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ISSUE NO. 9—SUMMER 2012

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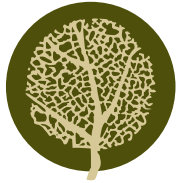
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on our cover

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college roundup



Nearly 50 years ago Marshall McLuhan coined his iconic phrase,
“The medium is the message.”¹

McLuhan proposed that a medium itself, not the content it carries, should be the focus of study. He said that a medium affects the society in which it plays a role not only by the content delivered over the medium, but also by the characteristics of the medium itself.

Fifty years later, we’re navigating new media horizons and delivering messages in ways not imagined even 15 years ago. In this issue, we explore the implications of social media for CCNM—how we share our stories, garner an audience and educate the public about naturopathic medicine. We also share insight into the use of social media in practice management—how it works, who’s doing it, and what it takes to do it well.

With the advent of social media, prospective students who are interested in attending CCNM can find out everything about the College; how many hours are in the program, what courses were taught that day, and who their professors might be.

At CCNM, students form a community which social media has only made stronger. There are Facebook groups for every recent graduating year at CCNM and the College’s main Twitter account boasts a high number of student followers.

New media has changed the way we communicate to all of our stakeholders, as you’ll continue to witness throughout the coming months.

Also in this issue is a snapshot into this year’s annual report. For the first time this year, we delivered the primary annual report as an interactive, online document. We brought the story of CCNM to life, through multi-dimensional multimedia. But we’re sharing the highlights of the report in this issue of MIND BODY SPIRIT. Kudos to the online development team for bringing CCNM to life!

If you’re using social media as part of your marketing strategy, share your experience with us at editor@ccnm.edu.

¹The phrase was introduced in McLuhan’s most widely known book, *Understanding Media: The Extensions of Man*, published in 1964.

Catherine Kenwell
Editor

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From recruitment to practice management: what does social media marketing do for the profession?



social media

From recruiting prospective students to building practice management, social media marketing has blown apart traditional approaches to marketing naturopathic medicine.

At CCNM, the entire organization is touched by social media marketing.

CCNM's social media presence begins at the beginning—with prospective students. Because CCNM engages prospective students right at the beginning of the application process, we are able to generate excitement for the program and in turn, create a higher rate of conversion of applicants to students.

Through Facebook and Twitter, prospective students who are interested in attending CCNM can find out everything about the College; how many hours are in the program, what courses were taught that day, and who their professors might be. But they also learn about life at CCNM through informal connections and comments from other prospective and current students, plus faculty and administrative staff. Students 'get to know' CCNM before they arrive on campus; they get to 'meet' their classmates, arrange housing, and talk about the program.

Facebook, Twitter and LinkedIn allow us to communicate with prospective students, students, alumni, prospective patients, patients, and the broader public. Posting events and promoting research studies has helped us garner record participant numbers.

We even advertise the new bridge delivery on Facebook—not only do we post the information on our CCNM page, we purchase Facebook advertising. Advertising on Facebook is inexpensive, and there are plenty of opportunities to fine-tune target markets. Facebook advertising is a bidding process, and we've found that it ends up costing on average less than you might budget for.

We've been able to monitor our marketing efforts through Google analytics and Klout. Klout provides analytics to measure a user's influence across his or her social network. The analysis is done on data taken from sites such as Twitter and Facebook and measures the size of a person's network, the content created, and how other people interact with that content. Klout measures influence by using data points from Twitter, such as following count, follower count, retweets, list memberships, how many spam/dead accounts are following you, how influential the people who retweet you are, and unique mentions. This information is blended with other data such as comments, likes, and the number of friends in your network to come up with a "Klout Score" that measures a user's online influence.

To discuss ways in which social media marketing can help your practice, we asked Nii-Sackey Sackeyfio, CCNM's social media guru, to put together some thoughts. You can find more of Nii's articles on CCNM's Integra Practice Management website at www.integrapracticemanagement.ca.

MAXIMIZING SOCIAL MEDIA

for your practice success

Businesses recognize the value of social media to build brand awareness and garner potential new customers—it's changing the way we operate on so many levels. While we're seeing some excellent ND practitioner sites and pages, many practitioners and students have indicated that they could use some guidance in maximizing their social media presence.

BRINGING YOUR CLINIC INTO THE SOCIAL MEDIA AGE

"You probably think Facebook is just a place where teenagers waste a lot of time," says Nii. "In many cases this is true, but Facebook is also a very large community of users with many tools to connect you with like-minded people who have similar interests. There are numerous benefits to having a page on the world's most popular social networking site. With Facebook a user can join the community merely as a curious observer and eventually be converted into a client in the future."

One of the major differences between a page on Facebook and a webpage is the kind of information you share; updates on your Facebook page are current and invite conversation whereas website copy is static and one-way. The two integrate together very well, but accomplish different ends.

If your clinic already has a large strong following, a Facebook page can be a great way to launch a community. Encourage discussion among clients by asking questions like: "What's your favourite naturopathic product?" or "What could we do to improve our clinic?" Facebook not only allows discussion, but encourages everyone to be involved in it as well. People want to be heard and there is no better way to really demonstrate that you respect your audience by acting on one of their suggestions. And with Facebook, communication is as easy as logging in and typing or uploading.

STARTING A FACEBOOK PAGE

1. Start by going to Facebook.com. Assuming you don't already have a Facebook account, you will have to sign up. Give them your name, email and

birth date so that they know you are over the age of 13 which is their minimum age for membership. Don't worry, there are many safety measures to block people from seeing your information. If you are just creating a business page you can release as much or as little personal information as you wish. With your personal page you have control over who sees this information by accepting friends or not. This feature is not available for your business page which is open to everyone who searches for it; however, you are able to delete posts to your page that you don't like.

2. Once you have your Facebook account you can view other business pages. Use the search bar at the top of the page and type in a "friend" or a business. (Try North Toronto Naturopathic or CCNM to get you started.)

3. You can now experiment with your page. Try posting a few pictures of your clinic, your address and how to get there as well as other content such as a favourite healthy recipe. You can easily delete posts or pictures at this point. Once you receive 25 individuals who "Like" your page you will have the option of creating a custom URL to lead people to your page. For instance, CCNM uses [facebook.com/myCCNM](https://www.facebook.com/myCCNM).

KEEP IT FRESH

Like your website, a Facebook page is a commitment and needs to be regularly updated. Your Facebook efforts will be ongoing, so plan to dedicate a couple of hours each week to getting new fans and updating content. You'll quickly appreciate the instant ability to connect with customers and future customers

through this social media tool. And keep it fun! Nobody likes straight-up business all the time.

PROMOTING YOUR PAGE

The tricky thing about Facebook pages is that you can't friend someone the way you can from your profile. People can elect to become fans of your page, but only if they know about it. So you've got to spread the word organically to introduce people to your page and to your practice.

First, identify contacts from your profile that are either business connections, people working in a field related to your business, or who would otherwise benefit from the information your company provides. Then invite them to become a fan of the page. Send a short note explaining what you want to offer from the page (remember, people are thinking, "What's in it for me?") and include a link to the page.

You should also promote your page elsewhere online by putting a Facebook page button on your website to help others find it, spreading the word on Twitter if you're there, sending out an email notification, or putting a link on your business cards. Do whatever it takes to help people know that you're on Facebook and you want them to become a part of your community.

It will take time to build your fan base, so remember to keep sending out invites to new contacts asking if they want to become a fan of your business page. Constantly promote the page in any way possible, and keep your content fresh — give people a reason to check in on your page regularly.



ARE YOU LINKEDIN?

Much of an ND's clientele is founded on referrals. In order to get referrals, one must have a presence within the health-care industry and the ND community. Historically, this used to be accomplished via networking events but in the Internet-driven society, individuals promote themselves online. The benefit of LinkedIn is in being the largest professional social media site for networking. It acts as your professional online brand. Through LinkedIn, one can connect with peers who can recommend your work or network with others to lead to more referrals. With LinkedIn, opportunities exist; however, as with all social media platforms, the site must be used correctly and strategically. When using LinkedIn, it is always important to remember what your goals are and to adhere to them.

LINKEDIN'S SEARCH ENGINE OPTIMIZATION (SEO)

LinkedIn ranks high in Google's search engine, especially if you are searching for a specific name. Consequently, anyone who searches for you has an opportunity to view your LinkedIn page. Let the individuals searching know about you and your clinic by setting up a complete LinkedIn profile. This increases traffic to your website, specifically if your website appears in your LinkedIn profile.

LOOKING FOR CLINIC TALENT

Clinics don't usually have HR departments - but that doesn't mean that you neglect seeking top talent. Use LinkedIn to hone in on potential employees for your clinic as LinkedIn's job posting tools provide access to a plethora of potential applicants for the relatively fair pricing of \$70 (USD).

GROUPS AND EVENTS

LinkedIn professional events and groups can keep you abreast with the latest changes in your field so that you never fall behind on industry developments, trends and methodologies. Plus, attending industry events are always

great networking opportunities to gain prospective referrals.



BROADCAST YOUR PRACTICE ON YOUTUBE

You can house all videos related to your clinic on YouTube, free of charge. No marketing bills, no advertising invoices, no billboard rentals - it's all free. Uploading videos, if strategically managed, can bring in and increase engagement with your audience.

Audiences can subscribe to your content giving them an in-depth personal approach to you and your clinic. As an ND, a good relationship with your patients is paramount. There is no better way to stay connected with your patients and attract other prospective ones than through video. Showcase your expertise by posting your speeches, television appearances, and presentations. Put your intelligence on display by uploading visual responses to other videos in the health field.

Videos you should have as the foundation for your clinics:

1. Virtual clinic tour - let the world view the warm and friendly confines of your clinic.
2. Public speeches - reassure everyone you are smart, knowledgeable, and competent in the health care field.
3. Public interviews - appeared on local news? Put it up.
4. Health tips - individuals subscribe to users that provide good or useful content.
5. Services offered at your clinic - if I don't know what services are offered, why would I give you my business?

YOUTUBE'S SEO

Since Google owns YouTube, having YouTube videos offers an added benefit of boosted search engine optimization. When looking for naturopathic clinics, videos are automatically retrieved and appear ranked in the search engine. As a result, having a video affords you a product differentiation over other clinics because your video will come up when topics such as naturopathic clinics are searched.



SEVEN TIPS FOR USING YOUR YOUTUBE CHANNEL

As soon as you register with YouTube, you are automatically given a channel to house uploaded videos. When you upload a video, they appear on your channel. Here are some popular tips to help reap the benefits of a YouTube channel and attract a wider audience.

1. USE THE SOCIAL ANALYTICS IN YOUTUBE

Besides Facebook, YouTube offers the most comprehensive analytics for a social media platform that truly assesses your video's engagement and impact on its audience. The bonus is in the application's ease of use and ease in understanding implications of the data given to you, especially for individuals with basic or no web analytic ability. This information will let you see video trends to help you find out what videos best engage your audience, who your audience is, and their viewing trends.

2. KEEP IT FRESH

Update your content regularly and never neglect your channel. As soon as you begin to neglect your channel, you lose an audience that was interested in your content. Though it's time-consuming, the rewards and benefits will belong to those who maintain their channel.



3. DON'T OPERATE IN A VACUUM

You have your YouTube channel but you also need to promote your videos elsewhere. Share them on your blog, your website or even on other social platforms; otherwise, it will be difficult for people to know you exist on YouTube, be updated with your latest video or even subscribe to your channel. Involver offers applications for Facebook which allow you to integrate other social media platforms such as YouTube and Twitter within it free of charge.

4. TAG AND LABEL IT

When uploading, you have the option of labelling videos with tags, which are short descriptions that help YouTube users find related content when searching by topic. Devoid of tagging, your video will not appear whenever videos with similar topics as yours are watched. For instance, if you tag your video as naturopathic, there is a better chance that after someone watches one of CCNM's videos that your video will be queued up as a

related video to watch. Furthermore, in the description section below your video, add your website so that people can leave the video upon completion and venture to it.

5. CLEAN UP THE MESS

Keep videos in your channels organized and easy for individuals to either find what they want or browse by creating playlists sorted by chronological order, topic, or theme. This also helps individuals watch multiple videos because YouTube playlists automatically play all the videos in the list when one of the videos is accessed, keeping people watching your videos for a longer amount of time.

6. YOUTUBE IS SOCIAL MEDIA

Engage with people, respond to comments on your videos, post videos that generate discussions, talk to your subscribers, or comment on other people's videos. YouTube is similar to all other social media sites as it puts you in contact with

individuals that share your opinions or might be interested in what you have to say. Try not to just post and leave but make a concerted effort to interact as well.

7. BRAND YOURSELF FOR YOUTUBE

Pick a username that reflects your clinic. For example, CCNM uses "MyCCNM." Brand your channel the same way you brand your clinic. Use your clinic colours, set up a channel style that reflects your personality, and make sure all appropriate clinic information is included in your channel to encourage people to venture from YouTube back to your website. At the very least, make sure all business related information is on your YouTube channel to help people get all the information on booking an appointment with your clinic without even leaving the page.

Any questions about using social media for your practice? Email Nii-Sackey Sackeyfio at nsackeyfio@ccnm.edu.



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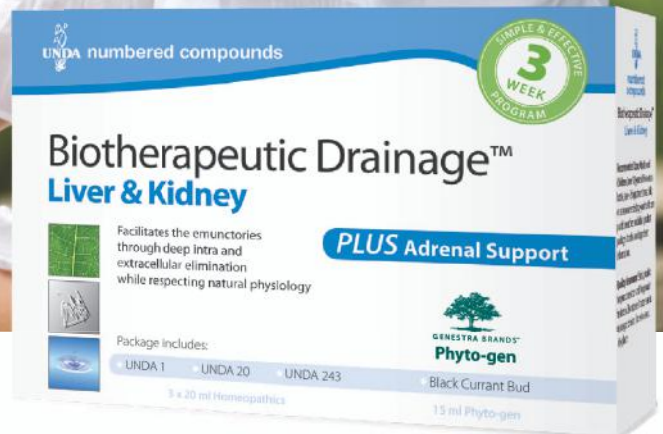
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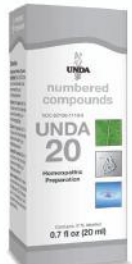
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research news

CCNM BASED RESEARCH

CCNM's Department of Research and Clinical Epidemiology continues to advance the state of evidence on naturopathic medicine and natural therapies, sharing findings of their work with various audiences through publication and conference presentations. In May, research stemming from CCNM collaborations was shared at the International Research Congress on Integrative Health and Medicine (IRCIMH) in Portland, Oregon. Two oral presentations and four poster presentations were featured including:

- the effectiveness and cost-effectiveness of naturopathic care for cardiovascular disease prevention (headed by CCNM's Dugald Seely, ND, M.Sc., and researcher Patricia Herman)
- a systematic review of naturopathic outcome studies (project steered by the Naturopathic Physician's Research Institute (NPRI)), a summary of patient demographics and health services delivered by the teaching clinics of five naturopathic schools (project headed by Steve Chamberlin from the National College of Natural Medicine)
- the audit of RSNC's management and care of patients with type 2 diabetes (headed by Chris Habib, ND)
- results from a randomized controlled trial using cinnamon in type 2 diabetes (project headed by Jean-Jacques Dugoua, ND)

Members of the CCNM research team continue this trend, with work from over a dozen projects submitted and accepted for presentation in upcoming conferences in 2012 including the American Association of Naturopathic Physicians' conference in Washington, the Society of Integrative Oncology conference in New Mexico, and at the Interdisciplinary Network of Complementary and Alternative Medicine (IN-CAM) in Toronto.

Look for more department research examining the role of naturopathic medicine, including an upcoming publication in the Journal of Rural and Community Development on the potential for an integrated model of rural health care and research involving naturopathic medicine, and findings from ongoing studies on patient experiences with naturopathic medicine at the RSNC and 'satellite' clinics embedded at various community health centres where CCNM supervisors and interns are delivering health-care services to local Toronto communities. These projects will help describe and evaluate the high-quality patient care that the ND profession has been offering over the years.

OICC RESEARCH BEGINS

One of CCNM's goals in opening the Ottawa Integrative Cancer Center (OICC) was to expand the reach of CCNM research and develop a stronger focus on integrative oncology, an area of particular interest and high potential impact. This work is beginning to bear fruit with the expansion of our research team and the development of specific projects. We are delighted to welcome Gillian Flower, ND, to the team. Gillian will be working alongside Laura Weeks, PhD, and Dugald Seely, ND, M.Sc., to build on the research done earlier at the College. In addition, Meighan Valero, ND, will be starting one of CCNM's first accredited external residencies with us as of this fall.

Notable work recently completed at the OICC includes a meeting, planning, and dissemination grant funded by the Canadian Institutes of Health Research (CIHR) held in May 2012. This opportunity allowed us to host a two-day meeting bringing together 19 people with experts in the field of integrative oncology including three oncologists, Canada's only Chair in Complementary and Alternative Medicine research, the director for the integrative program at

Memorial Sloan Kettering in New York, the CEO of InspireHealth in BC, and most importantly patient advocates. The goal of this workshop was to develop research priorities for community-based integrative oncology in Canada. A report of this meeting which provided important points of consensus is being developed for publication.

Other ongoing work includes the expansion of the multicentred AMPLCaRe trial. Funded by the Gateway for Cancer Research Foundation, we have increased this randomized controlled trial by 80 participants in a substudy to explore the mechanism of action of melatonin for patients with resectable lung cancer. The additional 80 participants will bring the total sample size to 450 people, which is by far the largest such trial ever run on this promising natural health product.

Another study we will be embarking on shortly and which has just been reviewed by CCNM's Research Ethics Board is a prospective cohort study to evaluate the effect of intravenous vitamin C for people living with breast, lung, pancreatic, or ovarian cancer. In this five-year study, we will assess for patient reported outcomes as well as long-term

survival via an internal comparison of patients who are doing integrative therapies at the OICC or at the RSNC adjunctive cancer clinic with or without IV vitamin C. We will also be comparing these cohorts with data from the Ontario registry to see what impact integrative care as a whole can be inferred from a matched comparison to registry 'norms'. This trial is being funded through the Ottawa Regional Cancer Foundation.

Lastly, we are conducting internal research to better assess the process of integration at the OICC to see what contributes to better collaboration between practitioners and patients' self-reported outcomes. This work is helping to evolve the development of the case manager role as well as the process of care and integration at the Centre. Including this project, oncology-related research from eight projects have been submitted for review and presentation at the Society of Integrative Oncology and the Interdisciplinary Network of Complementary and Alternative Medicine conferences in Albuquerque, New Mexico, and Toronto, respectively.

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advancement updates

THE ROBERT SCHAD NATUROPATHIC CLINIC (RSNC) REVITALIZATION

The three-year campaign to renovate and update all 40 exam rooms and eight conference rooms has just been successfully completed, making the RSNC the best equipped and most welcoming naturopathic teaching clinic in Canada. Every stakeholder group in the College contributed to this tremendous effort – the Board of Governors, faculty, staff, alumni, students, corporate supporters, and clinic patients themselves. Hearty congratulations and a warm thank you to everyone involved! The formal inauguration ceremony will be held in fall 2012, with details announced soon.

OTTAWA INTEGRATIVE CANCER CENTRE (OICC)

With only the ground floor operational the OICC opened its doors quietly in November 2011 – but word was out, and patient numbers just kept growing. The OICC is a community project, and we would like to offer subsidized treatment to as many low-income cancer victims as we can. We can only help to the extent that funding allows. We therefore invite all friends of CCNM to donate generously to this outreach program (see attached annual giving form).

hey alumni – we're looking for you!

Do you have news you would like to share with your fellow CCNM alumni? Send us a brief update on what you are doing:

- Have you opened a new practice?
- Received local or national media coverage?
- Are you volunteering in your community, or running for public office?
- Do you have a story to tell that may interest other alumni?
- Written or published a book or article?

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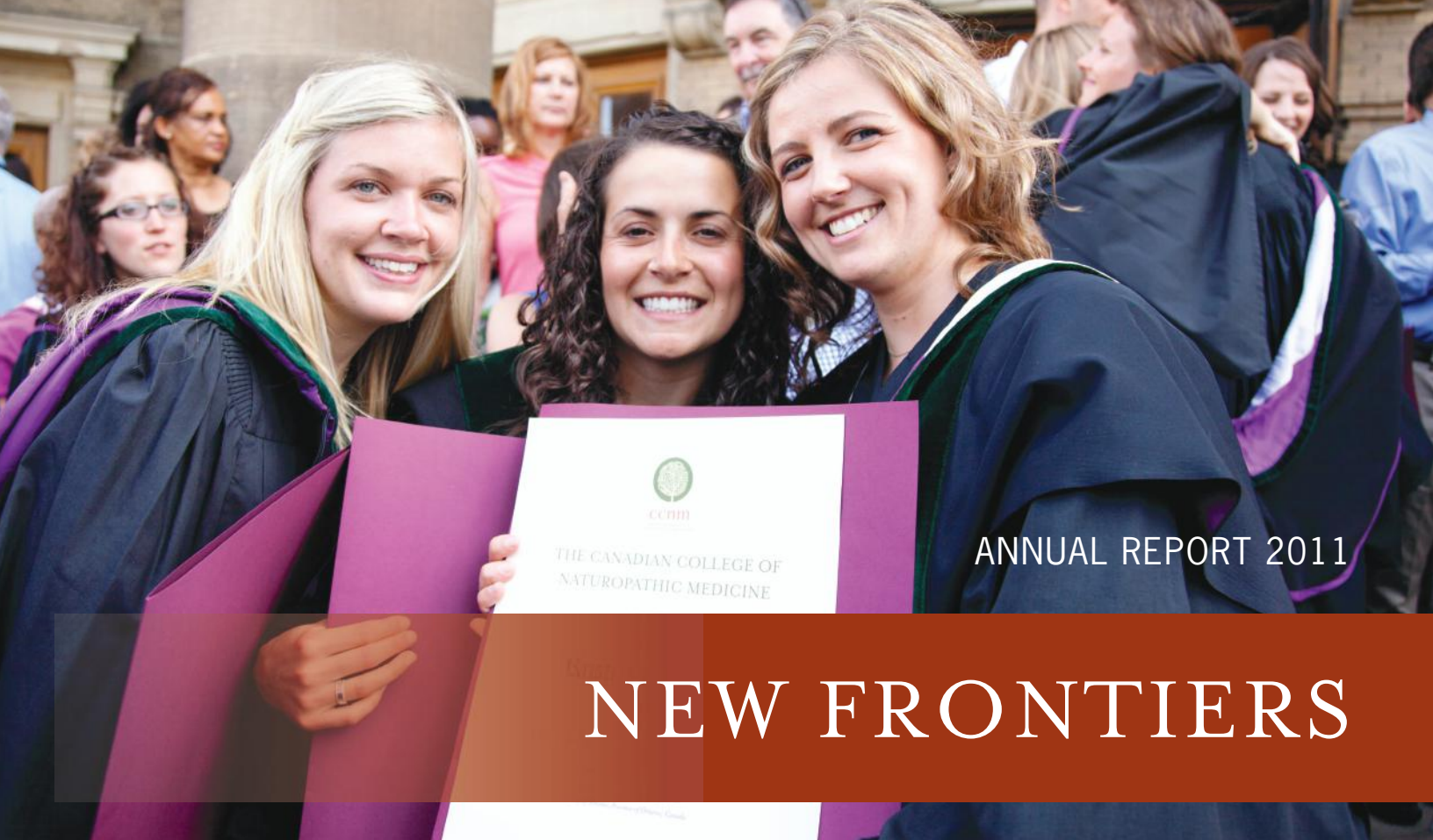
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REFERENCES

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ANNUAL REPORT 2011

NEW FRONTIERS



CHANGE AGENT

Many Ontarians are choosing naturopathic medicine as their first choice for health care. A survey commissioned by CCNM in August 2011 revealed that almost half of Ontarians treated by NDs report that their health improved in significant ways. Consider:

- Approximately 4 in 10 of those individuals surveyed reported fewer visits to their family doctors, 3 in 10 to hospitals as a result of the care they receive from NDs, and half reduced their use of prescription medications
- 72% of Ontarians familiar with the practice view naturopathic medicine positively, 43% say they are familiar with the practice and an estimated 18% of all adult Ontarians— an estimated two million people—have seen an ND
- Women are both more likely to be familiar with naturopathic medicine (49% versus 36%) and more likely to have a positive impression of it (77% versus 66%) as compared to men
- The demand for naturopathic medicine continues to grow with 41% of respondents indicating they are likely to see an ND in the next few years, and over half of these anticipating a visit within the next 12 months.

The survey indicated that there is a general movement towards selecting naturopathic medicine as a treatment option based on a strong desire for more natural approaches to boosting and maintaining health.

An estimated 2 million Ontario residents now see an ND

Bob Bernhardt, PhD, President and CEO

NATIONAL PROFILE

On November 2, 2011, the Ottawa Integrative Cancer Centre (OICC), celebrated its grand opening. Since then, visits have been climbing rapidly, complete renovations of the lower level of the building are well underway, and the roster of clinicians has expanded to include NDs, a psychologist, a medical doctor, a physiotherapist, an acupuncturist, a massage therapist, and others.

Over the past year, we have worked to spread the message about the OICC and complementary oncology in local and national media outlets such as CTV news.

And after submitting a successful proposal to the Lotte and John Hecht Memorial Foundation, the OICC was pledged \$1.355 million dollars over a five-year period to provide operating funds.

We believe that this centre will have a positive and lasting impact on the provision and exploration of whole-person cancer care and will be a model for the creation of other such centres across Canada.



Raising the profile of naturopathic medicine in Canada

Dugald Seely, ND, Director of Research



EXCELLENCE IN RESEARCH

Supporting our naturopathic treatments and modalities with a solid evidence base positions us as an influential leader in naturopathic research and serves to strengthen the profession as a whole.

By publishing our studies in highly-regarded medical journals and presenting our findings at the leading naturopathic conferences, our work not only reaches NDs but other researchers and health-care professionals as well.

Over the past year, the research team has completed numerous studies and presented the results at symposia and lectures throughout North America.

Highlights from the past year include SickKids Research Fellow Deborah Kennedy, MBA, ND, putting forward her analysis on the ability of an ionic footbath to remove heavy metal toxins through the feet and OICC Research Associate Gillian Flower, ND, presenting her findings from an audit of patient care at the RSNC adjunctive cancer care shift at both the American Association of Naturopathic Physicians and Canadian Association of Naturopathic Doctors conferences in 2011.

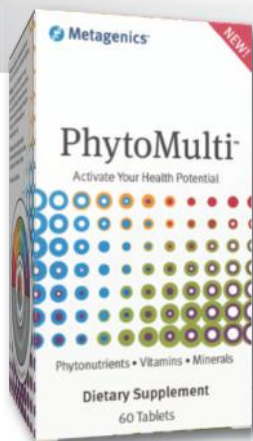
CCNM's research reaches a wide audience

Heidi Fritz, ND, Research Fellow

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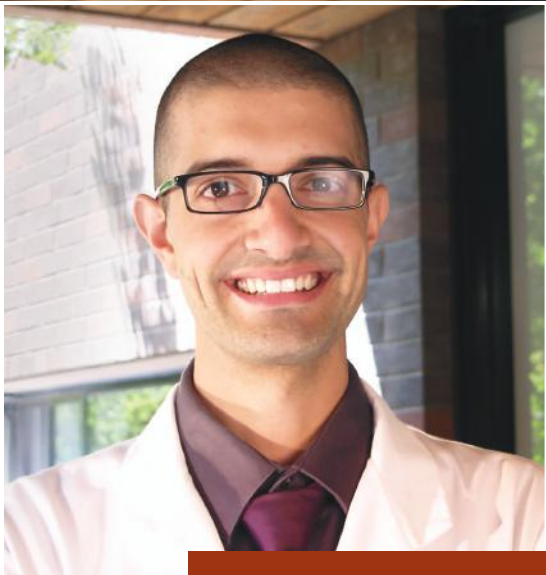
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In 2011, Research Resident Chris Habib, ND, completed an audit examining the methods in which the Robert Schad Naturopathic Clinic manages type 2 diabetes. The study is notable for being the first of its kind to assess the type of care we provide and apply the resulting information to our academic and clinical delivery.

CCNM is presenting a new frontier in the way we incorporate research and academics. By encouraging timely and vital research projects, we are able to undertake studies on topics which may potentially enhance the way professors teach and how NDs deliver care to their patients.

Another example of how our research is impacting the way we approach patient care is the successful trial exploring the use of a probiotic for irritable bowel syndrome. Led by Kieran Cooley, ND, associate director of research, the study utilized social media tools to effectively and economically recruit trial participants, and as a result was completed much sooner than anticipated.

This kind of research not only helps us create a better academic program – it raises the standards of care at CCNM.

Evidence-based naturopathic research makes our curriculum stronger

Chris Habib, ND, Research Resident

HIGH-QUALITY CLINICAL SERVICES

CCNM achieved a milestone in April, 2011– the College's hard work in meeting the Council on Naturopathic Medical Education's credentials resulted in full accreditation of the residency program.

Now, when a resident graduates from the College, their clinical training has met the Council's high standards.

The program has been enhanced in many ways; the residents have a more organized schedule, increased mentorship and training from senior NDs allows for a gradual increase in responsibility, and a special curriculum designed just for them.

The profession is expanding, and more jurisdictions are recognizing the positive impact of naturopathic medicine on public health. Certified residency programs, such as the ones at CCNM, provide NDs with the rigorous educational and clinical background to deliver these health outcomes for patients.



CCNM's residence program supports high-quality clinical services

Jasmine Carino, ND, Associate Dean, Curriculum and Residency Program

Called the “gold standard” by CCNM Dean Nick DeGroot, ND, the Objective Structured Clinical Examination, or OSCE, assesses a student’s skills and performance in a clinical setting.

For the 2011-2012 academic year, the intensive clinical examinations, OSCE I and II, were introduced to second-year students for the first time. The exams were met with much success, as students were given a platform to apply their knowledge in a timed, clinical test with “real-life” patients.

In addition to the OSCEs, the timetable was significantly altered to accommodate a new clinic course for third-year students called Clinic III. The students received mentorship from fourth-year students and grew increasingly responsible for patient care, and were able to build up their clinical experience before becoming RSNC interns in May.



Students recreate patient visits with rigorous clinical examinations

Nick DeGroot, ND, Dean



EXCELLENCE IN EDUCATION

With the advent of social media, prospective students who are interested in attending the school of their choice can find out everything about it; how many hours are in the program, what courses were taught that day, and who their professors might be.

At CCNM, students form a community which social media has only made stronger. There are Facebook groups for every recent graduating year at CCNM and the College’s main Twitter account boasts a high number of student followers.

Because CCNM engages prospective students right at the beginning of the application process, we are able to generate excitement for the program and in turn, create a higher rate of conversion of applicants to students.

Social media brings CCNM students together

Patti Scott, Associate Director, Student Services



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 - Plants are harvested at their peak and processed within 24 hours to preserve all active compounds.
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- A.Vogel uses the whole fresh plant in its remedies. This approach is based on holistic principles that state that all of a plant's substances have purpose and significance, and that they complement one another and act as a whole.
- A.Vogel natural remedies are produced according to stringent GMP (Good Manufacturing Practices) guidelines and are subjected to rigorous quality controls before they are released for sale.
- Every A.Vogel product on the Canadian market is registered with or submitted to Health Canada's licensing process.

Research and development, a continuous process

A.Vogel continually strives to optimize existing products and develop new ones through intensive research and development efforts.

Key product claims are backed by published clinical research, and existing product lines are improved and their effectiveness proven by clinical studies. To date, 45 A.Vogel clinical studies have been published in scientific journals.

Education

A.Vogel is dedicated to conveying information on natural health and healthy lifestyles through the www.avogel.ca Web site. True to Alfred Vogel's educational vocation, we also offer a free e-learning program covering a number of health issues through the A.Vogel Institute.

A.Vogel remedies

Key products include solutions to common health problems, including cold and flu, sore throat, enlarged prostate and menopausal hot flashes.

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- The high quality and freshness of the ingredients used in all products
- The science behind the A.Vogel name



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The Canadian College of Naturopathic Medicine is fortunate to benefit from a long list of friends and supporters. The following individuals and corporate supporters help CCNM achieve its mission to educate, develop and train naturopathic doctors through excellence in health education, clinical services and research that integrate mind, body and spirit.

By investing in research, scholarships, teaching clinics and other areas at the College, our supporters help CCNM lead the development of primary health care through education in naturopathic medicine and foster positive change in our health, our environment and our health-care system.

CCNM is a charitable educational institution, and receives no direct financial support from federal or provincial governments. Our financial health depends on the generosity and commitment of our supporters, who believe in the work we do and support naturopathic education and research. On behalf of our students, alumni, faculty, staff and clinic patients, we thank you.

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CCNM 2011 FINANCIALS AT A GLANCE

STATEMENT OF FINANCIAL POSITION

As at July 31

				2011	2010
	Operating Fund	Restricted Fund	Endowment Fund	Total	Total
ASSETS [note 7]					
Current					
Cash and cash equivalents	\$ 97,683	\$ 400,158	\$ 68,054	\$ 565,895	\$ 806,441
Accounts receivable					
Student fees	42,465	—	—	42,465	3,846
Other	174,454	—	—	174,454	205,909
Due from related parties [note 3]	151,337	—	—	151,337	117,088
Inventory	41,961	—	—	41,961	39,866
Prepaid expenses	355,805	—	—	355,805	326,799
Total current assets	863,705	400,158	68,054	1,331,917	1,499,949
Long-term prepaid expenses	7,866	—	—	7,866	7,315
Capital assets, net [note 4]	12,659,948	—	—	12,659,948	12,725,738
	13,531,519	400,158	68,054	13,999,731	14,233,002

LIABILITIES AND FUND BALANCES

Current					
Bank indebtedness [note 7]	950,000	—	—	950,000	400,000
Accounts payable and accrued liabilities	540,879	3,598	—	544,477	802,750
Interfund loan [note 6]	(379)	(613)	992	—	—
Current portion of long-term debt [note 7]	345,905	—	—	345,905	329,609
Deferred revenue	747,379	—	—	747,379	877,601
Total current liabilities	2,583,784	2,985	992	2,587,761	2,409,960
Long-term debt [note 7]	399,949	—	—	399,949	745,845
Total liabilities	2,983,733	2,985	992	2,987,710	3,155,805
Commitments [note 12]					
Fund balances					
Operating Fund	10,547,786	—	—	10,547,786	10,807,704
Restricted Fund [note 8]	—	397,173	—	397,173	202,431
Endowment Fund [note 9]	—	—	67,062	67,062	67,062
Total fund balances	10,547,786	397,173	67,062	11,012,021	11,077,197
	13,531,519	400,158	68,054	13,999,731	14,233,002

See accompanying notes

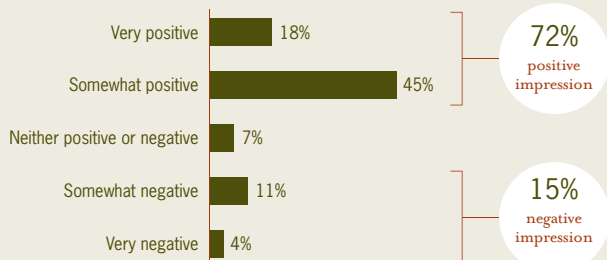
On behalf of the Board:

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Among those familiar, 7-in-10 (72%) have a positive impression of naturopathic medicine

Q: How would you describe your overall impression of naturopathic medicine? Would you say you had a [read scale] impression? (asked only of those who have at least heard of naturopathic medicine; n = 433)



Nearly 6-in-10 (57%) of Ontarians agree that naturopathic medicine is leading to better outcomes for those who use it

I'd like you to tell me if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with the following statement: Naturopathic medicine is leading to better healthcare outcomes for those in Ontario who use it? (asked of all 600 respondents)



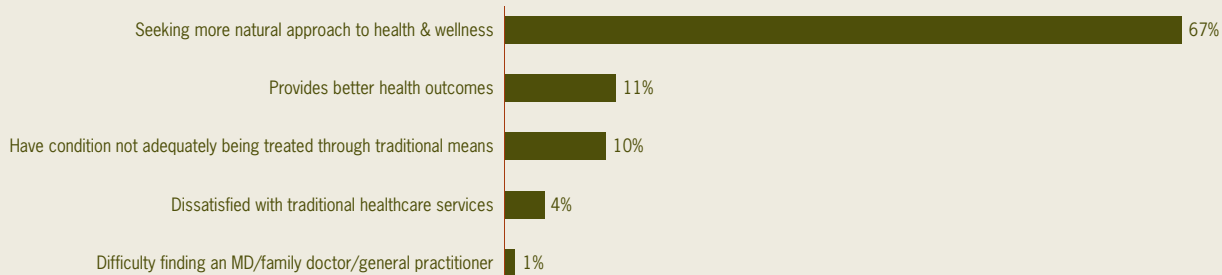
STATEMENT OF REVENUES AND EXPENSES AND FUND BALANCES

Year ended July 31	2011	2010	2011	2010	2011	2010	2011	2010
	Operating Fund		Restricted Fund		Endowment Fund		Total	Total
REVENUES								
Tuition	\$ 9,981,466	\$ 9,747,961	—	—	—	—	\$ 9,981,466	\$ 9,747,961
Clinic	834,656	840,151	—	—	—	—	834,656	840,151
Dispensary	89,423	97,598	—	—	—	—	89,423	97,598
Property	1,066,902	1,052,265	—	—	—	—	1,066,902	1,052,265
Membership fees	13,325	9,750	—	—	—	—	13,325	9,750
Student and application fees	28,800	41,097	—	—	—	—	28,800	41,097
General interest and continuing education	151,601	144,551	—	—	—	—	151,601	144,551
Donations and sponsorships [note 10]	132,948	91,088	205,031	59,227	—	—	337,979	150,315
Interest	26,157	20,027	588	178	—	—	26,745	20,205
Research	376,110	283,223	200,000	99,360	—	—	576,110	382,583
Other [note 11]	275,368	271,864	24	—	—	—	275,392	271,864
	12,976,756	12,599,575	405,643	158,765	—	—	13,382,399	12,758,340
EXPENSES								
Salaries and employee benefits	9,102,752	8,580,195	10,751	—	—	—	9,113,503	8,580,195
Rent	40,646	37,007	3,598	—	—	—	44,244	37,007
Office and general	818,947	853,235	63,503	12,076	—	—	882,450	865,311
Travel, promotion and advertising	497,964	539,142	1,116	819	—	—	499,080	539,961
Clinic	228,564	219,805	—	—	—	—	228,564	219,805
Research	526,546	462,181	12,284	30,823	—	—	538,830	493,004
Books and teaching supplies	311,532	301,363	11,567	4,018	—	—	323,099	305,381
Professional services	98,407	76,643	—	—	—	—	98,407	76,643
Bursaries and awards	59,078	39,733	87,993	46,801	—	—	147,071	86,534
Graduation and student events	19,492	20,554	—	—	—	—	19,492	20,554
General maintenance	697,159	647,536	20,089	1,426	—	—	717,248	648,962
Interest on long-term debt	48,573	66,702	—	—	—	—	48,573	66,702
Amortization	787,014	748,187	—	—	—	—	787,014	748,187
	13,236,674	12,592,283	210,901	95,963	—	—	13,447,575	12,688,246
Excess (deficiency) of revenues over expenses for the year	(259,918)	7,292	194,742	62,802	—	—	(65,176)	70,094
Fund balances, beginning of year	10,807,704	10,800,412	202,431	139,629	67,062	67,062	11,077,197	11,007,103
Fund balances, end of year	\$ 10,547,786	\$ 10,807,704	\$ 397,173	\$ 202,431	\$ 67,062	\$ 67,062	\$ 11,012,021	\$ 11,077,197

See accompanying notes

Seeking a more natural approach to health, wellness by far the primary reason to visit naturopathic doctor

Q: What was the primary reason for your last visit to a naturopathic doctor? (asked only of those who have seen a naturopathic doctor; n = 102)





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