

# BUILDING LEADERSHIP

## Report to the Community 2021

*Left*

**Dr. Kealy Mann, ND**  
(CCNM – Toronto Class of 2008)

*Right*

**Dr. Chelsey Corrigan, ND**  
(CCNM – Toronto Class of 2012)



## CCNM

**CANADIAN  
COLLEGE OF  
NATUROPATHIC  
MEDICINE**

**Educating  
naturopathic doctors  
for almost 45 years**



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# LEADERSHIP CAN BE FOUND EVERYWHERE WITHIN THE CCNM COMMUNITY.

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Guided by naturopathic principles and values, our leaders listen with compassion, understand the broader picture, act with integrity and see the possibilities.

More than anything, leadership is about using the right tools to build a solid foundation for steady and incremental growth, whether that's creating a stunning new visual identity, enhancing our virtual health care capabilities for patients or preparing to launch a modernized curriculum that will transform naturopathic education.

In this year's report to the community, we honour and celebrate the students, staff, faculty and alumni who continually work to build this foundation and inspire us through their leadership.



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## Message from the Chair

Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.

PETER DRUCKER



This year's annual report focuses on leadership in all of its manifestations. For the Canadian College of Naturopathic Medicine (CCNM), the naturopathic profession, and the world, 2021 was a challenging year in which we all had to reach inside ourselves to find the strength to lead ourselves and others positively through very challenging times.

*Where there is no vision, the people perish.* — Proverbs 29:18

On February 1, 2021, the Boucher Institute of Naturopathic Medicine (BINM) and the Institute of Naturopathic Education and Research (INER, conducting business as the Canadian College of Naturopathic Medicine) amalgamated to create the Canadian College of Naturopathic Medicine (CCNM). Through the merger, CCNM has maintained a focus on the vision the Board defined – CCNM will make naturopathic medicine an integral part of health care through preeminent education, research and clinical services.

The Board of Governors of the College has continued to focus on the five broad goals that it has directed the College to pursue:

- 1. Excellence in Education:** Educate NDs on the basis of clear and focused curriculum, delivered by the most competent faculty and graduate high quality NDs.
- 2. High Quality Clinical Services:** Provide high quality naturopathic care in a clinical setting, resulting in positive educational experiences for students and positive outcomes for patients and clients.
- 3. Excellence in Research:** Conduct and disseminate research relevant to naturopathic medicine and help develop skills among faculty, students, and graduates that foster research activity and a culture of evidence-informed clinical practice.
- 4. Leading Voice:** Increase awareness and trust of CCNM as a leading voice for naturopathic medicine.
- 5. Change Agent:** Be a leader and advocate of naturopathic medicine as positive change to our health, our environment and our health-care system.

As an organization, the new amalgamated CCNM drew upon leadership at all levels, and on each campus, to move CCNM towards the preeminent pan-Canadian institution that it is. Faculty, staff and administration worked together to implement new policies, procedures, and services to reflect the best of each of the former institutions. They did this as CCNM, like all post-secondary institutions and health service providers, was constantly impacted by changing conditions, rules and expectations associated with the pandemic.

In addition, the Board was aware of the importance of having an owned home for the Boucher Campus – it currently leases the space it occupies in New Westminster. It has identified a new home in Surrey, across from the regional hospital, and is currently working to complete the conditions for the purchase.

Throughout this challenging year, the College has maintained its commitment to advancing diversity, equity and inclusion. The College acknowledges the presence of anti-black racism and it is committed to providing stronger supports for Black, Indigenous, and People of Colour (BIPOC) in their roles as students, patients, faculty and staff.

Finally, the Board has been very busy in seeking out a new President and CEO to take over when President and CEO Bob Bernhardt retires on June 30, 2022. Hopefully, you have seen that the Board has brought that process to fruition, and we are delighted that Dr. Rahim Karim will be joining the College in July.

A handwritten signature in black ink, appearing to read 'Colleen McQuarrie'. The signature is fluid and cursive, with a long horizontal line extending to the right.

**Dr. Colleen McQuarrie, ND**  
Chair of the Board

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## Message from the President

**In matters of style, swim with the current;  
in matters of principle, stand like a rock.**

**THOMAS JEFFERSON**



I find this year's annual report to be a wonderful celebration of the nature of leadership that occurs throughout the organization. As Jefferson proposes, this leadership has been demonstrated with an uncompromising focus on the values that the College holds dear.

The article on graduates Dr. Kealy Mann, ND and Dr. Chelsey Corrigan, ND provides an example of the leadership exhibited by NDs across North America as they continuously adjusted their practice style to meet the needs of their patients during the multiple twists and turns of the pandemic.

Reid Wildeman is quoted in the article highlighting the leadership being exercised during the merger. Reid deserves this recognition, but as he would tell you, CCNM has experienced a remarkable team effort where a large number of employees have stepped up and exhibited leadership when the challenges we encountered matched their ability to contribute. From both campuses, many leaders have stepped forth to make our pan-Canadian dream a reality.

The article on research leadership focused on Dr. Tiffany Turner, ND, who is leading the creation of a strong research presence on the Boucher Campus. However, it could have included virtually any of our researchers, who have done a remarkable job in keeping CCNM recognized as one of the world leaders in research in complementary and alternative medicine.

Other articles highlight leadership in ensuring that virtual care provides strong and effective patient experiences, and valid learning opportunities for our interns; the

importance of publishing in codifying the knowledge of the profession and ensuring that ND students across North America have strong support for their learning; and the leadership required to develop a new and exciting brand for two merging institutions with proud traditions.

*Education is the mother of leadership.* — Wendell Willkie

Education is at the core of everything CCNM does, and two of the articles on leadership reflect that very strongly. The College is developing an enhanced curriculum that will better prepare our future graduates, and do it in a way that provides more enjoyable learning experiences. The article on the Robert Schad Leadership Scholarship demonstrates the value in identifying potential leaders and providing mentorship and learning opportunities in support of their development. A penchant for leadership may be innate, but strong leadership can be nurtured and taught.

And that is what CCNM is committed to do – develop the strong leaders of tomorrow that will, as our graduates recite in the naturopathic oath, “assist and encourage others to strengthen their health, reduce risks for disease and preserve the health of our planet for ourselves, our families and future generations.”

A handwritten signature in black ink, reading "Bob Bernhardt". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

**Bob Bernhardt, PhD**  
President & CEO

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# THE PROMISE OF BRITISH COLUMBIA

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The CCNM – Boucher Campus will build on a rich legacy.



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The proud and storied tradition of naturopathic medicine in British Columbia began very early in the 20<sup>th</sup> century with a group of like-minded natural health practitioners who pushed for legal rights in the province. The first piece of legislation that recognized the profession in BC was the *Naturopathic Physicians Act*, enacted in 1936; since then, several amendments have gradually expanded what procedures and actions naturopathic doctors are allowed to perform, to the point where NDs enjoy the broadest scope of practice in Canada.



The two distinct aspects of the naturopathic scope of practice in BC are a wider prescribing authority and minor surgery, allowing NDs to provide expanded clinical care to their patients.

The number of CCNM graduates practising naturopathic medicine on the west coast grows every year. As of December 2021, there were 662 NDs in British Columbia, compared to Ontario's 1,575. That number breaks down to one ND per 7,660 residents versus Ontario, which has one ND per 9,251 residents.

The CCNM – Boucher Campus is located in Metro Vancouver, known as a hub for its ethnic, cultural and linguistic diversity, as well as the centre of post-secondary education in western Canada. The city consistently ranks as one of the best in the world to live in and its commitment to sustainability and clean energy makes it one of the greenest regions in the country.

It comes as no surprise that naturopathic medicine has flourished in the province for over 100 years. Through strong and inspiring leadership, high-quality education and groundbreaking research, CCNM will honour the legacy of the past to drive the profession forward and build leadership for generations to come.

“This is an exciting time for naturopathic medicine on the west coast of Canada,” says Reid Wildeman, Acting Executive Director and Director of Academic Affairs, CCNM – Boucher Campus. “The merger of the two schools has provided the CCNM – Boucher Campus with the physical and human resources required to flourish for years to come. Despite facing many COVID-related challenges our enrolment is growing and the future is bright!” \*

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**REID WILDEMAN**

Acting Executive Director and Director of Academic Affairs, CCNM – Boucher Campus

## CCNM – Boucher Campus

### CULTURAL AND DIVERSE

Located in Metro Vancouver, known as a hub for its ethnic, cultural and linguistic diversity.



### EXCELLENT QUALITY OF LIFE

Metro Vancouver consistently ranks as one of the best in the world to live in.



### INSPIRING GREEN REGION

Its commitment to sustainability and clean energy makes it one of the greenest regions in the country.



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# ONE NEW BRAND CONNECTS TWO CCNM CAMPUSES

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What attributes do we hope students think of when they hear CCNM's name or summarize their experiences as alumni?

With that question at the forefront, the newly merged CCNM embarked on redesigning its brand and logo in 2021. Now a genuinely national institution, the new brand had to represent the essence of the merged College with two campuses.



The goal for the new brand was to bring clarity to the combined CCNM in a manner that also worked well on digital devices, as that's now how most of the community accesses information about CCNM.

Grounded in feedback gathered through interviews, surveys and workshops with many of CCNM's stakeholder groups, the rebranding process aimed to define the character of CCNM for today's – and tomorrow's – naturopathic community.

Paramount to the new branding was respecting the legacy of excellence from the Toronto and Vancouver campuses.

Nature is reflected with a nod to green tree leaves and blue ocean water droplets while conveying a sense of community in the grouping of these shapes. As such, CCNM's new branding modernizes the institution's look and feel for the next generation of aspiring naturopathic doctors.

Simone Philogène, CCNM's Chief Enrolment, Marketing & Communications Officer, has a unique perspective on this kind of branding. In leading the rebranding exercise, she leaned on almost twenty-five years of experience in the field, both globally and nationally. "While no organization ever gets 100% of its stakeholders who are satisfied with the new look of a much-loved brand, it is incredibly important to consult widely and listen to many voices. I am so pleased our stakeholders cared enough to share their views during the process and that there is so much passion about the CCNM brand, from the west to the east and the south of our continent." \*



**I am so pleased our stakeholders cared enough to share their views during the process and that there is so much passion about the CCNM brand, from the west to the east and the south of our continent.**

**SIMONE PHILOGÈNE**

**Chief Enrolment, Marketing & Communications Officer**



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# LEADING THROUGH A PANDEMIC

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For these two NDs, inspiring others to live a full life is a personal and professional duty.

Graduates Dr. Kealy Mann, ND (CCNM – Toronto Class of 2008) and Dr. Chelsey Corrigan, ND (CCNM – Toronto Class of 2012) first met at Carp Ridge Eco Wellness Centre, in Carp, Ontario, where Mann was the assistant clinic director and Corrigan a clinic resident. Discovering they had common goals and a similar practice ethos, they decided to become business partners and turn Mann’s part-time practice on the weekends into their full-time clinic.



In 2014, Kealy and Chelsey opened Whole Medicine Wellness Centre in Kanata, a suburb of Ottawa, Ontario.



What this pandemic has taught us is that you don't know what you don't know, and that you oftentimes have to pivot and you've got to do it on the fly. For us, it's about these opportunities to learn so that we can continue to grow.

**DR. KEALY MANN, ND**  
(CCNM - Toronto Class of 2008)

*Pictured left, with*

**DR. CHELSEY CORRIGAN, ND**  
(CCNM - Toronto Class of 2012)



In 2014, they opened Whole Medicine Wellness Centre in Kanata, a suburb of Ottawa, Ontario. When the pandemic closed down much of the province in early 2020, the two quickly shifted to virtual care, with great success.

“When we started our practice, it was just Kealy and me. We did everything from the ground up. Over time, we hired staff and our first practitioner associate. Since the pandemic, we’ve become much busier. We’ve added two new NDs to our team just in the last year,” says Corrigan.

Their patients are enjoying the benefits of virtual platforms as well. Instead of taking time off work, hiring a babysitter and driving to the clinic, patients appreciate that they now have the choice to schedule online appointments at lunch or during their break instead. Corrigan and Mann see their practice moving toward a hybrid approach to patient care in the years ahead due to its overwhelming popularity.



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**DR. CHELSEY CORRIGAN, ND**  
(CCNM – Toronto Class of 2012)

“What this pandemic has taught us is that you don’t know what you don’t know, and that you oftentimes have to pivot and you’ve got to do it on the fly,” says Mann. “For us, it’s about these opportunities to learn so that we can continue to grow.”

The duo has experienced much growth in their personal lives, too. Corrigan is expecting her first child, and in the summer of 2021, she and her husband bought agricultural land on the outskirts of Ottawa. It is still a work in progress, but she intends to operate a fully pasture-raised, grass-finished farm to provide her family with high-quality food.

For Mann, baking has become a second business. Alongside her husband, she launched 3 Apples Bakery, also during the summer months. Named for her three daughters, the store sells all kinds of gluten-free baked goods. It’s most certainly a family affair – the bakery runs out of what was once her grandmother’s grocery store since the 1960s.





One of the things I very much believe in and follow in my own life personally, is the energy that you put out is the energy that you'll get back. Lifting people up, inspiring them and putting out that positive energy is incredibly important. Leadership for the both of us is very much about that.

**DR. KEALY MANN, ND**  
(CCNM - Toronto Class of 2008)

"We both do our best to live by example, in terms of our own health and the secondary businesses that we've taken on," Corrigan explains. "Our goal is to make ourselves and our families as healthy as possible, but at the same time, we try to inspire others to make changes and show a slightly different way of doing things."

At Whole Medicine, staff and patients feel part of a supportive, inclusive environment. Leadership, for Mann and Corrigan, is just as much about respect and empowerment of others as it is about being business owners.

"One of the things I very much believe in and follow in my own life personally, is the energy that you put out is the energy that you'll get back. Lifting people up, inspiring them and putting out that positive energy is incredibly important," Mann says. "Leadership for the both of us is very much about that." \*

## Whole Medicine Wellness Centre has a special focus in the following:



### DIGESTIVE HEALTH

Put an end to your digestive suffering and enjoy your day without worrying about how your gut will feel. From IBS, Heartburn, Crohn's or Ulcerative Colitis, we can help you get back to feeling your best. Learn more at [kanataibscclinic.ca](http://kanataibscclinic.ca).



### HORMONE HEALTH

Don't let another day go by with your hormones controlling your life and never knowing what to expect. Hormone optimization can improve weight, mood, energy, memory, periods, sex drive, skin and sleep.



### KIDS HEALTH

Give your kids the best possible start. Let us show you how to support their happiness and wellbeing through digestive, immune and mental health support while minimizing medication use. Healthy kids make happy kids and happy families.

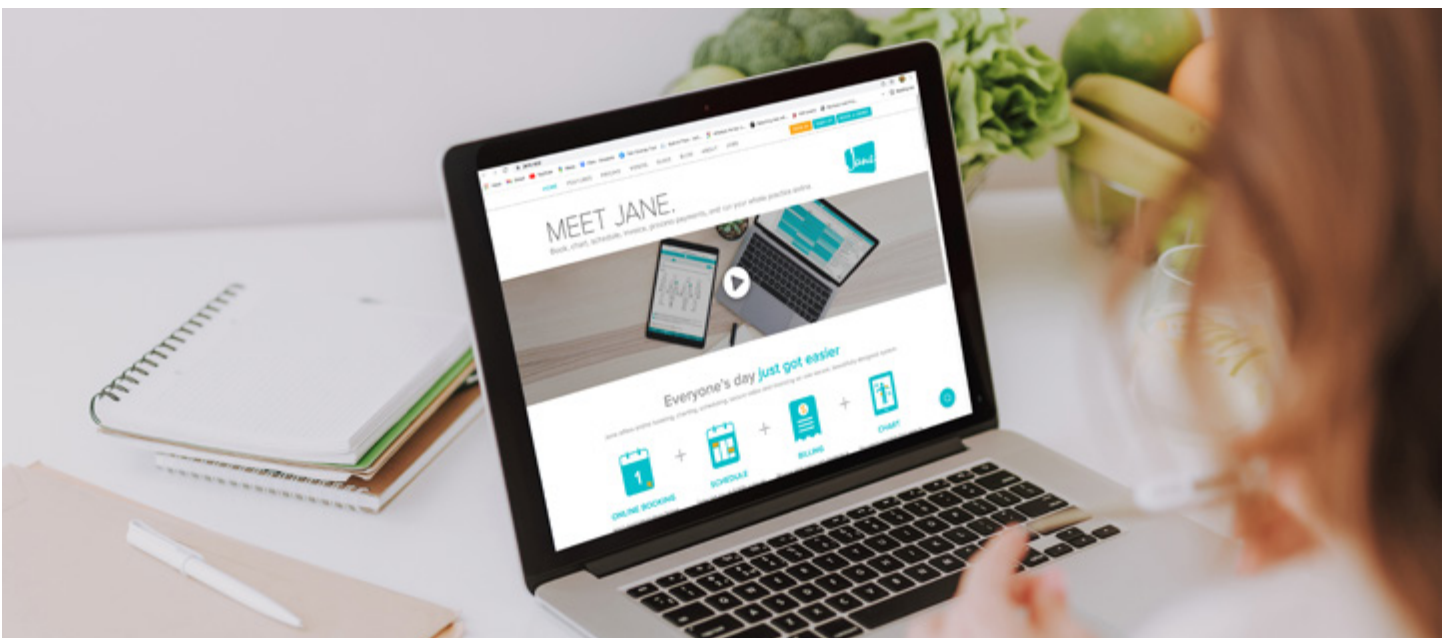
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# VIRTUAL CLINIC CARE: A PANDEMIC SILVER LINING

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The many benefits of online medicine for NDs, students and patients.

We all know the world pivoted overnight to working remotely, a change that included how naturopathic doctors see patients. NDs from the Robert Schad Naturopathic Clinic (RSNC) at the CCNM – Toronto Campus talk about their experiences providing virtual patient care and share excitement about a new hybrid naturopathic medical practice model.



The RSNC quickly and successfully pivoted to online medicine in March 2020.



Accessibility is one of the most apparent benefits of virtually providing naturopathic medical care. Patients could access their naturopathic doctor for follow-up appointments. Other patients could access care for the first time as barriers such as geographic location, working hours or transportation to clinic locations were no longer impediments to care. Of course, some patients don't have the technology required for virtual visits, so in-person care will always be a preferred option.

"Our patients appreciated the ability to continue their care during the pandemic. Some of our patients may never go back to in-person care," according to CCNM - Toronto Class of 2011 graduate, Dr. Lauren Bennett, ND, Acting Director, Clinical Services. "There are other patients who much prefer face-to-face in-person contact, perhaps due to their relative comfort with technology, or they feel they communicate better in-person, or their condition requires them to get physical care. For these patients, in-person visits remain the best choice."

#### **Removing barriers to naturopathic care**

The cadence of patient care was easier to manage in the online model. Consulting patients from the comfort of their own homes also ensured that most visits started on time because everyday transportation and traffic and parking issues were absent. It was easier for clinic staff to schedule appointments, and patients also spent less time waiting to see their naturopathic professional.



**Our patients appreciated the ability to continue their care during the pandemic. Some of our patients may never go back to in-person care.**

**DR. LAUREN BENNETT, ND**  
(CCNM - Toronto Class of 2011)





“Adapting to virtual patient care enabled us to continue to see patients throughout the pandemic, and we will continue seeing a significant number of patients this way,” said Dr. Lindsey White, ND (CCNM – Toronto Class of 2012), Director, Clinical Services at the CCNM – Toronto Campus. “The shift to online patient care also prompted us to improve our operating systems, and we now offer online payments and bookings, making for easier communication with patients.”

From a business standpoint, traditionally slower appointment periods, such as over the lunch hour or right after work, were more fully booked since patients weren't spending time travelling to the clinic.

#### **Providing valuable experiences for CCNM students**

Further evidence of the value of virtual patient care is that total visits and overall support to the CCNM Integrative Cancer Centre (CCNM ICC) were up during the pandemic. The ability to provide integrative cancer care to a broader population of patients who need it has further enhanced the experience with virtual appointments for staff and students.

“For patients with complex chronic health conditions, virtual visits can be less mentally and physically taxing than coming for in-person visits. This ultimately helps us give students all kinds of learning opportunities while providing care to those who can benefit,” said Dr. Louise McCrindle, ND (CCNM – Toronto Class of 2008), clinical supervisor and instructor. “I plan to move forward and take the learnings of what worked well for patient care and bring back what we have been missing. A hybrid model of care offering a mix of virtual and in-person care, based on patient need and preference is ideal.” \*



**The shift to online patient care also prompted us to improve our operating systems, and we now offer online payments and bookings, making for easier communication with patients.**

**DR. LINDSAY WHITE, ND**  
(CCNM – Toronto Class of 2012)



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**DR. LOUISE McCRINDLE, ND**  
(CCNM - Toronto Class of 2008)

### LESSONS LEARNED

For nearly two years, Dr. Lindsey White, ND and Dr. Lauren Bennett, ND have been at the forefront of bringing virtual patient care to the RSNC. They share their biggest takeaways and why this model of naturopathic health is here to stay.

- Online medicine allows practitioners at the RSNC to reach a wider radius of patients in Ontario.
- Care is accessible for patients that have safety concerns, mobility issues and/or do not have in-person care close by. It also allows patients to access the most suitable ND for their individualized care.
- Patients find it convenient with no commute and less time away from family and work.
- Care is provided in the comfort of a patient's own environment.
- Allows the RSNC to maintain contact with patients during the pandemic and reduces isolation and loneliness.



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# FOSTERING EVIDENCE-BASED RESEARCH AT THE CCNM – BOUCHER CAMPUS

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A culture of research takes shape on the west coast.

CCNM's Toronto Campus had already established itself as the leader in naturopathic medicine research in North America. Now, the Boucher Campus is poised to develop more research capacity under the leadership of Dr. Tiffany Turner, ND, Research Fellow.



Research is vital to furthering our understanding of naturopathic medicine.

An ND graduate of Southwest College of Naturopathic Medicine (SCNM) in Arizona, Turner did her undergraduate science degree at the University of the Fraser Valley with a double major in biology and psychology. It was during her undergrad that she first participated in research via the Genomics Education Partnership, a collaboration of faculty from primarily undergraduate institutions and Washington University in St. Louis, Missouri, that is designed to allow students to participate in genomics and bioinformatics research.

“Our work included annotating pieces of a particular chromosome for a particular species. In our case, it was a particular species of *Drosophila* or a fruit fly. We were all working on this tiny little piece of that chromosome. What you’re doing is so seemingly insignificant, in the big picture, because you’re just working on your tiny little piece of things, but when you put it all together and you have people working all over the place on this and all contributing, it’s pretty amazing because then you can actually get something done on a fairly big project. That was really exciting, and I enjoyed it,” she explains.



**Our work included annotating pieces of a particular chromosome for a particular species. In our case, it was a particular species of *Drosophila* or a fruit fly. We were all working on this tiny little piece of that chromosome.**

**DR. TIFFANY TURNER, ND**

**Research Fellow, CCNM – Boucher Campus**



Tiffany first participated in research via the Genomics Education Partnership.





**My main goal is to spark that interest in students and to help them see the power and the value of research. Even if they want to go into patient care, they still need to understand how to read a research paper and how to understand the results.**

**DR. TIFFANY TURNER, ND**

Research Fellow, CCNM – Boucher Campus

**Inspiring CCNM students to get involved in research**

With more opportunities for research at the forefront at the Boucher Campus, Tiffany is excited to work with students in her new role.

“My main goal is to spark that interest in students and to help them see the power and the value of research. Even if they want to go into patient care, they still need to understand how to read a research paper and how to understand the results and assess the quality of the study. Being involved in research helps you get a much better understanding of that. You have to know how to continuously take in new information, evaluate it and apply it,” she says.



Tiffany presenting “The Evolution of Antiviral Carnivorous Plants” at SCNM Research Night in 2017.

"I would love to see students really getting involved and putting out research and actively participating in and taking ownership of the profession that they've chosen; helping us to promote and put the science behind it and to be more active on that front so that there is better understanding of what naturopathic medicine is.

"There is a lot of history and traditional uses of our modalities that have been passed on. Putting the research behind them or increasing the research behind them, helps other professions to understand where we're coming from as well, so that we have better discussions around shared patient care. I think it helps with communication and understanding between professions. And I think that collaboration is really important to improve the patient experience." \*

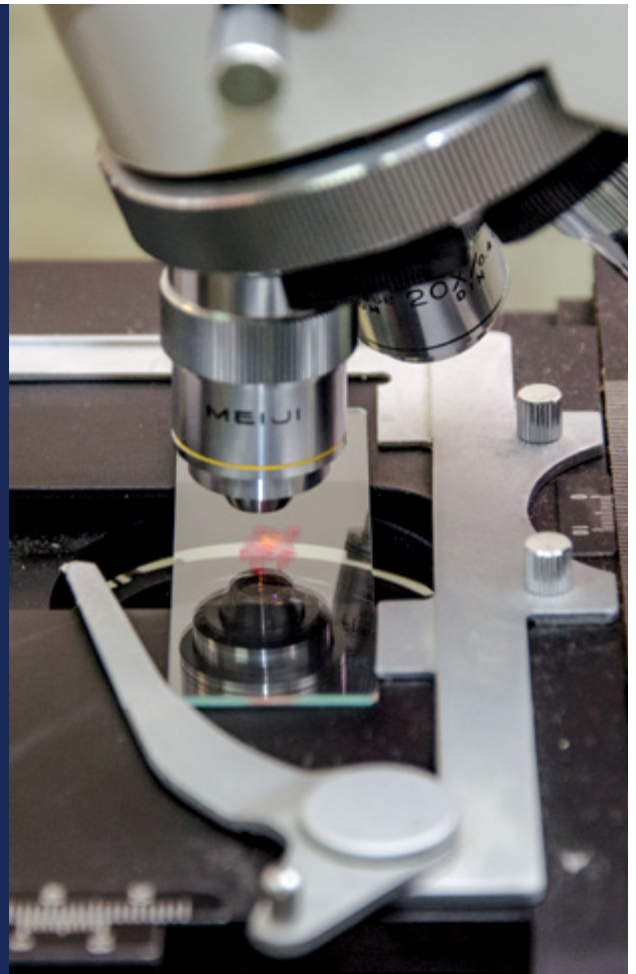


Tiffany in the research lab during her undergraduate studies at the University of the Fraser Valley.



During her time at SCNM, Tiffany worked on many research projects; one of which looked at the mechanisms of action of antibacterial botanicals.

Her research has been published in *PLOS ONE*, *Phytotherapy Research*, *The Journal of Evolution and Health*, *BMC Complementary Medicine and Therapies*, *Journal of Alternative Complementary and Integrative Medicine* and others.



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# BUILDING LEADERS

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The Robert Schad Leadership Scholarship gives an opportunity for students to develop their leadership skills.

One of the most generous scholarships offered at CCNM is the Robert Schad Leadership Scholarship. It is awarded to a student who demonstrates leadership and changemaker potential and has strong academic results after the first year of classes. With a robust \$10,000 prize for each of years two, three and four, the funding can significantly support them through their time at CCNM.

## THE ROBERT SCHAD LEADERSHIP SCHOLARSHIP

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The field of naturopathic medicine requires exceptional leaders who can drive a greater acceptance of naturopathic therapies and the integration of naturopathic medicine into Canada's health-care environment. This leadership could be exhibited through political office, research, community service, professional associations, or within government, to provide a few examples.

The Robert Schad Leadership Scholarship was created for outstanding students who require financial support to be able to devote their time to their studies and extramural contributions as would be expected of a budding, action-driven leader. Applications to the scholarship are open to students from both campuses every fall term and are assessed by a committee composed of the President and CEO, Chief Enrolment, Marketing and Communications Officer, the Dean, and a representative from The Schad Foundation.

*"Robert Schad has always believed in the importance of developing strong and passionate leaders. The Foundation is delighted to see the impact that this scholarship is having on developing the leaders of tomorrow for the naturopathic profession."*

PETER KENDALL, Executive Director, The Schad Foundation





We sat down to talk to the first three scholarship winners, including its most recent recipient, Meagan McLaren, a second-year student with a passion for research. In addition, previous recipients, Tara Rawana, a third-year student, and Daniella Remy, now in her final year at the CCNM – Toronto Campus, reminisce about what the scholarship has meant to them.

## Meagan McLaren

### A PASSION FOR RESEARCH

When McLaren got the phone call with the news she had won the Robert Schad Leadership Scholarship, she was speechless. The call came during reading week while she was studying, and her initial disbelief quickly dissolved into excitement and gratitude.

With an award of this magnitude, McLaren plans to delve more deeply into the extra-curricular activities that CCNM offers, especially those that align with her passion for research. Her goal is to determine a research topic and write a research paper within the remaining two-and-a-half years until she graduates. While that may sound ambitious, the scholarship will enable her to spend more time to concentrate on research and less time to worry about part-time work during the summer breaks.



The required essay on leadership and what you want to accomplish made me hone skills that I feel will make me a better naturopathic doctor. Surprisingly, the application process became part of my journey of self-discovery, and I would wholeheartedly encourage students to apply.

**MEAGAN McLAREN**

(CCNM – Toronto Class of 2024)

Second-year Student

2021 Robert Schad Leadership Scholarship Recipient





## Tara Rawana

### DEDICATION TO COMMUNITY-BUILDING

Winning the Robert Schad Leadership Scholarship enabled Rawana to focus on building a community when courses moved online because of the COVID-19 pandemic. Passionate about mental health and the importance of maintaining connections during this crucial time, Rawana conceptualized a “buddy program” for students, which launched in January 2021. The buddy program matches first-year students with a peer from the second, third or fourth year and meets bi-weekly to discuss whatever is on their minds, creating a community that wouldn't otherwise exist.

The scholarship was tremendous support toward tuition, and Rawana invested some of its funds into learning more about naturopathic medical practice's business and entrepreneurial side. She engaged a business mentor and launched an online 12-week program for women with anxiety. Learning to work with patients online is a crucial aspect of how Rawana sees her eventual practice operating.



**The scholarship provided me with the resources and platform to create community among CCNM students and helped me to realize my passion for community medicine on a larger scale. I would strongly encourage all students to apply for this scholarship.**

#### **TARA RAWANA**

**(CCNM - Toronto Class of 2023)**

**Third-year Student**

**2020 Robert Schad Leadership Scholarship Recipient**

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## Daniella Remy

### TEAMWORK, MENTORSHIP AND GIVING BACK

Remy has the honour of being the first recipient of the Robert Schad Leadership Scholarship in its inaugural year in 2019. So surprised was she when she won the award that her first thought was, "How can we get more funding and scholarships for other students who were also deserving of the recognition?"

Daniella believes every student should apply for all the awards available. Doing so helps clarify everything an individual has already accomplished and contributes to overall confidence in one's abilities.

Daniella applied for the award after helping two of her friends apply, despite believing it was a long shot for her to win. After she articulated her accomplishments as part of the application process, she didn't think much more about the award until the call came in that she was the chosen winner. And while grateful for the award, she still believes many of her colleagues were just as deserving.

Through her role as Student Governor and member of the Naturopathic Students' Association (NSA), and with her graduation from CCNM approaching, Remy advocates for teamwork and collaboration. "This leadership scholarship amplified my desire to cultivate a focus on teamwork for our profession. We must hold each other up and give back to grow the profession," she comments.



**I remind myself daily of this goal with a mantra of 'boost it up,' which signifies to me the importance of helping support each other as we begin our naturopathic medicine careers.**

#### **DANIELLA REMY**

**(CCNM - Toronto Class of 2022)**

**Fourth-year Student**

**2019 Robert Schad Leadership Scholarship Recipient**



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# PASSING THE TORCH

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Mentorship is an essential component of the naturopathic profession. The transfer of knowledge, from teacher to student and practitioner to practitioner, is crucial in ensuring the profession continues to thrive.

Writing is often a way NDs choose to pass on their insight, observations and wisdom. For instance, *Principles & Practices of Naturopathic Botanical Medicine*, published by CCNM Press in 2010, was co-authored by several CCNM – Toronto Campus faculty members including Dr. Paul Saunders, ND (CCNM – Toronto Class of 1990) and Dr. Kerry Barlow, ND (CCNM – Toronto Class of 2006) and is still regarded as the seminal herbal monograph tome over a decade later.



Students practise physical medicine in the CCNM – Boucher Campus classroom.



Preceptorships and externships are vital in ensuring the growth of the profession and transfer of knowledge.

Saunders and Barlow have recently completed work on the updated revision, scheduled for publication in early spring of 2022, which builds upon the research from the previous 10 years and preserves its status as a valuable clinical and classroom tool.

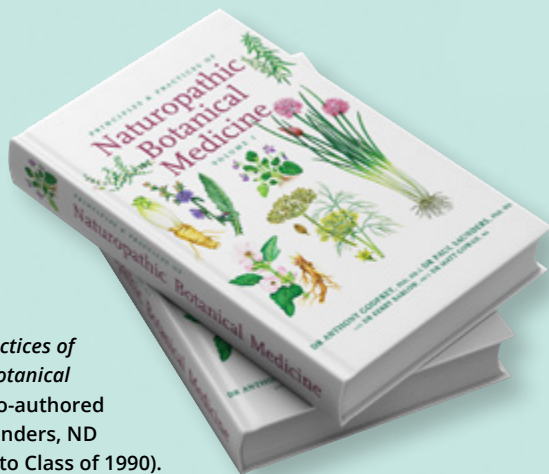
“Our goal is to make the textbook more versatile,” explains Barlow. “It’s extremely useful for practising NDs and students, but also for those outside of the naturopathic world, such as medical doctors or other health professionals who are interested in the research and how botanicals may interact with pharmaceuticals they’ve prescribed.”

The textbook is just one way that both Saunders and Barlow pass on their years of learning and give back to the profession. Since the beginning of his career in naturopathic medicine, Saunders has made it a point to support students and recent graduates in a variety of capacities.



**I think it’s really important to be involved in many things. I’ve contributed to books; I also have externs and preceptors in my practice one to three days a week. It’s a responsibility that we have as a profession to do that.**

**DR. PAUL SAUNDERS, ND**  
(CCNM – Toronto Class of 1990)



*Principles & Practices of Naturopathic Botanical Medicine* was co-authored by Dr. Paul Saunders, ND (CCNM – Toronto Class of 1990).





The topics of mentorship and leadership are certainly intertwined. For Saunders, they both serve as a means to help others succeed and to provide assistance or direction when asked. This was certainly the case for Barlow, who remembers being a student in his third-year botanical medicine class at the CCNM – Toronto Campus. Saunders' influence would end up fundamentally shaping her approach to clinical practice, even to this day.

"I definitely call him one of my most significant mentors. He has this incredible wealth of knowledge and never hesitated to run through a case with me, chat about botanicals or naturopathic medicine in general or philosophize about our profession." \*



I feel very grateful that somehow the stars aligned. I can't emphasize enough the impact that Paul has had on me as a student and then as a practising ND.

**DR. KERRY BARLOW, ND**  
(CCNM – Toronto Class of 2006)



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now for  
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# A NEW VISION OF NATUROPATHIC EDUCATION EMERGES

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Cross-campus leadership is vital in ensuring that one curriculum rests on a solid foundation at both CCNM campuses.

Formerly Curriculum Project 2022 (or CP22), the Enhanced Curriculum (EC) is an ongoing, sweeping reform to CCNM's naturopathic medicine program. The implementation of the EC model will roll out in phases, beginning with first-year course delivery in September 2022.



A strength of the CCNM – Boucher Campus is its robust biomedical program, which draws students from all over North America.



Students at the CCNM – Toronto Campus can expect an integration of the biomedical and clinical science program.



Throughout the process, administrative staff and faculty from both campuses have stepped up as leaders to direct sub-committees and collaborate on the project's deliverables. At the helm is Dr. Jasmine Carino, ND (CCNM Toronto Class of 1998), M.Ed., Associate Dean of Curriculum and Residency, whose direction is integral to the success of the enhanced curriculum.

#### The best of both programs

Incorporating the strengths of each campus into the structure and design of the enhanced curriculum was of utmost importance for Carino and the EC team.

"We want to recognize and acknowledge what both campuses have to offer. The Toronto Campus has electives and Boucher has the biomedical and the clinical science integration, and we're making sure that we merge them into the curriculum moving forward," she says.

For the Associate Dean of Education at the CCNM – Boucher Campus, Dr. Rochelle Heisel, PhD, and full-time faculty member Dr. Andrew Vargo, MD, curriculum renewal is new ground. They are amongst the team at the CCNM – Boucher Campus contributing their ideas, expertise and years of experience to the task of redesigning academic delivery.



We want to recognize and acknowledge what both campuses have to offer. The Toronto Campus has electives and Boucher has the biomedical and the clinical science integration, and we're making sure that we merge them into the curriculum moving forward.

**DR. JASMINE CARINO, ND, M.Ed.**  
(CCNM – Toronto Class of 1998)



"We've never done anything like this, not all at once, and not under these timelines," explains Vargo. "But our Toronto-based administrators and managers have shown us a way of getting this massive task done. This is impressive and it's this type of leadership I'm learning and benefiting from."

Heisel, who has worked at the CCNM – Boucher Campus since its inception, is certain that the enhanced delivery model will provide an even stronger foundation for students of the future to become confident and successful naturopathic doctors.



A personal goal, for me, is to keep the achievements of the biomedical program that we've built up over the years and transition them to something that's even more beneficial. This is our chance to make the curriculum even better.

**DR. ROCHELLE HEISEL, PhD**  
Associate Dean of Education, CCNM – Boucher Campus



The CCNM – Boucher Campus has the biomedical program (above), while the Toronto Campus has the electives (below).



### **A peak into the new curriculum**

Modern naturopathic medical education has changed, and the enhanced curriculum is reflective of this evolution. Carino promises that the revised curriculum delivery model will contain more case-based learning, integration and opportunities for both guided and asynchronous education.

“Students can expect an overall program that has an ability to support them as they progress through each year. It will be updated, focused and without miscellaneous information that doesn’t have any relevance to being a naturopathic physician.”

The language of the new curriculum will be filtered through the lens of equity, diversity and inclusion as well, so that students are equipped with the tools and knowledge to recognize and prevent any direct or indirect bias when treating patients.

Before embracing naturopathic medicine as a second career, clinic supervisor Dr. Cyndi Gilbert, ND (CCNM – Toronto Class of 2007) worked on policy development and advocated for marginalized communities. With her background in social justice, identifying areas in the curriculum which perpetuate inequities – and incorporating an anti-oppression framework into every aspect of the curriculum design, content and delivery – is critical for Gilbert.

“This is an opportunity for us to help to develop attitudes and behaviours in future clinicians that minimize the impacts of discrimination on a systemic and interpersonal level,” reveals Gilbert. “For example, we’re looking to restructure the terms used in physical exams and systems so that they don’t rely on sex, gender, race or other identity markers to diagnose the root causes of disease.”



**Our Toronto-based administrators and managers have shown us a way of getting this massive task done. This is impressive and it’s this type of leadership I’m learning and benefiting from.**

**DR. ANDREW VARGO, MD**

**Full-time Faculty Member, CCNM – Boucher Campus**

In creating an inclusive and gender-neutral curriculum, the goal is to make clinical care accessible for all and eliminate barriers that may prevent people from accessing naturopathic medicine.

### Looking ahead to the fall

In the months between now and September, Carino and the EC team will prepare faculty for the launch of the enhanced curriculum for the first-year cohort, develop timetables for both campuses and seek approval from CCNM's accrediting bodies.

She is optimistic that the new vision for naturopathic medical education at CCNM will be met with excitement from students.

"It will be similar to other medical programs with case-based design. And because this case-based learning starts very early on in the program, they will be acting as NDs, right from the onset. This socialization helps with them identifying who they are as clinicians from the very beginning." \*



**This is an opportunity for us to help to develop attitudes and behaviours in future clinicians that minimize the impacts of discrimination on a systemic and interpersonal level.**

**DR. CYNDI GILBERT, ND**  
(CCNM - Toronto Class of 2007)



#### THE ENHANCED CURRICULUM WILL ROLL OUT IN PHASES BEGINNING WITH FIRST-YEAR COURSE DELIVERY IN SEPT. 2022

Between now and September the CCNM will:



Prepare faculty for the launch of the new curriculum for the first-year cohort



Develop timetables for both campuses



Seek approval from CCNM's accrediting bodies

# Thank You CCNM Supporters

The Canadian College of Naturopathic Medicine (CCNM) is fortunate to benefit from a long list of friends and supporters. The following individuals and organizations 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, scholarship, 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 education 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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\*as at August 31, 2021

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# Values, Vision, Mission, and Five Ends

## OUR VALUES

The Canadian College of Naturopathic Medicine is committed to reflect the following values in its deliberations and actions:

- Integrity
- Collaboration
- Innovation and adaptability
- Respect for equity, diversity, inclusion

## OUR VISION

CCNM will make naturopathic medicine an integral part of health care through preeminent education, research and clinical services.

## OUR MISSION

**The Canadian College of Naturopathic Medicine will:**

- Demonstrate excellence in education to our students, supporting them throughout their careers;
- Provide a working environment that allows our faculty and staff to excel;
- Expand our knowledge of naturopathic medicine through high quality research;
- Excel in delivering naturopathic medicine to our patients;
- Forge a strong relationship between allopathic and naturopathic medicine with a focus on affordable, accessible and effective health care;

...and so make the practice of naturopathic medicine widely acknowledged as key to maintaining patient health.

## FIVE ENDS

**To drive CCNM in its pursuit of excellence in naturopathic medicine, CCNM's Board of Governors has developed five "Ends" or goals:**

### Excellence in Education

Educate naturopathic doctors on the basis of clear and focused curriculum, delivered by the most competent faculty, and graduate high-quality naturopathic doctors.

### High-Quality Clinical Services

Provide high-quality naturopathic care in a clinical setting, resulting in positive educational experiences for students and positive outcomes for patients and clients.

### Excellence in Research

Conduct and disseminate research relevant to naturopathic medicine and help develop skills among faculty, students, and graduates that foster research activity and a culture of evidence-informed clinical practice.

### Leading Voice

Increase the awareness and trust of CCNM as a leading voice for naturopathic medicine.

### Change Agent

Be a leader and advocate of naturopathic medicine as positive change to our health, our environment and our health-care system.

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PEOPLE WHO ARE  
TRULY STRONG  
LIFT OTHERS UP.

PEOPLE WHO ARE  
TRULY POWERFUL BRING  
OTHERS TOGETHER.

MICHELLE OBAMA

---

CCNM's leaders have steered us through another year of challenge, change and transformation. As we look to the future, the College will continue building leadership to ensure naturopathic medicine grows across the country and around the world.





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