



Northwestern Health Sciences University

2016 • Annual Report • 2017







Table of Contents

- 4 Letter from Our President & CEO
- 5 2016 Event Highlights
- 6 2017 Event Highlights
- 9 With Gratitude (Vendor Partners)
- 12 Our Impact: Live Healthy
- 13 Our Impact: Learn Healthy
- 16 Our Impact: Serve Healthy
- 17 What's Next for Northwestern
- 19 Our Financials
- 21 Our Leadership
- 23 Our Generous Donors

Our Mission

Northwestern Health Sciences University prepares the next generation of health care professionals to deliver and advance health care.





Looking Forward

As a community of learners, practitioners, supporters and innovators, we lift up one another. Realizing our vision for a healthier world depends upon the ability to establish new frameworks for collaboration and partnership. In fiscal years 2016 and 2017, Northwestern Health Sciences University has created a strong foundation of collective achievements.

Over the past few years, Northwestern Health Sciences University has grown and evolved on multiple levels. We've built a strong leadership team with deep expertise and knowledge. Our academic programs attract outstanding students, leading to year-over-year growth. Our community clinics and community health work have grown, both in patient and staff volume, and in process efficiency. Our pioneering work in research, innovation, and advocacy initiates productive conversation about patient choice at the state level and promises to advance work on clinical trials at the federal level.

These are the tools that lay our foundation. As the only Midwestern university that is 100% focused on health and wellness, we are responsible for building critical health care solutions and policy for the public.

At a time of escalating demand for integrative health and health care delivery, we have an opportunity to stabilize and ensure Northwestern's legacy. Through energetic collaboration and bold leadership, we forge ahead as innovators in our field. Our growing network of partnerships and clinics brings evidence-based and holistic solutions to mainstream care, transforming perceptions and attitudes of integrative care among a broader population. In programs such as WorkSiteRight, our onsite wellness clinics, we provide both treatment and injury-prevention education to employees in the workplace. These workplace clinics have dramatic returns on investment and reduced injuries. By developing scalable models for cooperative holistic health care, Northwestern delivers affordable health care now.

As we strive to improve and optimize health, crises such as lower back pain, the soaring cost of health care, and the growing opioid epidemic have brought the need for new approaches into sharp focus. Now more than ever, Northwestern is poised to lead the way as a premier health sciences university; together, we commit to live, learn and serve healthy for generations to come.

Keep leading together,

Christopher Cassirer, Sc.D., MPH
President and CEO

A Culture of Caring

As a proud alumnus of NWHSU and Acting Chair of the Board of Trustees, I am thrilled by Dr. Chris Cassirer's strategic initiatives for our Northwestern community. These new partnerships are essential to our ability to prepare students in the delivery and advancement of integrative health care. Thank you for your support as we carry on our culture of caring with renewed vision, determination, and innovation in the years to come.

Christopher Jo, D.C.
Acting Chair of the Board of Trustees

75 Years of Northwestern: 2016 Homecoming and Anniversary Gala

2016 Chiropractic Homecoming and Winter Gathering

February 4-6, 2016, Northwestern welcomed 800 chiropractic alumni, 80 vendors, and world-renowned experts to campus for a homecoming weekend of reunions and exceptional learning experiences. Continuing education sessions covered everything from concussion prevention and treatment to injury reduction with on-site workplace health care. Homecoming launches new and innovative work that makes up the future of health and wellness.

75th Anniversary Diamond Jubilee

Saturday, May 21, 2016, 350 alumni, friends and community supporters gathered at the Hyatt Regency Minneapolis to celebrate Northwestern's 75 years of excellence in health science education and advancement. The Diamond Jubilee honored the legacy of founder, Dr. John B. Wolfe, Sr., whose contributions exemplify the innovation that prepares the next generation of healthcare professionals. Dr. John B. Wolfe, Jr. accepted the 2016 Innovator's Award on his father's behalf. Over \$60,000 in support of student scholarships and community health clinic initiatives was raised.



2017 Homecoming and Health & Wellness Symposium

2017 Chiropractic Homecoming and Winter Gathering

Northwestern's Chiropractic Homecoming attendees from across the country and around the world learn and engage with experts on the latest ideas and discoveries in health care and wellness. February 2-4, 2017, brought 1,000 alumni, attendees and presenters to Northwestern's campus to reconnect with their school and advance their professions in chiropractic. "It Starts with the Spine!" offered continuing education sessions ranging from concussion treatment to the health benefits of proper posture.

Health & Wellness Symposium

The second annual Health & Wellness Symposium in March 2017 attracted over 400 acupuncture, massage therapy and Chinese medicine professionals to hands-on workshops, demonstrations, lectures and other continuing education programs. This year's focus on resilience in health care highlighted the advantages of cost-effective, minimally invasive and non-addictive pain management treatments. The Health & Wellness Symposium launched in 2016 as a chance for health and wellness practitioners and alumni to network, share best practices and explore new frontiers in integrative care.



2017 John B. Wolfe Alumni & Friends Golf Tournament

Every June, Northwestern welcomes alumni, friends and partners to the links in honor of our founder, John B. Wolfe. In 2017, golfers and attendees gathered at the Wilds Golf Club with President and CEO Chris Cassirer as well as Deb Bushway, Trevor Foshang, and Chuck Sawyer. Co-hosted by the Minnesota Chiropractic Association, the annual Golf Tournament is a key opportunity to renew the university's partnerships and deepen our ties to alumni and the broader community.



With Gratitude

Through the support of event sponsors and partners, Northwestern Health Sciences University pursues our vision to prepare and serve the next generation of health care professionals and leaders. Our sponsors and partners are committed to improving health care and education, ensuring Northwestern continues to Live, Learn and Serve Healthy! for generations to come. We are privileged to have a strong community of supporters and grateful for their generosity.

CENTER FOR
DIAGNOSTIC IMAGING



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TABLE COMPANY

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ME **Message Envy.**

TWIN CITIES  **SPINE CENTER**

 **J. MURPHY & ASSOCIATES**
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 **KPC-Herbs.**
港香蘭
Preserving Nature's Way



“...had I not had the direction that I got [from Pillsbury House] to go and get other medical help, I probably wouldn't be here right now.”

—Patient
Pillsbury House
Integrated Health Clinic

Our Impact: Live Healthy

Our Community Care Clinic Program

Northwestern's Community Care Clinics provide high-quality care to Metro to students, the public and to the impoverished, homeless. We meet a direct need for vulnerable populations and advance health care for those at higher risk than the general population for chronic disease. Our Community Care Clinic program has reached several milestones:

2016

We completed our first full year using our new Electronic Medical Records. At the H.C. Sweere Center, students and faculty completed a 3-Team USA Minnesota and Olympic sprinters from the Virgin Islands support greater innovation in future research and care delivery. We gained valuable experience for patients and providers.

2017

In early 2017, the De Rusha and Bloomington Clinics implemented telemedicine practices, raising the bar for provider dependability and patient access. The Edith Davis Teaching Clinic as a fully functioning space to handle patient care. The Center completed a collaborative study with the University of St. Paul. The Applied Ergonomics division of the Center became the home for occupational worker health with on-site integrative care for companies in Minneapolis. The Center boasted a growing sports injury management curriculum for child athletes. Students and providers work with high performance athletes with the University of Minnesota College Athletic Training Department, Concordia Academy, USF and athletes referred by the British Virgin Islands Olympic Committee.

We have celebrated a full decade of continuous care through North Minneapolis pilot site, Pillsbury House Integrated Clinic, has served thousands of patients. At Harbor Light, our clinic at Salvation Army, trains student interns to deliver care to low-income and transient populations in downtown Minneapolis. We have a bilingual chiropractor to manage services, furthering our reach. We effectively treat minority patients in St. Paul. Community clinic care includes pain relief, nutrition intervention, counseling, wellness education, care planning and improved health-related quality of life to those most in need. Northwestern students who provide this care receive the critical, hands-on training that makes them ambassadors of excellence in integrative care.

By the Numbers: A Decade of Community Care

Northwestern Health Clinic Bloomington

- 17,537 patient visits
- 19,326 intern hours

Pillsbury House Integrated Clinic

- 10 years of affordable health care delivery
- 15,000 individual patients treated since 2007

Salvation Army—Harbor Light Clinic

- 1,500 individual patients treated since 2009



Our Impact: Live Healthy

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“...had I not had the direction that I got [from Pillsbury House] to go and get other medical help, I probably wouldn't be here right now.”

—Patient
Pillsbury House
Integrated Health Clinic

Integrated health care at low or no cost across the Twin Cities
s, and uninsured members of our community. Our clinics
h care equity in our community. People living in poverty
es, opioid addiction, depression and anxiety. Recently, our
s.

cal Record system, ensuring we meet standards of best practice.
D gait analysis study on 80 subjects, including runners from
lands. Facility and data-management system improvements
Facility upgrades at the De Rusha Clinic enhanced the clinic

nted a patient alert system for acupuncture and Chinese
d professionalism. The De Rusha Clinic also re-opened the
dle the increasing number of patient visits. The H.C. Sweere
c. Thomas analyzing squat movement and power generation.
e of WorkSiteRight, an exciting initiative designed to improve
nesota and beyond. In 2017, the Human Performance Center
iropractic students pursuing careers in professional sports care.
h the Minnesota Vixens, the Minnesota Freeze, the Augsburg
SA Tug of War, the House of Dance, Alliance Brazilian Jui-Jitsu,
mmittee.

Northwestern's Community Care Clinic Program. The program's
ds of individual patients since its launch in 2007. Harbor
iver free integrative care to homeless,
is. La Clinica hired the first
and ability to
c care

Community Care Clinic List

Northwestern Health Clinic Bloomington (on campus)

- Open to the public

De Rusha Clinic (on campus)

- Open to students, staff, faculty and their families

Human Performance Center (on campus)

- Integrative sports care for professional athletes

H.C. Sweere Center for Applied Biomechanics and Applied Ergonomics (on campus)

- Open to the public for gait and squat analysis
- Home of WorkSiteRight

Pillsbury House Integrated Clinic (Minneapolis)

- Open to the public, free of charge
- Serves low-income and homeless patients

Salvation Army—Harbor Light Clinic (Minneapolis)

- Open to the public, free of charge
 - Serves homeless patients

La Clinica (St. Paul)

- Open to the public
- Serves minority and low-income patients



Our Impact: Learn Healthy

Our Educational Programs

As educators, we train future colleagues using a comprehensive, challenging, and evidence-based curriculum, and are committed to the success of our students. The 2016 fiscal year began with significant strategic planning that prioritized the central tenets of our mission. By 2017, we quickly moved into strategic action with the approval of a development plan for co-curricular competencies across Northwestern's colleges.

Master of Health Science Program: Milestones in 2016 and 2017

Assessment and Planning

The College of Chiropractic updated its assessment structure to utilize data in improvement planning, a measure that will more effectively ground our management in evidence-based practices.

Professional Communication

The College of Health and Wellness held a strategic planning event, communicating our vision for the newly combined college.

Professional Scholarship and Lifelong Learning

Along with our new MHS degree, we launched an Undergraduate Research course designed to bolster the competencies of our Post-Baccalaureate, Pre-Health students and distinguish them on their medical school applications.



By the Numbers: 2016 Timeline

September: College of Chiropractic at the Forefront

- With the purchase of Force Sensing Table Technology (FSTT), College of Chiropractic students receive tools for instant training feedback. Students hone their manual treatment skills with the state-of-the-art device.

October: College of Health and Wellness Outreach

- 160 2nd-year University of Minnesota medical students
- NWHSU students and faculty educate their peers in acupuncture and Oriental medicine.

December: Northwestern in the Community

- NWHSU partners with Bloomington Public Schools' Career and College Academy, giving high school students access to wellness courses as well as courses leading to a Relaxation Massage Certificate.

February: College of Chiropractic Homecoming and Winter Gathering

- 800 health professionals
- 3 days of Continuing Education classes

April: Health & Wellness Symposium

- 500 health professionals
- 3 days of discussion, demonstrations and research presentations
- The College of Health and Wellness brings together acupuncture, Chinese medicine and massage therapy professionals for its first annual symposium.

June: Service and Appreciation Day

- 180 NWHSU students, faculty and staff
- 757 hours of service
- 15 community organizations

July: NWHSU a Top 10 Acupuncture School

- TheBestSchools.org highlights our 3:1 ratio of interns to clinical faculty and our emphasis on hands-on skills-building.

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in 2016 and 2017

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By the Numbers: 2017 Timeline

September: Curriculum Revitalization

- The Master of Oriental Medicine degree becomes the Master of Chinese Medicine.
- NWHSU revitalizes Business and Professional Foundations curriculum to prepare our students for success as business-savvy practitioners.
- The Community Based Internship program welcomes multidisciplinary partners, including Fairview Health Services.

October: College of Health and Wellness Outreach

- 170 2nd-year University of Minnesota medical students visit NWHSU to learn about acupuncture and Chinese medicine.
- University of Minnesota nursing students visit NWHSU to learn about chiropractic, acupuncture and massage therapy.

December: New Traditions for College of Health and Wellness

- The College of Health and Wellness inaugurates its White Coat Ceremony for Acupuncture & Chinese Medicine's Class of 2016.

February: College of Chiropractic Homecoming and Winter Gathering

- 700+ health professionals
- 3 days of Continuing Education classes

March: Northwestern in the Community

- 7 undergraduate teams participate in Mayo Clinic's Innovative Minds Partnering to Advance Curative Therapies (IMPACT) program. 1 team presents; another receives top prize and participates in summer research at Mayo Clinic.

Spring: Pioneering Research and Professional

- The College of Health and Wellness develops and launches an undergraduate research course studying the antimicrobial properties of Chinese herbs.
- Pilot course trains Mayo Clinic physicians how to talk with patients about using supplements.

April: Northwestern Abroad

- 16 students and faculty spend 3 weeks in China, studying acupuncture and Chinese medicine.
- Dozens of NWHSU students go abroad to study integrative health care through the international externship program.



Our Impact: Serve Healthy

Our Research and Innovation

Research and innovation underpin every aspect of our mission, education or professional advocacy. In 2016 and 2017, Northwestern

2016

In March, Minnesota Fair Care, led by Northwestern's Executive MPH, PhD., introduced the "Patient Rights and Provider Non-patient advocacy and health care provider associations advancing

Later in the year, Northwestern launched the Higher Health System rising health care costs. The conference included presentations by Workplace health initiatives like Northwestern's Sweere Center of health care inequities and costs. In 2016, this program expanded

Clinical trials for two federally funded studies, "Chiropractic and "Dose-Response of Manipulation for Cervicogenic Headache," co patients, clinicians, and policy makers with key, quantitative info

2017

Dr. Michele Maiers continued to play a leading role chairing the rights and provider equity in the Minnesota state legislature. Ur Care Bill, gaining broad bi-partisan support.

Throughout most of 2017, the Sweere Center for Clinical Biome St. Thomas, using a 3-D Motion Capture System and force plate

In February, a group of 42 Northwestern students traveled to W Association's 3-day National Chiropractic Leadership Conferen patient access to chiropractic services for all Americans.

We constantly strive toward a culture of health while evolving to Whether we develop state and national health care policy, lead t health care equity, or break ground on foundational research, Northwestern continues to put itself forward as a leader in health and wellness.

By the Numbers: Northwestern's Education and Health Care Policy in 2017

Four Peer-Reviewed Papers Published

- What Do Patients Value about Spinal Manipulation and Home Exercise for Back-related Leg Pain? A Qualitative Study within a Controlled Clinical Trial
(M. Maiers, M.A. Hondras, S.A. Salisbury, G. Bronfort, R. Evans)
- Selecting and Training Opinion Leaders and Best Practice Collaborators: Experience from the Canadian Chiropractic Guideline Initiative
(A. Bussières, M. Maiers, D. Grondin, S. Brockhusen)
- Culturally Sensitive Chiropractic Care of the Transgender Community: a Narrative Review of the Literature
(M. Maiers, W.K. Foshee, H. Henson Dunlap)
- Functional Limitations in Adults who Utilize Chiropractic or Osteopathic Manipulation in the United States: Analysis of the 2012 National Health Interview Survey
(M.L. Forte, M. Maiers)

October 2016

Dr. Maiers presented on teaching and learning innovation at World Federation of Chiropractic Education Conference.

February 2017

Dr. Maiers was an invited platform speaker at DC 2017, a joint conference of the ACA, WFC, and ACC. Dr. Maiers also spoke on the role of chiropractic in public health at Palmer College of Chiropractic.

May 2017

Dr. Maiers spoke at European Chiropractic Union Convention on geriatric patients with neck-related and back-related disability.



Our Impact: Serve Healthy

Our Research and Innovation

Research and innovation underpin every aspect of our mission, from education to clinical practice, research, education or professional advocacy. In 2016 and 2017, Northwestern

2016

In March, Minnesota Fair Care, led by Northwestern's Executive Director, MPH, PhD., introduced the "Patient Rights and Provider Non-Compete" legislation, which would protect patient advocacy and health care provider associations advancing

Later in the year, Northwestern launched the Higher Health System Conference to address rising health care costs. The conference included presentations by industry leaders on Workplace health initiatives like Northwestern's Sweere Center for Health Equity, addressing health care inequities and costs. In 2016, this program expanded

Clinical trials for two federally funded studies, "Chiropractic and Cervicogenic Headache," and "Dose-Response of Manipulation for Cervicogenic Headache," connecting researchers, patients, clinicians, and policy makers with key, quantitative information.

2017

Dr. Michele Maiers continued to play a leading role chairing the Minnesota Fair Care Bill, gaining broad bi-partisan support.

Throughout most of 2017, the Sweere Center for Clinical Biomechanics at St. Thomas, using a 3-D Motion Capture System and force plates

In February, a group of 42 Northwestern students traveled to Washington, D.C. for the American Chiropractic Association's 3-day National Chiropractic Leadership Conference, advocating for improved patient access to chiropractic services for all Americans.

We constantly strive toward a culture of health while evolving to meet the needs of our patients. Whether we develop state and national health care policy, lead in clinical practice, address health care equity, or break ground on foundational research, Northwestern continues to put itself forward as a leader in health and wellness.

whether through community outreach, health care delivery, or research conducted local, regional and national research and advocacy.

Executive Director of Research and Innovation Michele Maiers, D.C., led the “No Discrimination” bill. Minnesota Fair Care is a coalition of providers and patients fighting for patient choice and provider non-discrimination.

Workshop, dedicated to providing solutions to employers’ and health professionals on best practices for workplace health. Onsite corporate outreach represent a new front in combatting health disparities and beyond Minnesota to employers in Indiana and Virginia.

“Exercise Management of Spinal Dysfunction in Seniors” and continued through the year. This pioneering research will provide information about the benefits of chiropractic spinal manipulation.

The Minnesota Fair Care advocacy group fighting for patient choice. Under her leadership, the coalition introduced the Minnesota Fair Care Act.

Chiropractors collaborated in a research study with the University of Wisconsin to study power generation in weight lifters.

Washington, D.C. to participate in American Chiropractic Association. They also lobbied on Capitol Hill, advocating for improved health care.

to meet the needs of our community. The conversation on

Research Spotlight: Functional Limitations in Adults who Utilize Chiropractic or Osteopathic Manipulation in the United States

Dr. Mary Forte
Associate Research Faculty

Dr. Michele Maiers
Executive Director of Research and Innovation

- Analyzed National Health Interview Survey data.
- Functional limitations were significantly higher in older versus younger manipulation users.
- Cardiovascular disease, cancer, diabetes, and arthritis were more common in older users; headaches, neck pain, and depression were more common in younger users.

Dr. Michele Maiers
Author of one of the top 10 health policy advances of 2015
(Huffington Post)



What's Next for Northwestern

Putting the Delicious in Nutritious: Northwestern Partners with the Marshall O'Brien Group

As part of Northwestern's commitment to living healthy, the University now partners with speaker and nutrition advocate Chef Marshall O'Brien to bring Smart Nutrition to campus. Chef O'Brien's work links positive nutrition and improved health with alleviation of negative health symptoms. Together, Northwestern and Chef O'Brien will:

- Create a comprehensive food philosophy for NWHSU
- Support the cafeteria as a place to practice what we learn
- Develop new and better communication of nutritional content
- Introduce blogs, recipes and pop-up campus events focused on nutrition education
- Explore how campus can be a community and business resource

WorkSiteRight: Creating a New Model for Health Care Delivery

Northwestern-trained practitioners enter communities across the nation that struggle with a volatile and prohibitively costly health care system. Our university is building a new model for health care delivery: WorkSiteRight provides cost-effective, on-site integrative acupuncture, massage therapy, and chiropractic care to employees at manufacturing plants and corporations. Currently, employers in the U.S. stand to lose \$200 billion per year to preventable and treatable on-the-job injuries. WorkSiteRight saves businesses more than \$8 for every \$1 invested, setting a new standard for supportive workplace environments. We are growing our network, changing the face of health care at the ground floor, and creating new opportunities for employers, communities and future health care professionals.

2018 Touring Schedule

Recently, Northwestern administered our first ever cross-discipline alumni survey, confirming our alumni's passion and commitment to building the outlook of the university. Starting in the spring of 2018, Dr. Cassirer and our senior leadership toured select cities across the country to meet and plan for our future with more than 7,000 alumni, partners and supporters of NWHSU.





2016 Financials (Fiscal Year ending 8/31/16)

Income and Expenses

Revenue

Program Revenue.....	24,461,322
Private Gifts & Grants.....	437,170
Investment Income.....	1,350,773
Other.....	159,116

Total Revenue.....\$ 26,408,381

Expense

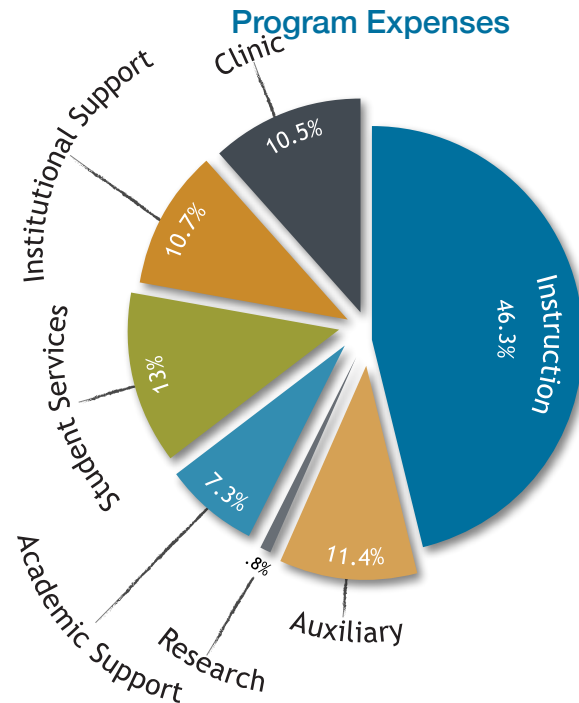
Program:

Instruction.....	8,990,888
Clinic.....	2,027,430
Research.....	162,083
Academic Support.....	1,422,351
Student Services.....	2,518,985
Institutional Support.....	2,080,687
Auxiliary.....	2,211,008
Total Program.....	\$ 19,413,432

Support Services:

Management & General.....	5,768,325
Fundraising Expenses.....	427,881
Other.....	289,552
Total Support Services.....	\$ 6,485,358

Total Expense.....\$ 25,898,790



Balance Sheet

Assets

Total Assets.....\$ 37,470,790

Liabilities

Total Liabilities.....\$ 16,887,370

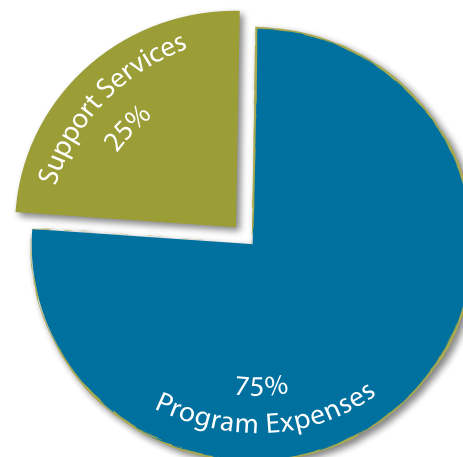
Net Assets

Unrestricted.....	17,184,507
Temporarily Restricted.....	1,514,978
Permanently Restricted.....	1,883,935
Total Net Assets.....	\$ 20,583,420

Total Liabilities & Net Assets.....\$37,470,790

Change in Net Assets.....\$ 509,591

Operating Expenses



2017 Financials (Fiscal Year ending 8/31/17)

Income and Expenses

Revenue

Program Revenue.....	23,937,515
Private Gifts & Grants.....	418,572
Investment Income.....	1,148,080
Other.....	37,565

Total Revenue.....\$ 25,541,732

Expense

Program:

Instruction.....	8,544,507
Clinic.....	2,480,082
Research.....	30,974
Academic Support.....	1,383,772
Student Services.....	2,492,523
Institutional Support.....	2,297,030
Auxiliary.....	2,524,679
Public Service.....	20,000
Total Program.....	\$ 19,773,567

Support Services:

Management & General.....	4,734,937
Fundraising Expenses.....	283,867
Total Support Services.....	\$ 5,018,804

Total Expense.....\$ 24,792,371

Balance Sheet

Assets

Total Assets.....\$ 35,927,099

Liabilities

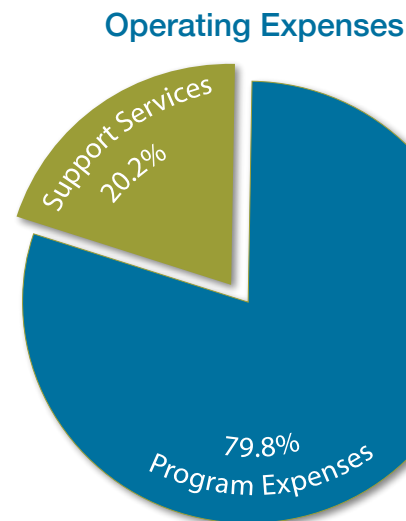
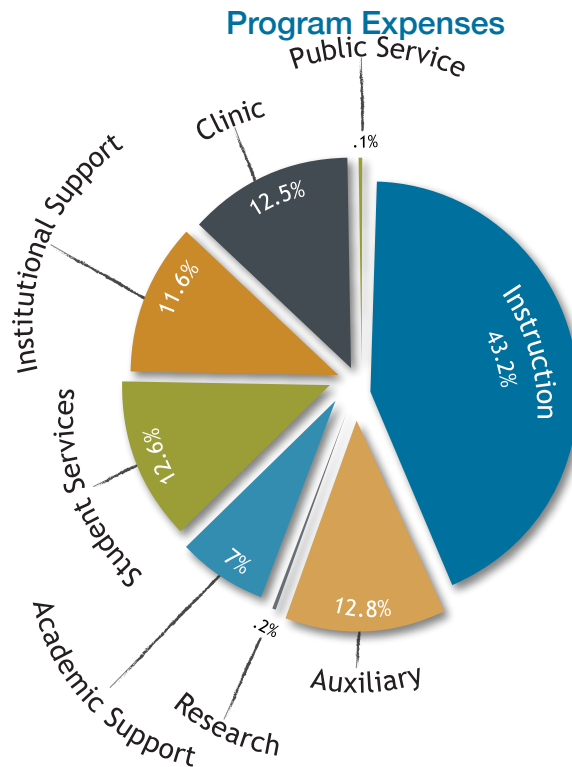
Total Liabilities.....\$ 14,594,318

Net Assets

Unrestricted.....	17,962,090
Temporarily Restricted.....	1,486,756
Permanently Restricted.....	1,883,935
Total Net Assets.....	\$ 21,332,781

Total Liabilities & Net Assets.....\$ 35,927,099

Change in Net Assets.....\$ 749,361



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M.Om.



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Executive Director, Research and Innovation and Professor

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Dean, Student and Alumni Services

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Vice President of Network Development and Clinic Administration

Our Generous Donors

2016:

\$25,000 - \$999,999

Center for Diagnostic Imaging
William M. Harris Family
Foundation
NutriDyn
Harry & Jan Sweere
Foundation

2016:

Up to \$24,999

3 Care Therapeutics LLC
Activator Methods
Acurea Medical, Inc.
Airrosti Rehab Centers, LLC
John Allenburg, D.C.
Thomas Allenburg, D.C.
Michael Ameli, D.C.
American Healing
Technologies, Inc.
American Herbal Lab /
Meridian Energy Analysis
Janice Anderson
Chris Audet
Bankers Leasing Company
BEMER USA
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Biotics Research/Metabolic
Management
Kathleen Bloom, D.C.
Bloomington Wellness Center /
Twin Cities Scoliosis Center
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Christopher Cassirer, Sc.D.
China-Gel, Inc.
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ChiroPods
ChiroTouch
ChiroWrite
Joan Christianson
Clean Claim and Recovery
Services
Consulting Radiologists, Ltd.
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Joseph Costa, D.C.
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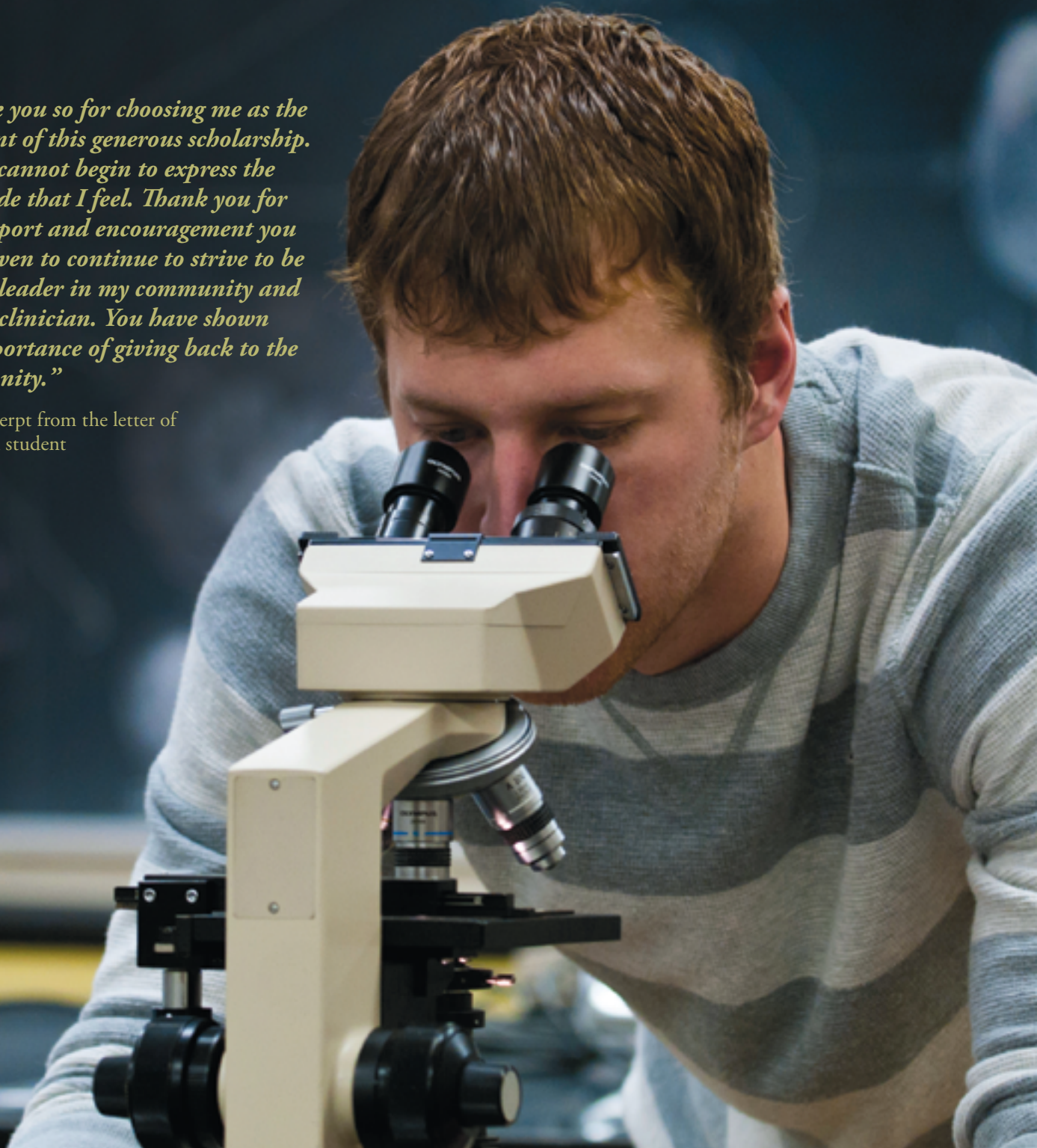
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