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# STATE OF OREGON OREGON BOARD OF NATUROPATHIC MEDICINE

Strategic Plan 2014–2017 | Summary of April 12, 2014 Retreat



## MEETING SUMMARY

The Oregon Board of Naturopathic Medicine (OBNM) met in a one-day session on April 12, 2014, to identify goals and outcomes for the next three years. The board recognized that the plan they agreed to must be a living document that is changed as circumstances change. Therefore, they agreed to check in on progress of the plan at each board meeting, and they assigned a board member to lead implementation of, and track progress toward, each goal.

In order to identify high-leverage goals, the board first identified what worked well in the last few years and examined what they had learned from implementation of previous strategic plans. They then brainstormed current external and internal influences that are impacting their profession. The board members then identified possible goals and outcomes, and applied criteria to choose the top-level short- and long-term goals for the planning period.

For each goal, the board identified first steps for implementation, with deadlines and projected activities for the next three years. It is understood that the implementation activities may change over the years, but what is key is that progress is continual.

## LESSONS LEARNED FROM IMPLEMENTATION OF PREVIOUS STRATEGIC PLANS

The board identified the following lessons learned from previous strategic plans:

- Be realistic about capacity of staff and board
  - Choose a reasonable number of goals/outcomes for the next three years
  - Focus on things that are really important for the profession (prioritize)
  - Recognize that the time spent on disciplinary matters takes time from other goals
- Set realistic timelines with accountability
  - Make it a priority to go back to the strategic plan to monitor follow-through
- Make the strategic plan a living document with flexibility to meet new conditions
- Make sure that strategic goals contribute to the public safety mission
- Improve processes for transfer of knowledge to new board members (especially public members)
  - Consider next generation of board members (with balance of perspectives)
- Prepare for change of Executive Director (transition plan and institutional memory transfer)

## EXTERNAL AND INTERNAL INFLUENCES

The board identified the following external and internal influences that will impact the profession:

- Affordable Care Act
  - Reimbursement rates/enforcement of new rules
  - Need for primary care doctors
- Relationship with Oregon Association of Naturopathic Physicians (OANP)
- Potentially a new Governor
  - Possible changes to boards in Oregon (semi-independent)
- Epidemic of drug seekers
  - 40-50% of complaints related to drug prescriptions
- Changing technology (EMRs, Internet, social media)
  - Tele-medicine (Skype, online counseling)
- Aging population/changing demographics
- Lack of understanding of what a naturopathic doctor (ND) does
- Standards of care issues
  - Lack of standardization of care with diverse group of practitioners
  - Relationship and integration with allopathic practitioners, and possible conflicts in standards of care
- Increased number of licensees (more workload, increased political influence)
  - Lack of opportunities for newly licensed NDs
- Peer audit results
- National College of Naturopathic Medicine (NCNM) (curriculum changes, impact on professional competency, etc.)
- Control by insurance companies
- Patient complaints about aesthetic medicine and care

#### CRITERIA FOR PRIORITIZING GOALS

The board identified the following criteria for prioritizing high leverage goals/outcomes:

- Urgency to address public safety issues
- Meets mission
  - To protect the public by licensing and regulating naturopathic physicians
  - To promote physician excellence and foster communication within the profession and with the public
- Feasibility
- Contribution to board stability and effectiveness
- Availability of resources (staff and board time, money)

## SUMMARY OF HIGH-LEVERAGE GOALS

Based on the identified criteria, the board ranked high leverage goals as follows:

| Outcome/Goal   | Lead    |
|--|---------|
| Long-term goals  |         |
| 1. Protect public by improving and directing physician continuing education<br><i>Rationale: To protect the public</i>                                   | Greg    |
| 2. Ensure consistency in disciplinary actions<br><i>Rationale: To assure the public and profession that discipline is handled in an equitable manner</i> | Anne    |
| 3. Optimize board transition and ED transition<br><i>Rationale: To maintain board effectiveness</i>  | Sara    |
| 4. Define tele-medicine and its relationship to naturopathic doctors<br><i>Rationale: To keep the public safe through awareness</i>                      | Lissa   |
| 5. Implement our legislative power<br><i>Rationale: Improve access to quality naturopathic care</i>  | Dwight  |
| 6. Improve communications to NDs<br><i>Rationale: Protect the public through educating our physicians about the board's work and trends in the field</i> | Anne    |
| Short-term goals   |         |
| 7. Decide if frequency of license renewal will be changed  | Patrick |
| 8. Explore NCNM and ONAP collaboration possibilities   | Patrick |

## ACTION PLANS

Action Plans were developed for each goal. Plans are attached to this report. The board initiated action planning based on these questions:

- What is the outcome we want?
- How does this goal contribute to achieving our mission?
- What are two to five high-level activities to accomplish this goal?

## ACCOUNTABILITY PLAN

The board established the following accountability plan for implementing the goals:

- Before each board meeting, Anne will send a reminder email to the board members responsible for goal implementation, and will ask if discussion is needed at the board meeting and if handouts need to be prepared.
- Anne will update the Action Plan Report and include it in the agenda packet for the board.
- Board members will remember to appreciate each other for their work!

## CONTACT

### **Oregon Board of Naturopathic Medicine**



800 NE Oregon St., Suite 407  
Portland, Oregon 97232  
obnm.info@state.or.us  
Phone: 971-673-0193  
Fax: 971-673-0226



# OREGON BOARD OF NATUROPATHIC MEDICINE STRATEGIC ACTION PLAN 2014–2017

April 12, 2014

The Oregon Board of Naturopathic Medicine developed the following Strategic Action Plan at the board's April 12, 2014, retreat.

|  |   |                   |
|--|---|-------------------|
| <b>GOAL 1:</b>   | <b>Protect public by improving and directing physician continuing education. <i>Rationale: protecting the public</i></b>                                    | <b>Lead: Greg</b> |
| <b>Actions:</b>  |   |                   |
| <i>Year 1</i>  |   |                   |
| <ul style="list-style-type: none"><li>• Determine list of trending areas of concern</li><li>• Consult with and coordinate with Oregon Association of Naturopathic Physicians (OANP) to identify topics for training</li><li>• Get the word out about trainings using newsletters, email blasts, etc.</li><li>• Connect with schools so they know what is coming up in practice</li></ul> |   |                   |
| <i>Year 2</i>  |   |                   |
| <ul style="list-style-type: none"><li>• Reevaluate problem areas and possibilities and evaluate effectiveness of continuing education presentation methods</li><li>• Survey those in the field doing procedures</li></ul>  |   |                   |
| <i>Year 3</i>  |   |                   |
| Evaluate process and complaints to the board; make changes as appropriate  |   |                   |
| <b>First step:</b>   | <b>Three email blasts for June 14, 2014, continuing education on pain management</b>  |                   |
| <b>GOAL 2:</b>   | <b>Ensure consistency in disciplinary actions. <i>Rationale: To assure the public and profession that discipline is handled in an equitable manner.</i></b> | <b>Lead: Anne</b> |

**Actions:**

*Year 1*

- Add category to disciplinary spreadsheet for non-formal actions (letters of caution, dismissed with recommendations, etc.) and update for every board meeting
- Organize spreadsheet to show categories of violations and actions
- Establish a list of NDs who can serve as experts from different areas of practice

**First step: Spreadsheets revised and updated by June 2014 board meeting**

**GOAL 3: Optimize board transition and executive director transition. *Rationale: board effectiveness***

**Lead: Sara**

**Actions:**

*Year 1*

- Introduce legislation to stagger board member terms
- Describe and create timeline for board member responsibilities to identify potential new board members; consider inviting them to attend public part of a board meeting
- Create a process for mentoring new board members

*Year 2*

- Prepare for search for new executive director in next 2-5 years (criteria, SWOT analysis, Anne's self-analysis)

*Year 3*

- Participate in search process

**First step: Draft of one page summary of responsibilities for new board members and mentorship proposal by August 2014 board meeting**

**GOAL 4: Define what telemedicine means and its relationship to NDs. *Rationale: To keep the public safe by understanding***

**Lead: Lissa**

**Actions:**

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| <p><i>Year 1</i></p> <ul style="list-style-type: none"> <li>• Research how MDs and DOs, nurses are regulated; research related policies</li> <li>• Prepare a white paper summarizing Oregon experience, and present to board for discussion</li> </ul> <p><i>Year 2</i></p> <p>Make decision about how to move forward</p> |
| <p><b>First step:     Research on OR practices completed by August 2014 board meeting</b></p>  |

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| <p><b>GOAL 5:            Implement our legislative power. <i>Rationale: Improve access to quality naturopathic care</i></b></p> <p style="text-align: right;"><b>Lead: Dwight</b></p>  |
| <p><b>Actions:</b></p> <p><i>Year 1</i></p> <ul style="list-style-type: none"> <li>• Evaluate past successes and failures with legislation, and identify timelines for legislation</li> <li>• Identify who can train board members about the legislative process (possibly OANP lobbyist)</li> <li>• Train board members and plan for retraining every other year</li> <li>• Identify members of OANP Legislative Committee and collaborate with them to introduce legislative concepts before August 1, 2014</li> <li>• Select board member to attend Legislative Committee meetings, and invite Legislative Committee chair to attend board meetings on a regular basis</li> </ul> |
| <p><b>First step:     Meet with Anne to develop framework by May 23, 2014</b></p>  |

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| <p><b>GOAL 6:            Improve communications to NDs. <i>Rationale: Protect the public through educating our physicians about the board’s work and trends</i></b></p> <p style="text-align: right;"><b>Lead: Anne</b></p>                     |
| <p><b>Actions:</b></p> <p><i>Year 1</i></p> <ul style="list-style-type: none"> <li>• Do annual hard copy newsletter with option to receive by email (includes disciplinary actions, new rules, etc.); track opened email newsletters</li> </ul> |

*Year 2*

- Do annual hard copy newsletter with option to receive by email (includes disciplinary actions, new rules, etc.)
- Survey licensees to identify needs
- Evaluate newsletter to keep it fresh

*Year 3*

- Do annual hard copy newsletter with option to receive by email (includes disciplinary actions, new rules, etc.)
- Evaluate newsletter to keep it fresh

**First step: Brainstorm articles at June board meeting. Have all articles for annual newsletter in by August**

**SHORT TERM GOALS**

**Lead: Patrick**

**1. Decide if will change frequency of license renewal. Actions:**

- Prepare pros and cons
- Discuss and act at June 2014 board meeting

**2. Explore NCNM and OANP collaboration possibilities. Actions:**

- Identify point person for NCNM by June 2104