

Canadian Memorial Chiropractic College & the Okanagan Charter

Progress Report 2022

Promoting Health and Wellbeing on Campus and in our
Communities



Acknowledgment

The Canadian Memorial Chiropractic College acknowledges the land we are on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit. CMCC, as an institution of teaching and healing, acknowledges that we all have a role to play in reconciliation.

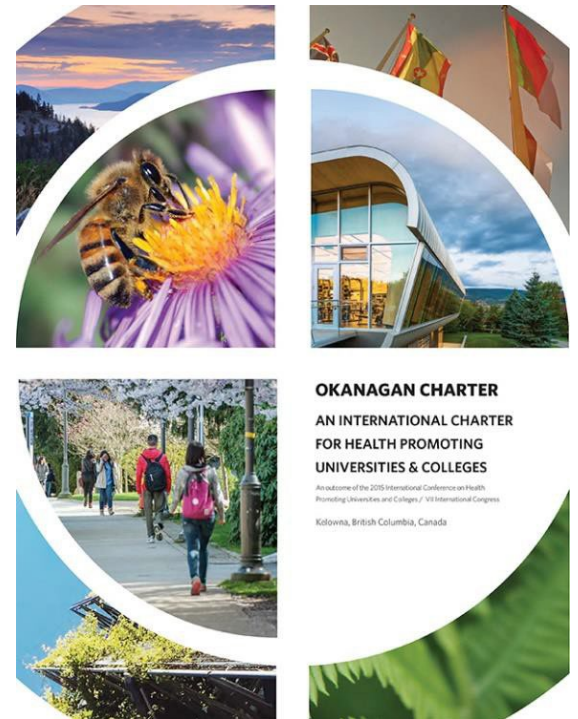
About CMCC

The Canadian Memorial Chiropractic College (CMCC), established in 1945, offers an internationally recognized chiropractic program provided by an exceptional team of health care professionals dedicated to evidence-based care and innovative program delivery. We pride ourselves in graduating competent, confident chiropractors ready to take their place in the health care community and continue to build upon the professional legacy of their fellow alumni. Today, the CMCC campus community is home to close to 800 students and 250 staff and faculty. We are proud to have graduated over 8,500 alumni, with those in practice living in 52 countries around the world, providing care to diverse populations in a variety of practice models.

Now in its 77th year, CMCC has established its reputation as a world leader in chiropractic education and research and we continue to enhance our program delivery and expand practice opportunities for students at both the undergraduate and graduate levels while building interprofessional networks through academic, research, and clinically focused partnerships.

Background

In 2018, CMCC became the first private institution to sign on to the **Okanagan Charter**, an international Charter for health promoting universities and colleges, reflecting its commitment to creating a culture that infuses health into everyday operations, business practices and academic undertakings. As a higher education institution offering a Health Professional Program, CMCC is uniquely positioned to incorporate the Okanagan Charter into the fabric of its experience for students and employees. The Calls to Action and Guiding Principles outlined in the Charter feed into the educational environment of CMCC, but further, they underpin many aspects of the development of our health professional graduates.



OKANAGAN CHARTER
AN INTERNATIONAL CHARTER
FOR HEALTH PROMOTING
UNIVERSITIES & COLLEGES
An outcome of the 2015 International Conference on Health
Promoting Universities and Colleges / 1st International Congress
Kilowina, British Columbia, Canada

About this report

This report reflects the ways in which CMCC has successfully applied the strategies set forth in the Okanagan Charter in general as well as new initiatives implemented this reporting year. With contributions from various stakeholders across the institution, it is important that we share and celebrate with the CMCC community these collective accomplishments. This report may also serve as a guide to inspire and catalyze further action toward the creation of health promoting universities and colleges.

Okanagan Charter Action Framework

This Charter calls upon higher education institutions to incorporate health promotion values and principles into their mission, vision and strategic plans, and model and test approaches for the wider community and society¹.

The Okanagan Charter has two Calls to Action for Higher Education Institutions:

1. Embed health into all aspects of campus culture, across the administration, operations and academic mandate

- 1.1 Embed health in all campus policies
- 1.2 Create supportive campus environments
- 1.3 Generate thriving communities and a culture of well-being
- 1.4 Support personal development
- 1.5 Create or re-orient campus services

2. Lead health promotion action and collaboration locally and globally

- 2.1 Integrate health, well-being and sustainability to develop change agents
- 2.2 Advance research, teaching and training for health promotion knowledge and action
- 2.3 Lead and partner towards local and global action for health promotion

¹ Okanagan Charter: An International Charter for Health Promoting Universities and Colleges (2015).



CALL TO ACTION 1

Embed health into all aspects of campus culture, across the administration, operations and academic mandate

1.1 Embed health in all campus policies

Review, create and coordinate campus policies and practices with attention to health, well-being and sustainability, so that all planning and decision-making takes account of and supports the flourishing of people, campuses, communities and our planet.

- CMCC has policies that promote the Okanagan Charter, e.g., our Scent Free Campus and Smoke Free Campus policies.
- CMCC has an Equity, Diversity and Inclusion Committee (EDI) that expands the scope of our earlier Accessibility Advisory Committee (ACC). EDI advises and makes recommendations toward a CMCC community where all students, employees and patients feel acknowledged, respected and have a sense of belonging in an environment free of barriers, discrimination and intolerance.
- Ten CMCC employees were trained to provide EDI training to the CMCC community on an on-going basis.
- Similarly, Commitment Statements on accessibility, EDI, health and safety, and workplace harassment and sexual violence, have been established to illustrate CMCC's dedication and obligation to these important initiatives.
- CMCC supports employees through reduced hours on Fridays during the summer, summer casual dress, and a remuneration structure that includes annual review of compensation.
- CMCC's Right to Disconnect policy (interim) supports the importance of work-life balance for our employees.

- Academic and working accommodations are provided when students or employees experience disability-related barriers to provide them with the tools and opportunities to be successful while ensuring that their mental health and well-being are a priority.
- Gender inclusive language is used in all Human Resources, Student Services and Clinic materials, and in all CMCC policies and publications. Inclusive Language Guidelines have been developed and posted for use by the entire community.
- The Clinic Management Team has procedural documents in the Clinicians' and Interns' Manuals on how to write inclusively in professional correspondence.
- CMCC collaborates with researchers at the Institute for Disability and Rehabilitation Research (IDRR) at Ontario Tech University and CMCC to inform policies and base them on evidence.

1.2 Create supportive campus environments

Enhance the campus environment as a living laboratory, identifying opportunities to study and support health and well-being, as well as sustainability and resilience in the built, natural, social, economic, cultural, academic, organizational and learning environments.

Students

- Year I students are assessed in the CMCC clinic, which introduces them to CMCC's clinic system and our evidence-based, patient-centred treatment approach and is the first step in establishing a health relationship with each student. Any assessed limitation or impairment informs how they will interact with the curriculum in a manner which respects privacy and allows for success.
- Current research is assessing how CMCC incorporates two important aspects of self-treatment:
 - Investigating the well-established concept of Exercise Is Medicine, which views that exercise has a strong influence on ongoing health, to establish how chiropractors use these principles and how this may be done more effectively.
 - Investigating, in collaboration with McGill University and the Canadian Chiropractic Guideline Initiative, how to incorporate self-management strategies into the curriculum so all graduates are competent in such instruction which will ultimately benefit patients.
- The Undergraduate Education Directors, Clinic Directors and Graduate Studies Program Directors have an open-door policy to ensure a timely response to students' questions and/or concerns.
- Student responses to annual Course Evaluations and participation in focus groups empower students to become involved in curriculum decisions.
- CMCC's Undergraduate Advisory Committee and Curriculum Committee offer opportunities for student representatives to contribute meaningful feedback on behalf of the student community to Administration.
- CMCC Faculty provide on-going support and leadership to various student clubs.
- Extended hours for the Simulation Laboratory allow students the opportunity to hone their manipulation skills and build their confidence.

- A peer tutoring program offers students the opportunity to work with peers who excel in course content or specific topics resulting in improved grades, increased motivation and new relationships in the student community.
- The gym and fitness activities on campus are available for students and employees to maintain a healthy and active lifestyle.
- External observations for students are a requirement in the curriculum providing insight into alternate healthcare professions and supporting student learning.
- A Meditation Room is available as a quiet space for prayer, reflection, or meditation.
- Light therapy boxes are available during the winter months in the Library and Student Services for students to sign out on campus.
- Dog therapy is provided during high stress periods such as exams (paused during the pandemic).
- A full-time Personal Counsellor is available to help students deal with stress, anxiety, depression and other issues.
- Several students are enrolled in the “Be There” mental health training certificate online course that focuses on building the skills necessary to support their peers struggling with mental health issues. This is a resource available on Jack.org.
- In a student-led initiative this year, the Canadian Red Cross trained a number of students on campus in Psychological First Aid. The certificate program educates and trains learners in methods to develop a personal understanding of the effects of stress, loss, trauma and grief on others, with emphasis on self-care and personal protection.
- Graduate Studies Program Coordinators have monthly one-on-one meetings with students in the chiropractic residency programs to discuss program activities and to provide support and advice.
- Graduate Studies hosts team meetings with the Directors and all students enrolled in the chiropractic residency programs to discuss program activities and stay connected.
- Students’ Council organizes and leads social and bonding activities for the incoming Year I students as part of Orientation Week to help welcome the new students into the campus community.
- Students’ Council leads the Peer Mentor program ensuring that all Year I students are paired with an upper year student who will mentor them throughout their first year and provide guidance on accessing available resources.
- Students’ Council, with help from senior students, provide History-taking, Physical and Diagnosis mock assessment sessions for Year I students to help build their confidence in an effort to be successful in their academic assessments.
- Students’ Council works with the student body to organize, educate, and celebrate various holidays and dates of remembrance such as Lunar New Year, Black History Month, National Day for Truth and Reconciliation.
- Interns create videos for social media on topics such as cell phone ergonomics, returning to sports after injury, health and nutrition, stretches while studying/working, which help to support a healthy community environment.
- CMCC provides support to the Toronto People With AIDS Foundation’s Friends For Life Bike Rally through informational videos for riders and fundraising. This year intern and clinician volunteers participated in a one-day ride.

- All Students' Council clubs and teams are required to open their events/tryouts to the entire student body.
- CMCC expanded its Community Based Clinical Education Program in which interns can complete part of their clinical training in their home provinces.
- CMCC continued its ongoing commitment to sustainability. This year, the institution made improvements to campus lighting and hot water systems to realize significant savings in kilowatt hours (kwh). These initiatives included the phasing out of all CFL and fluorescent lighting and transitioning to LED and the installation of high efficiency demand heaters to replace outdated systems. These units will also provide optimal performance and efficiency.
- The newly approved 2022-25 Strategic Plan includes expansion of campus space available for fitness.

Employees

- An employee Social Club hosts engaging and interactive activities throughout the year.
- Departments hold team building activities such as potluck meals and retreats (paused during pandemic).
- A holiday party and a staff recognition and awards presentation event are held annually.
- Employees are encouraged and supported to take professional development opportunities through conferences, certificate and degree programs.
- Tuition assistance is available for employees wishing to pursue advanced education credentials.
- Scholarships for children of CMCC employees are available for those entering or already engaged in studies with accredited post-secondary education institutions.
- CMCC benefit-eligible employees can register for the Green Shield (GSC) Change4Life program which provides access to a world-leading health engagement platform where employees are rewarded for making healthy decisions. GSC benefits also provide members with MindBeacon services, a digital CBT (cognitive behavioral therapy) as part of employee mental health benefits.
- CMCC has partnered with the InkBlot employee assistance program that offers real support both in short-term and long-term care.
- Prioritizing a healthy campus environment, all new employees are provided with eco-friendly SWAG.
- Employee Orientation requires all new employees to take an on-line learning module on sustainability, health and safety, and anti-harassment.
- CMCC responded to the COVID-19 pandemic by moving administrative and operational positions to remote work. Employees were provided with IT and office resources in order to effectively and efficiently work from home. Home office ergonomics assessments were available and employees had the ability to request reimbursement for eligible expenses or take part in subsidized pricing with partnering vendors.
- As post-pandemic operations resume and CMCC pursues the return to an in-person workforce to support students, faculty and staff, it also recognizes that some staff can work in a hybrid or on a fully remote basis. At the employee's request, alternative work arrangements are being reviewed and considered for many administrative roles.



1.3 Generate thriving communities and a culture of well-being

Be proactive and intentional in creating empowered, connected and resilient campus communities that foster an ethic of care, compassion, collaboration and community action.

- CMCC hosts clinics within partner healthcare institutions, working within their respective missions to provide collaborative care in environments that support the well-being of the communities they serve.
- Clinic forms are updated to improve inclusivity that helps to improve comfort and safety for transgender or gender non-conforming patients.
- CMCC's Patient Management Teams (PMT) provide learning and treatment experiences wherein students can learn from and with each other in clinic models including family practice teams, Community Health Centres, hospital outpatient departments and in community clinics.
- Modifications to the in-person Mental Health First Aid (MHFA) course by in-house subject matter experts allows virtual delivery of Mental Health Well Being: Understanding and Providing Good Care. 188 employees and 224 students have taken the MHFA course.
- Graduate Rounds are hosted weekly throughout the academic year as a platform to educate and communicate with the CMCC Community on health issues relating to musculoskeletal health.
- The Employee Assistance and Student Assistance programs offer support to empower the CMCC community to thrive.
- CMCCTalks, a Ted Talks style forum, is held annually to inspire the CMCC community to connect and to create a culture of compassion, support and wellbeing.

- An ergonomics course in the curriculum requires students to evaluate working spaces for CMCC employees as well as the external community. The evaluations result in recommendations to ergonomically improve work spaces leading to a healthier community.
- The Clinical Nutrition for Chiropractic Practice course requires students to perform a comprehensive patient assessment, including lifestyle management, and develop communication skills for collaboration with medical practitioners to obtain objective measurements important to making evidence-informed recommendations regarding nutrition, exercise and supplementation.
- Courses in special populations (pediatric, female and older patients) focus on the diagnosis and chiropractic management of conditions that are amenable to chiropractic care.
- Exercise is Medicine Club puts an emphasis on physical activity on campus through new and existing initiatives, e.g., the Move More Challenge in which as many as one quarter of the CMCC community collectively participate in an annual 15-minute hike on trails bordering the campus.
- Campus Health initiatives/campaigns are hosted throughout the year to support and educate the CMCC community on mental and physical health issues: Mental Health Awareness Week; Movember; World Diabetes Day; World AIDS Day; Seasonal Affective Disorder Awareness; Bell Let's Talk; Eating Disorder Awareness Week; Pink Shirt Day; and Nutrition Month.
- HR participates in Centennial College's Workplace and Wellness Health Promotion program to provide experiential learning opportunities for students in the final year of the program. The selected intern is placed for several months and provides a wide array of input and expertise, as well as leads HR's wellness initiatives for employees and students.
- HR provides a weekly Health and Wellness newsletter promoting meditation, exercise, and mental and physical health initiatives and organizes wellness challenges for employees such as Steps Taken, Healthy Eating, Hours of Sleep, Water drinking, etc.
- Students' Council hosts an annual Wellness Day to inform and empower students and employees to be more involved in various aspects of a healthy lifestyle, including nutrition, physical activity, and mental health.

1.4 Support personal development

Develop and create opportunities to build student, staff and faculty resilience, competence, personal capacity and life enhancing skills – and so support them to thrive and achieve their full potential and become engaged local and global citizens while respecting the environment.

- Clinicians are supported in their development as providers of chiropractic care and as educators through continuing education opportunities and Clinician Development Days (CDD).
- Faculty are supported in their pursuit of Masters and PhD degrees.
- Professional development opportunities are encouraged and supported for staff pursuing further education through certificate and/or degree programs.
- Student Success Programming focuses on learning beyond the classroom by offering workshops throughout the year on topics such as: Time Management; Public Speaking; Academic Success, Emotional Stress; and Business.

- Year IV students can embark on extra-curricular development through many of the courses offered by CMCC's Continuing Education programs, e.g., applied assessment and treatment courses.
- Graduate students are encouraged and supported to attend conferences and present their research.
- Awards and scholarships of approximately \$100,000 annually are available to CMCC students in recognition of outstanding achievement that includes academics, student life and leadership.
- Students are encouraged to participate in clubs that align with their values and interests. An annual student award is available to help incentivize the creation of a new student club. New clubs may be established when a need is recognized for growth beyond opportunities in the academic curriculum, e.g., Business Club, Mindfulness Club, Chiropractic Christian Fellowship.
- Throughout the four-year curriculum, students are expected to learn cultural communication skills in order to better serve patients from diverse backgrounds.

1.5 Create and re-orient campus services

Coordinate and design campus services to support equitable access, enhance health and well-being, optimize human and ecosystem potential and promote a supportive organizational culture.

- Outreach programs provide interns with educational opportunities to present health information and/or treatment to public audiences, reaching the CMCC community and the communities beyond with current, evidence-informed information.
- Ergonomic Assessments have continued virtually to keep participants healthy while working from home. The interns view the patient's workspace via Zoom, suggest improvements, discuss stretches and exercises, and suggest healthy habits.
- Telehealth sessions during the pandemic created a way for CMCC to continue to treat patients with stretches, exercises and education to help them self-manage and reduce their pain. Telehealth remains an integral part of the clinical process when it can be effective.



CALL TO ACTION 2

Lead health promotion action and collaboration locally and globally

2.1 Integrate health, well-being and sustainability in multiple disciplines to develop change agents

Use cross-cutting approaches to embed an understanding and commitment to health, well-being and sustainability across all disciplines and curricula, thus ensuring the development of future citizens with the capacity to act as agents for health promoting change beyond campuses.

- CMCC sends 10-12 students each year on an Outreach Abroad to the Dominican Republic. This model of health engagement on an international scale, where students not only learn to provide care in an underserved nation, but also how to maximize the impact of health visits by linking patients to local health resources, enhances their skills and improves access to care within the foreign community. This program is on hold due to COVID-19.
- The Public Health course allows students to explore significant public health issues including specific modifiable aspects of health such as alcohol, drugs and infectious diseases as well as the impact of chronic disease and the interaction of diversity, including the impact of culture/ethnicity on public health. The development of a holistic understanding and appreciation of the social

determinants of health and the potential roles a chiropractor plays in addressing these issues prepares students for practice.

2.2 Advance research, teaching and training for health promotion knowledge and action

Contribute to health promoting knowledge production, application, standard setting and evaluation that advance multi-disciplinary and trans-disciplinary research agendas relevant to real world outcomes, and also, ensure training, learning, teaching and knowledge exchange that will benefit the future well-being of our communities, societies and planet.

- CMCC is involved in collaborative research into the implementation of self-management strategies.
- Faculty are involved in the development of national guidelines through collaborating as opinion leaders with the Canadian Chiropractic Guidelines Initiative.
- CMCC has representation on a national committee that develops Accreditation Standards for Chiropractic Undergraduate Programs and Specialty Colleges in Canada.
- Bibliotherapy-based wellness programs are being established to help students manage stress and build resilience.
- The Library is collecting resources on health and wellness to promote student mental health and wellbeing and engage CMCC patients in health education.
- The GLA:D (Good Life with Arthritis: Denmark) program has continued throughout the COVID-19 pandemic and is being offered both virtually and in-person providing a broader reach to participants.
- Rainbow Health Ontario provides a course on LGBTQ health for healthcare and social service providers, which is a mandatory component of online learning for interns and clinicians to elevate their competency in providing appropriate, inclusive care to the LGBTQ2+ community.
- The following research has been presented at scientific conferences and/or published this past year to advance health promotion within the CMCC community and the communities CMCC serves:
 - *Diversity of the chiropractic profession in Canada: A cross-sectional survey of Canadian Chiropractic Association members*
 - *Assessing cultural competency among Canadian chiropractors: A cross-sectional survey of Canadian Chiropractic Association members*
 - *Assessing Diversity and Cultural Competency Among Canadian Physiotherapists: A Cross-Sectional Survey Part 1*
 - *Assessing Cultural Competence among Canadian Physiotherapists: a qualitative analysis of a cross-sectional survey Part 2*
 - *Dynamic Balance is Similar Between Lower Extremities in Elite Fencers.*
 - *Detailed management of post-traumatic distal clavicle osteolysis in a 24-year-old female: a case report.*

- *Does induced fatigue alter dynamic balance in athletes? A systematic review.*
- *Hip pain in an elite cyclist with Non-Hodgkin's Follicular Lymphoma: a case report.*
- *Manual Therapy Research Methods in Animal Models, Focusing on Soft Tissues.*
- *Force Distribution Within Spinal Tissues During Posterior to Anterior Spinal Manipulative Therapy: A Secondary Analysis.*
- *"Doing our best for patient safety": An international and interprofessional qualitative study with spinal manipulative therapy providers in community-based settings.*
- *Expert consensus on a standardised definition and severity classification for adverse events associated with spinal and peripheral joint manipulation and mobilisation: protocol for an international e-Delphi study.*
- *Characteristics of adolescent athletes seeking early versus late care for sport-related concussion.*
- *Delayed diagnosis of osteodiscitis in an adolescent athlete: a case report.*
- *Concussion knowledge among North American chiropractors.*
- *A clinical crossover trial of the effect of manipulative therapy on pain and passive and active range of motion of the painful hip.*
- *Pigmented villo-nodular synovitis of the hip in a recreational runner: a case report.*
- *Potential role of blood biomarkers in patients with fibromyalgia: a systematic review with meta-analysis.*
- *Calcaneonavicular coalition: a case study of non-operative management in an adult patient.*
- *A qualitative study investigating research priorities and investigative capacity in sports-focused chiropractic research, part 1 - identifying research priorities to inform a Delphi study.*
- *Current Status of the Instructional Cues Provided by Notochordal Cells in Novel Disc Repair Strategies.*
- *An ICF-based assessment schedule to facilitate the assessment and reporting of functioning in manual medicine - low back pain as a case in point.*
- *Risk factors for low back pain in active military personnel: a systematic review.*
- *Best-Practice Recommendations for Chiropractic Care for Pregnant and Postpartum Patients: Results of a Consensus Process.*
- *Effect of back problems on healthcare utilization and costs in Ontario, Canada: a population-based matched cohort study.*
- *Non-operative treatment for lumbar spinal stenosis with neurogenic claudication: an updated systematic review. BMJ Open.*

- *Musculoskeletal Conditions in Persons Living with HIV/AIDS: A Scoping Review.*
- *Are Nonpharmacologic Interventions Delivered Through Synchronous Telehealth as Effective and Safe as In-Person Interventions for the Management of Patients with Nonacute Musculoskeletal Conditions? A Systematic Rapid Review.*
- *Intervention usage for the management of low back pain in a chiropractic teaching clinic.*
- *Promoting the use of a self-management strategy among novice chiropractors treating individuals with spine pain: A mixed methods pilot clustered-clinical trial.*
- *Characteristics, expectations, experiences of care, and satisfaction of patients receiving chiropractic care in a French University Hospital in Toulouse (France) over one year: a case study.*
- *Characteristics of Forces at the Clinician-Patient and Patient-Table Interfaces During Thoracic Spinal Manipulation in Asymptomatic Adults Are Consistent with Deformable Body Models.*
- *Joint effects of back pain and mental health conditions on healthcare utilization and costs in Ontario, Canada: a population-based cohort study.*
- *Prevalence of multimorbid degenerative lumbar spinal stenosis with knee or hip osteoarthritis: a systematic review and meta-analysis.*
- *Do two trunk endurance tests within the same session risk carry-over effects? – A pilot study.*
- *Force distribution within spinal tissues during posterior to anterior spinal manipulative therapy: a secondary analysis.*
- *Creating an EMR Embedded exercise prescription app for family medicine.*
- *An exercise prescription app for family medicine*
- *Adverse events from spinal manipulations in the pregnant and postpartum periods: a systematic review and update.*
- *Definition and severity classification for adverse events following spinal and peripheral joint manipulation and mobilization: A scoping review.*
- *Older patients who present to chiropractors in Australia and Canada: Who are they and what conditions do they present with?*
- *The COVID-19 pandemic, evidence-based public health, and chiropractic practice: A survey on impact and response across four continents.*
- *“Doing our best for patient safety”: a qualitative study with spinal manipulative therapy providers in community-based settings.*
- *What does spinal manipulative therapy specificity mean to you? An international survey of chiropractors.*
- *Exercise Rehabilitation for Neurogenic Thoracic Outlet Syndrome: A Scoping Review.*

- *Prevalence and incidence of non-specific chronic low back pain and associated risk factors in community-dwelling older adults: A systematic review and meta-analysis.*
- *The association between chiropractors' view of practice and patient encounter-level characteristics in Ontario, Canada: a cross-sectional study.*
- *CIRCuit: Recruiting for a new international chiropractic practice-based research network.*
- *The moderating role of depressive symptoms on the association between symptoms severity and time to recovery in individuals with grade I-II whiplash-associated disorders.*
- *The relationship between induced leg length inequality and pelvis rotation: A pre and post measurement study.*
- *Curricular optimization through mapping the nature, diversity, and complexity of simulated clinical cases.*
- *Incorporation of a cultural competence module into a course in a chiropractic college.*
- *Intervention usage for the management of low back pain in a chiropractic teaching clinic.*
- *Exploration of chiropractic students' motivation toward the incorporation of new evidence on chiropractic maintenance care.*
- *Discomfort, pain and stiffness: what do these terms mean to patients? A cross-sectional survey with lexical and qualitative analyses.*
- *I expected to be pain free - A Qualitative Study Exploring Athletes' Expectations and Experiences of Care Received by Sports Chiropractors.*
- *Identifying spine care needs and perceived barriers to accessing evidence-based spine care in northern Manitoba: A Global Spine Care Initiative (GSCI) Implementation project protocol.*
- *Equity, diversity, and inclusion (EDI) initiatives at the Canadian Memorial Chiropractic College: Products of an EDI Committee.*
- *Solutions for Chiropractic Diversity, Equity, and Inclusion Position Paper: Scholarship of Application.*
- *Best Practices Recommendations for Chiropractic Care for Pregnant and Postpartum Patients: Results of a Consensus Process.*
- *Social Network and Lexical Analysis of CARLoquium 2021.*
- *Development of a global strategy to strengthen health systems for prevention and management of musculoskeletal health.*

2.3 Lead and partner towards local and global action for health promotion

Build and support inspiring and effective relationships and collaborations on and off campus to develop, harness and mobilize knowledge and action for health promotion locally and globally.

- The Exercise program at the Tri-Congregational Church that instructs high functioning seniors about exercise and provides a safe, supportive environment in which to engage has been delivered virtually during the COVID-19 pandemic. The results of research to investigate the program's effect on quality of life were published in the Journal of the Canadian Chiropractic Association in 2020.
- Rainbow Health Ontario, a province-wide program offered through longstanding CMCC partner Sherbourne Health, lists CMCC in its Service Provider Directory designed to help members of the LGBTQ2+ community find health care providers committed to providing experienced and welcoming care.

Next Steps

Activating the actions of the Okanagan Charter is dynamic and a shared responsibility within the campus community. Campus Health will continue to take the lead on engaging the community, developing new initiatives and measuring outcomes as appropriate. This report is circulated annually in the summer.

Author

Kimberley A. Kelly, MA
Manager, Accreditation and Institutional Effectiveness formerly, Director, Student Affairs
(Campus Health, co-Chair)

Thank you

A special thank you to the CMCC internal partners for their contributions in helping our institution successfully transform the health and sustainability of our current and future societies, strengthen communities and contribute to the well-being of people, places and the planet:

Clinical Education
Human Resources
Library and Information Services
Marketing & Communications
Physical Facilities

Student Services
Research and Innovation
Graduate Studies Chiropractic Residency Programs
Undergraduate Education Program
CMCC Students' Council