factors.</li> </ul>	<p>Extends performance beyond that achieved as a Member:</p> <ul style="list-style-type: none"> <li>• Responds to cases with greater complexity; uncertainty; and ambiguity</li> <li>• Provides a role-model for the application of advanced clinical expertise in collaboration with others involved in the care and performance of the athlete or active individual</li> <li>• Mentors others to achieve advanced clinical expertise.</li> </ul>

<p>1.2 Proficiency in the use of health coaching techniques and other client-centred communication skills to identify key health priorities for appropriate client management and relevant lifestyle changes.</p>	<ul style="list-style-type: none"> <li>• Demonstrates critical understanding of the processes of verbal and non-verbal communication</li> <li>• Applies effective health coaching techniques including active listening skills, empathetic reflective skills, positive psychology, cognitive behavioural techniques, motivational interviewing and other communication skills when discussing health data, lifestyle information and facilitation the shared decision-making process for the client's clinical management</li> <li>• Applies all aspects of positive psychology and health coaching techniques to optimise client well-being outcomes and recognises how to avoid common communication pitfalls</li> <li>• Demonstrates critical understanding of the processes of written communication for the prescription of lifestyle changes and the importance of accurate record keeping in compliance with WLM's standardised clinical note taking nomenclature</li> </ul>	
<p>1.3 Identify the key health issues and client goals to be discussed and prioritised in the shared decision-making process to establish a WLM chiropractic management plan</p>	<ul style="list-style-type: none"> <li>• Identifies the health concerns, goals and priorities of the client during the consultation</li> <li>• Identifies appropriate additional diagnostic tools and/or expertise from other health providers to further inform the priorities identified during the WLM health assessment.</li> <li>• Identifies specific issues to be addressed during future consultations and/or the involvement of additional healthcare providers</li> <li>• Co-designs a management plan with the client using SMART goals</li> </ul>	

<p>1.4 Critically apply the theory of behaviour change to understand a client's behaviour, readiness to change and motivate them to increase the effectiveness of WLM chiropractic management and lifestyle modifications</p>	<ul style="list-style-type: none"> <li>• Demonstrates comprehensive knowledge and practical application of the relevant behaviour change theories</li> <li>• Assesses the client's stage of readiness for behaviour change and lifestyle modification according to the transtheoretical model.<sup>3</sup></li> <li>• Uses health coaching techniques and a positive psychology approach to behaviour change, including motivational interviewing and cognitive behavioural techniques</li> <li>• Participates in a shared decision-making process to uphold a client's autonomy and assist the client to develop a written action plan based on the assessment results, and lifestyle management prescriptions adjusted for the appropriate stage of change</li> </ul>	
<p>1.5 Develop and implement a safe, evidence-informed, client-centred and sustainable WLM management plan in collaboration with other health providers by applying the biopsychosocial model and a multimodal approach.<sup>3</sup></p>	<ul style="list-style-type: none"> <li>• Demonstrates comprehensive knowledge of the role of the biopsychosocial model and other current theories of healthcare management</li> <li>• Supports a multimodal and interdisciplinary approach to lifestyle change prescription for the prevention, management and rehabilitation of NMS and other chronic conditions.</li> <li>• Integrates and applies evidence-informed approaches to health promotion, preventative care programs, lifestyle prescriptions and rehabilitation.</li> <li>• Agrees on a process of client follow-up for ongoing lifestyle changes, including building client self-efficacy</li> </ul>	

<p>1.6 Critically evaluate the results and effectiveness of WLM chiropractic management using standardised outcome measures and to modify management and/or lifestyle prescriptions as required to build client self-efficacy.</p>	<ul style="list-style-type: none"> <li>• Demonstrates the use of standardized outcome measures to evaluate the effectiveness of WLM chiropractic</li> <li>• Recognizes the client's strengths and collaborates with the client to develop lifestyle prescriptions to build their self-efficacy</li> <li>• Develops strategies for helping clients maintain healthy behaviours</li> <li>• Implements appropriate modification of WLM prescriptions and interventions according to the client's response to management</li> </ul>	
<p>1.7 Facilitate and promote the active participation of the client at all stages of their health care planning and management <sup>4</sup></p>	<ul style="list-style-type: none"> <li>• Demonstrates an ability to enable the client to actively participate in their health care management using nationally recognized practice guidelines and taking into consideration the client's knowledge, goals, attitudes, beliefs and unique circumstances<sup>5</sup></li> <li>• Recognizes the importance of regular re-evaluation to address the changing goals or needs of the client</li> <li>• Encourages the involvement of the clients support network in their WLM management plan, including family, loved-ones and the wider community for sustainable lifestyle changes</li> <li>• Leverages a client's autonomous motivation to co-create management plans that are consistent with a client-centered approach to address their specific goals, values and unmet needs.</li> </ul>	

3. Kelly J, Shull J. Foundations of Lifestyle Management: The Lifestyle Management Board Review Manual. 2019. American College of Lifestyle Management. 2nd Ed. p 40-1  
4. Kelly J, Shull J. Foundations of Lifestyle Management: The Lifestyle Management Board Review Manual. 2019. American College of Lifestyle Management. 2nd Ed. p 26  
5. International Federation of Orthopaedic and Manipulative Physical Therapists (IFOMPT). Educational Standards In Orthopaedic Manipulative Therapy. 2016. Available Online from: <https://www.ifompt.org/site/ifompt/IFOMPT%20Standards%20Document%20definitive%202016.pdf>



## Domain 2. Professional Advancement

WLM CPG chiropractors maintain high levels of individual and professional advancement. WLM chiropractors practice with ethical principles and a duty of care to clients, engendered by good professional relationships. The WLM chiropractor demonstrates an ongoing commitment to improving evidence-informed individual knowledge and clinical skills, personal development, self-

awareness, client awareness and to being a role-model for healthy lifestyle behaviours. The WLM CPG members advocate for the advancement of the chiropractic profession, for the broadening of evidence-informed knowledge and practice guidelines and for improved links and increased engagement with all sectors of the contemporary healthcare community.

COMPETENCIES	PERFORMANCE CRITERIA Member:	PERFORMANCE CRITERIA Fellow:
<p>2.1 Practises legally, professionally and ethically in WLM Chiropractic practice</p>	<ul style="list-style-type: none"> <li>• Adheres to relevant legislation, common law, codes, standards and other policy regulating WLM Chiropractic practice</li> <li>• Applies professional and ethical standards in responding to challenges common in WLM chiropractic practice</li> <li>• Recognises legal obligations relating to specific client populations, including females, children, and involvement of other members of the clients family/ support network</li> </ul>	<p>Extends performance beyond that achieved as a Member, promoting professionalism through:</p> <ul style="list-style-type: none"> <li>• Role modelling of professional and ethical behaviours</li> <li>• Mentoring others in professionalism</li> <li>• Leading and contributing to the design and revision of policy and processes of WLM chiropractic practice</li> <li>• Leading the development of stakeholder relationships within the WLM chiropractic and LM networks</li> <li>• Providing a role model for the application of an advanced level of practical skills, research and knowledge in collaboration with others involved in the care of an individual in an inter-disciplinary setting</li> </ul>
<p>2.2 Apply a client-centred approach to WLM Chiropractic practice, including for the client, members in the multidisciplinary team and others in the management of the client</p>	<ul style="list-style-type: none"> <li>• Respects diversity in the goals, values and beliefs of clients</li> <li>• respects the diversity of varied skills, management approaches and knowledge of inter-disciplinary team members</li> <li>• Provides culturally responsive care</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring members in development of knowledge, evidence informed client-centred practice and cognitive proficiency with WLM chiropractic practice</li> <li>• Demonstrating leadership qualities by sharing advanced WLM chiropractic knowledge with members within formal and informal settings</li> <li>• Advocating for WLM CPG to extend engagement to public and community healthcare settings</li> </ul>

<p>2.3 Collaborate with interdisciplinary team members to critically apply effective and safe WLM chiropractic interventions for complex NMS clinical presentations and co-morbidities</p>	<ul style="list-style-type: none"> <li>• Maintains the role of WLM chiropractic practice within an interdisciplinary team</li> <li>• Acknowledges the roles and expertise of interdisciplinary team members.</li> <li>• Demonstrates management skills to resolve conflict and differences when working within an interdisciplinary team</li> </ul>	
<p>2.4. Share a vision for advancement of chiropractic engagement with healthcare organisations to extend and broaden the professions' reach</p>	<ul style="list-style-type: none"> <li>• Actively engages with other health organisations, professional agencies and government bodies</li> <li>• Seeks to promote a positive reputation of the chiropractic profession by upholding the highest standards of professional conduct</li> </ul>	
<p>2.5 Maintain and extend WLM chiropractic competency</p>	<ul style="list-style-type: none"> <li>• Routinely self-assesses and critically evaluates personal knowledge, skills and expertise in WLM chiropractic practice</li> <li>• Continuously pursues learning and professional development in WLM chiropractic practice</li> </ul>	
<p>2.6 Collaborate to continuously improve the quality and safety of WLM chiropractic practice</p>	<ul style="list-style-type: none"> <li>• Identifies common risks to quality and safety in the delivery of WLM chiropractic practice</li> <li>• Implements activities to improve quality and safety in the delivery of WLM chiropractic practice</li> </ul>	

## Domain 3. Research and Education

WLM CPG chiropractors are actively involved in ongoing self-education, integration of current evidence into practice and participation in original research relevant to WLM chiropractic. The ability to acquire and apply the best available evidence from multiple sources is a critical component of evidence-informed practice. A WLM Chiropractor integrates the best available evidence with their

clinical expertise and the client's unique values and circumstances to improve client outcomes.<sup>4</sup>

As WLM chiropractors progress to Fellowship status, they will also contribute to the evidence base and facilitate the translation of evidence into practice through education and mentoring of peers and students, within and outside the profession.

COMPETENCIES	PERFORMANCE CRITERIA Member:	PERFORMANCE CRITERIA Fellow:
3.1 Understand the role and importance of research to provide an evidence base to advance the body of knowledge in WLM chiropractic practice.	<ul style="list-style-type: none"> <li>• Demonstrates understanding of common research designs to critically appraise strengths and weaknesses</li> <li>• Critically evaluates quantitative and qualitative research designs</li> </ul>	<ul style="list-style-type: none"> <li>• Leads and influences the direction of research towards in further evidence in WLM chiropractic practice with the vision to advance the body of knowledge in WLM chiropractic practice.</li> </ul>
3.2 Translate research information and evidence into clinical practice	<ul style="list-style-type: none"> <li>• Demonstrates effective critical appraisal of research relevant to WLM chiropractic practice as it relates to the prevention and management of chronic health conditions and associated NMS co-morbidities</li> <li>• Applies research information and knowledge adapted to individual client circumstances within a WLM chiropractic management approach</li> </ul>	<ul style="list-style-type: none"> <li>• Leads and mentors members in the critical appraisal of research findings</li> <li>• Leads the incorporation of research evidence into translation to WLM chiropractic practice</li> </ul>
3.3 Identify gaps in knowledge and the research evidence	<ul style="list-style-type: none"> <li>• Identifies knowledge gaps and areas of conflicting evidence for WLM chiropractic practice</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies and formulates research questions to address research gaps</li> </ul>

4. Clinical Information Access Portal (CIAP). Introduction to Evidence-Based Practice and CIAP. NSW eHealth. At: <https://www.ciap.health.nsw.gov.au/learning/modules/module1/evidence-based-practice-is.html>

<p>3.4 Design and propose research projects to address knowledge gaps in the current evidence base</p>	<ul style="list-style-type: none"> <li>• Participates in research planning with the guidance of more experienced colleagues</li> <li>• Contributes and captures data at a clinical practice level suitable for research and/or presentation collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies areas for innovation and advances in WLM chiropractic practice</li> <li>• Generates new evidence suitable for presentation at a research symposium</li> <li>• Authors primary research articles in peer-reviewed journals</li> <li>• Collaborates with other health professionals involved in researching lifestyle management</li> <li>• Mentors members in engagement of research project proposals</li> </ul>
<p>3.5 Plan and deliver educational material and activities</p>	<ul style="list-style-type: none"> <li>• Promotes and participates in educating and informing others under guidance from experienced colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Delivers education to chiropractic students, peers, members of the public and other healthcare or industry stakeholders, relevant to WLM chiropractic practice</li> <li>• Delivers education at national and/or international levels, relevant to WLM chiropractic practice</li> <li>• Informs educational frameworks, policy and CPD practice, with respect to WLM chiropractic practice</li> </ul>

## Domain 4. Leadership and Collaboration

WLM chiropractors provide leadership and collaboration in managing health and lifestyle changes.<sup>6</sup> Leaders promote healthy behaviours as fundamental to clinical chiropractic management, disease prevention and health promotion.

Leadership begins with the WLM chiropractor practising healthy personal behaviours, as a credible role model and resource for clients,

community members and other health providers involved in lifestyle management and behaviour change.

Collaboration with clients, their support communities and health professionals is fundamental to ensure positive clinical outcomes, whilst also serving to expand and advance professional scope of practice.

COMPETENCIES	PERFORMANCE CRITERIA Member:	PERFORMANCE CRITERIA Fellow:
4.1 Contribute to a strategic vision for WLM chiropractic in Australia	<ul style="list-style-type: none"> <li>Engages with the strategic vision for WLM chiropractic in Australia</li> </ul>	<ul style="list-style-type: none"> <li>Shapes and informs the strategic vision for WLM chiropractic in Australia</li> </ul>
4.2 Engage in collaboration with colleagues, healthcare professionals, health institutions, the client's family, carers, and the broader healthcare sector	<ul style="list-style-type: none"> <li>Establishes positive relationships with colleagues involved in the care and management of the client</li> <li>Establishes collaborative relationships with other health providers and organizations involved in public health, health promotion and lifestyle medicine</li> </ul>	<ul style="list-style-type: none"> <li>Leads interprofessional collaborations with those involved in the care and management of the client, and the broader health and lifestyle management sector</li> </ul>
4.3 Encourage and influences innovation, improvement and service development in WLM chiropractic practice	<ul style="list-style-type: none"> <li>Displays awareness of the political, professional and public environment in which innovation and change occurs</li> </ul>	<ul style="list-style-type: none"> <li>Champions innovation and change through political, professional and public support and commitment</li> <li>Serves as a role model, coach and mentor for others</li> </ul>
4.4 Recognise and responds to community expectations in the healthcare of clients with chronic health conditions	<ul style="list-style-type: none"> <li>Demonstrates a commitment to the promotion of the public and community healthcare and chronic disease prevention including stewardship of resources</li> </ul>	<ul style="list-style-type: none"> <li>Creates awareness of community expectations of WLM Chiropractic practice and promotes professional accountability amongst colleagues</li> <li>Influences the profession's response to issues of societal accountability</li> </ul>

6. Lianov L, Johnson M. Physician competencies for prescribing lifestyle management. JAMA. 2010; 304(2):202-3.

## Domain 5. Practice Modelling

WLM chiropractors provide a model of sustainable practice that enables clients to adopt the lifestyle behaviours that improve health and prevent disease.

Sound practice models are important for maintaining a sustainable practice while innovating to meet the multi-faceted needs of clients in the rapidly changing healthcare environment. WLM chiropractic practices create an environment that is client-centred, collaborative, safe, efficient, affordable and provide resources to move the clients towards self-efficacy.

WLM chiropractic practices provide valuable resources and support to clients and community. Supportive clinic procedures and systems are central to delivering positive outcomes. They provide an interdisciplinary team of collaborative health professionals, validated health risk assessment tools, lifestyle behaviour change strategies, and validated outcome measures.

Healthcare is a highly regulated environment, and WLM chiropractic practices strive to comply with all legal, ethical, fiscal and professional responsibilities.

COMPETENCIES	PERFORMANCE CRITERIA Member:	PERFORMANCE CRITERIA Fellow:
5.1 Create practice models that are client-centred, ethical, sustainable, culturally aware and inclusive	<ul style="list-style-type: none"> <li>Identifies the needs of clients with NMS and chronic conditions that can be met with chiropractic management and lifestyle modification</li> <li>Identifies and implements standardised processes in practice that support quality chiropractic management</li> <li>Collaborates to develop practice models with others involved in the care and performance of the WLM client for better health outcomes and business sustainability</li> </ul>	<p>Extends performance beyond that achieved as a member, promoting professional, sustainable and innovative business practices through:</p> <ul style="list-style-type: none"> <li>Role-modelling professional business behaviours</li> <li>Mentoring others in business models and practice</li> <li>Leading and contributing to the design and revision of policy and processes for business models and practice in the wellbeing and lifestyle management chiropractic settings</li> <li>Effectively managing business model transitions for various environments</li> <li>Leading inter-disciplinary collaborations with those involved in the management of the WLM client to optimise business models and achieve better health outcomes</li> </ul>
5.2 Manage resources for safe, effective and sustainable management of NMS conditions and behaviour and lifestyle change	<ul style="list-style-type: none"> <li>Establishes physical and technology infrastructure to support WLM chiropractic management and practice</li> <li>Uses physical, financial and human resources effectively and efficiently</li> <li>Manages personal and professional demands throughout the professional career life cycle</li> </ul>	

<p>5.3 Use information and data to inform practice improvements and minimise risk in the WLM chiropractic setting</p>	<ul style="list-style-type: none"> <li>• Seeks data that accurately reflect client clinical and health outcomes</li> <li>• Analyses data to discern relationships between investments and outcomes</li> <li>• Recognises the impact of system factors and resource availability on practitioner and client safety</li> <li>• Implements change to improve client and practice management</li> <li>• Takes action to minimise both client and practice risk</li> </ul>	
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5. Core principles of Health Care Practice Management. Australian Association of Practice Management. At: <https://www.aapm.org.au/Your-Profession/Core-Principles>