

TAB 10

Discussion and Possible Action regarding
2020 – 2024 Strategic Plan

NATUROPATHIC MEDICINE COMMITTEE

2019 STRATEGIC PLAN

DEVELOPMENT ROADMAP

Average Time to Complete Each Phase





Facilitator Biographies

Dennis Zanchi joined the SOLID team in 2013. Dennis has conducted focus groups for the Department of Justice as well as DCA boards and bureaus. Dennis has worked on strategic plans for the Bureau of Real Estate, Psychology, Optometry and 20+ DCA boards and bureaus. Prior to DCA, Dennis worked with colleges nationwide facilitating interactive sessions on a variety of education-related topics, including sessions designed to draw out opinions, build consensus, and guide groups to discover new solutions. He helped college administrators build a better framework for understanding student loan default prevention, financial literacy, and student retention. He also develops evaluation measurement methods to quantify the success of various initiatives. Prior to working with colleges, Dennis worked with credit unions nationwide to develop consumer research and marketing plans. He is a graduate of CSU, Sacramento.

Elizabeth Coronel joined Consumer Affairs in 2014 as an Enforcement Analyst at the Veterinary Medical Board (VMB) and moved to SOLID in 2016. Elizabeth improved VMB's Expert Witness Program by developing and executing Expert Witness Training, creating the Expert Witness Manual, and developing the Expert Witness Program's mission, vision, and values. Elizabeth graduated from CSU, Sacramento (CSUS) with a B.S. in Business Administration with concentrations in Entrepreneurship, General Management, and Marketing. Elizabeth assisted organizations with the development of strategic, marketing and public relations plans. She conducted Strength, Weaknesses, Opportunities, and Threats analysis for multiple organizations through research, analysis, and evaluation of organizations, stakeholders, markets, and environments. Elizabeth was the Student Commencement Speaker for the CSUS College of Business Administration. Her speech "Make a Difference" was inspired by her aspiration to make a difference in business and the community through her values, skills, experience, and education.

Julie Kolaszewski joined the SOLID team in 2016. She has a Bachelor's degree from the University of Wisconsin-Madison and an MBA with a focus on International Business from Regis University in Denver, Colorado. Throughout Julie's MBA coursework, her career as a retail manager, and as the general business manager of a fitness company, she analyzed businesses, conducted SWOT analyses, and provided suggestions for improvement. She presented information and conducted trainings to teach managers and staff how to implement strategic objectives. Julie brings ten years of business experience, over five years on a management team and nearly five years in the banking industry. Julie has a breadth of knowledge and experience crafting effective business plans and implementing organizational change.

Lusine Sarkisyan joined the SOLID team in 2017 as a Strategic Planner. Lusine began her career with the State of California at the Department of Consumer Affairs in 2015 as the Legislative and Regulatory Analyst for the Dental Board of California. Since 2006, she has worked in the private sector in the following industries and professions: banking, education, telecommunications infrastructure, legal, and healthcare. As a result of her diverse professional background, she brings forth over 11 years of experience in working with executives, administrators, board members, legislators, stakeholders, professionals, and general public. Lusine graduated from the University of California, Davis with bachelors' degrees in Economics and Spanish, and she graduated from Lincoln Law School of Sacramento and earned her Juris Doctor degree.

Trisha St. Clair joined the SOLID team in 2016 as a Change Management Specialist with OCM, working with over eleven Boards/Bureaus to determine their change readiness and facilitate business process mapping workshops to streamline their business processes and determine their business requirements. In 2018, she became a Strategic Planner with SOLID. Prior to DCA, Trisha worked as a Forms Analyst for the Board of Equalization, facilitating meetings with key stakeholders to identify areas for improvement and formulate solutions for new and revised tax forms, as well as independently researching and analyzing tax form data to develop professional quality tax forms. Before coming to the state, she worked for 10 years in the technology industry as an Account Manager and Technical Support Representative. She graduated with a bachelor's degree in Fine Art with a minor in English Literature from the University of Redlands in Redlands, CA.

*Naturopathic
Medicine
Committee
Strategic Plan
2016-2019*



Adopted: June 6, 2016

Contents

Table of Contents	2
Committee Members	3
Message from the Chair	4
Goal Area Summaries	5
Mission, Vision and Values	6

Goal Areas

Licensing & Continuing Education	7
Enforcement	8
Legislation and Regulations	9
Administration	10
Outreach & Education	11
Strategic Planning Process	12



Committee Members

David Field, N.D., LAc, Chair
Tara Levy, N.D., Vice Chair
Gregory Weisswasser, N.D.
Dara Thompson, N.D.
Greta D'Amico, N.D.
Michael Hirt, M.D.
Myles Spar, M.D., MPH
Thyonne Gordon, Ph.D. , Public Member
Alexander Kim, Public Member

Former committee member(s) who also participated in the development of this strategic plan:

Koren Barrett, N.D.

EDMUND G. BROWN, JR., GOVERNOR

ANNA M. CABALLERO, SECRETARY, BUSINESS, CONSUMER SERVICES, AND HOUSING
AGENCY

AWET KIDANE, DIRECTOR, DEPARTMENT OF CONSUMER AFFAIRS

REBECCA MITCHELL, EXECUTIVE OFFICER, NATUROPATHIC MEDICINE COMMITTEE

Naturopathic Medicine Committee 2016-2019 Strategic Plan





Message from the Chair

As Chair of the Naturopathic Medicine Committee under the Osteopathic Medical Board of California, it is my pleasure to present our 2016 Strategic Plan. This Plan was developed with expert guidance from the Department of Consumer Affairs, SOLID Planning Unit, Noel Cornelia and Brianna Miller, as well as contributions from all of our Committee Members and our dedicated Executive Officer, Rebecca Mitchell.

The Committee will continue to focus on the following areas:

- Licensing and Continuing Education
- Enforcement
- Legislation and Regulations
- Administration
- Outreach and Education

The Naturopathic Medicine Committee thanks you for your interest in our work. Please check our website at www.naturopathic.ca.gov and keep apprised of our progress!

David Field, ND, LAc
Chair, Naturopathic Medicine Committee



Goal Area Summaries

#1 Licensing and Continuing Education

The Committee promotes licensing standards for licensees to protect consumers and allow reasonable access to the profession. The Committee also oversees and approves continuing education standards to promote excellence in practice and public safety.

#2 Enforcement

The Committee protects the safety of consumers through enforcement of the laws and regulations governing the practice of naturopathic medicine.

#3 Legislation and Regulations


Committee statutes, regulations, policies and procedures strengthen and support their mandate and mission.

#4 Administration

Through effective leadership, the Committee efficiently utilizes its resources and personnel to meet its objectives. It provides excellent customer service and consumer protection.

#5 Outreach and (Public) Education

The Committee informs consumers, licensees and stakeholders about the practice and regulation of the profession, while providing responsive customer service.



Mission, Vision and Values

Mission:

To protect health care consumers through the proper licensing and regulation of Naturopathic Doctors utilizing the vigorous, objective enforcement of the Naturopathic Doctors Act, and to promote access to quality naturopathic medical care

Vision:

To promote excellence in the safe and effective practice of naturopathic medicine

Values:

1. Consumer Protection
2. Quality
3. Transparency
4. Efficiency
5. Integrity

#1 Licensing and Continuing Education

- 1.1. Explore and adopt a continuing education (CE) approval system and coordinate with the California Naturopathic Doctors Association (including the designation of pharmacy and non-pharmacy CE) to be consistent with other states and allow for greater accessibility to licensees.
- 1.2. Facilitate licensees' ability to track their CE for increased efficiency in the license renewal and auditing process and to promote public safety by confirming compliance.
- 1.3. Create a clear naturopathic doctor-physician and surgeon (ND-MD/DO) supervision agreement template for use by NDs to conform to the law regarding pharmacy prescribing.
- 1.4. Implement a regular and efficient CE auditing system to confirm that licensees have met their respective CE requirements.
- 1.5. Update Web site information on Committee-approved CE offerings to provide current information to licensees.



#2 Enforcement

- 2.1. Identify and contract with naturopathic expert reviewers to assist with implementing enforcement actions by reviewing cases to determine a deviation from the standard of practice.
- 2.2. Strengthen penalties for illegal use of ND title to protect consumers from unscrupulous practitioners.
- 2.3. Execute timely enforcement and collection of fines to protect public safety.
- 2.4. Explore and identify policy change that implements stronger penalties for unlicensed practice to protect the public.



#3 Legislation and Regulations

- 3.1. Craft and introduce Naturopathic Medicine Committee (NMC) sponsored legislation (including additional title protection and scope expansion for allowing naturopathic doctors to practice as trained) to address consumer needs and protections, and to improve public access to primary care.
- 3.2. Review, update and announce regulations to clarify the Naturopathic Practice Act.
- 3.3. Develop the standard of practice guidelines for licensees to promote safe and professional practice and to protect public safety.
- 3.4. Open communication between the NMC, appropriate boards and associations in order to facilitate greater understanding of potential legislative and regulatory changes.

#4 Administration

- 4.1. Clarify workflow to establish clear priorities for Executive Officer and create efficiencies.
- 4.2. Create operational manual for the office and positions to prepare for staff change and provide continuity.
- 4.3. Create clear expectations for responsiveness by the NMC to staff in order to improve workflow and shorten cycle times.
- 4.4. Secure adequate staff to support the functions and duties of the Executive Officer and the Committee.

#5 Outreach and Education Objectives

- 5.1. Create a webinar and/or other educational opportunities around ethical and legal practice for licensed NDs to educate them about scope of practice.
- 5.2. Post disciplinary processes, results and cases (pending legal research and approval) to protect public safety.
- 5.3. Explore opportunities to educate legislators and health-related boards and associations about naturopathic medicine and NMC to inform, foster relationships, reduce confusion, and educate the public about naturopathic medicine.
- 5.4. Increase the frequency of online communications and Web site updates (newsletter, FAQs, social media) concerning naturopathic medicine (intravenous (IV) therapy and prescription (RX) formulary) to better educate the public and licensees.
- 5.5. Update the consumer brochure to provide current information to the public.
- 5.6. Develop outreach campaigns to educate the public about naturopathic medicine.

Strategic Planning Process

To understand the environment in which the Board operates and identify factors that could impact the Committee's success, the California Department of Consumer Affairs' SOLID Unit conducted an environmental scan of the internal and external environments by collecting information through the following methods:

- ♦ Interviews conducted with eight members of the Committee were completed during August and September 2015 to assess the strengths, challenges, opportunities and threats the Committee is currently facing or will face in the upcoming years.
- ♦ Interviews conducted with the Committee Executive Officer and support staff person, completed in of August 2015 to identify the strengths and weaknesses of the Committee from an internal perspective.
- ♦ An online survey sent 550 Committee stakeholders in August 2015 to identify the strengths and weaknesses of the Committee from an external perspective. 54 stakeholders completed the survey.

The most significant themes and trends identified from the environmental scan were discussed by the Committee during a strategic planning session facilitated by SOLID on January 14, 2016. This information guided the Committee in the revision of its mission, vision and values, while directing the strategic goals and objectives outlined in this 2015 strategic plan.

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This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Naturopathic Medicine Committee during the time period of July through September, 2015. Subsequent amendments may have been made after Committee adoption of this plan.



Strategic Plan / Action Plan Updates

1. Explore and adopt CE approval system and coordinate with other states and allow for greater accessibility to licensees. (1.1)
 - a. Under the Sunset Review, staff worked with the Senator Hill's office to make the appropriate changes to allow for the CE Audit authority within statute BPC section 3635.1.
2. Facilitate licensees' ability to track their CE for increased efficiency in the license renewal and auditing process and promote public safety by confirming compliance. (1.2)
 - a. Staff has implemented a random CE audit function within the BreEZe licensing system which will allow the Committee to confirm CE compliance.
 - b. A new Excel table has been created that will allow licensees to easily calculate CE unit totals for easier reporting online. The form will also be posted to the website under the "Licensee" tab for those that send in a paper renewal form.
 - c. **Regulatory language for the new renewal and CE Audit is being developed and will need Committee approval to move forward.**
3. Create a clear naturopathic doctor-physician and surgeon (ND-MD/DO) supervision agreement template for use by NDs to conform to the law regarding pharm prescribing. (1.3)
 - a. **Staff is currently reviewing an agreement as sample contract for licensees to use. This document will need to be reviewed by legal.**
4. Implement a regular and efficient CE auditing system to confirm that licensees have met their respective CE requirements. (1.4)
 - a. Staff has implemented a random CE audit function within the BreEZe licensing system which allows the Committee to confirm CE compliance.
 - b. **Proposed regulatory language is being developed and will need Committee approval to move forward.**
5. Identify and contract with naturopathic expert reviewers to assist with implementing enforcement actions by reviewing cases to determine a deviation from the standard or practice. (2.1)
 - a. Staff has created a database and contracting system to use for this goal area.
 - b. **Staff has completed an Expert Reviewer Manual – this will need review by legal prior to use.**
 - c. Staff has communicated our need/search for interested licensees by reaching out to CNDA. The association has agreed to post notice for reviewers.

- d. **Staff is working with DCA to create an Expert Reviewer/Witness Program. The program includes improving expert recruitment, standardize qualifications, and improve expert services.**
 - e. **This program is in the early part of research and development.**
- 6. Strengthen penalties for illegal use of ND title to protect consumers from unscrupulous practitioners. (2.2)
 - a. Staff has completed a survey of other healing art programs cite and fine penalty structure for first time offenses.
 - b. With the assistance of DCA Division of Investigations (DOI), staff has created a new structure to use on unlicensed activity citations and fines.
- 7. Execute timely enforcement and collection of fines to protect public safety. (2.3)
 - a. Staff has created a process map for enforcement procedures.
 - b. Staff has completed the backlog of enforcement caseloads. The analyst diligently worked cases to get a baseline created in the enforcement program.
 - c. A newly created baseline allows staff to monitor timelines and determine if they are acceptable or need adjustment.
- 8. Explore and identify policy change that implements stronger penalties for unlicensed practice to protect the public. (2.4)
 - a. Staff has created proposed language to change statute regarding "Naturopath Title Protection."
 - b. The addition of this language was placed in the Sunset bill language, however due to push back from opposition, the language was removed to allow the Sunrise bill of the Naturopathic Doctors Act to pass.
 - c. **The Committee plans on taking the proposed language for title protection (BPC 3645 and 3660) back to the legislature during a future legislative cycle.**
- 9. Craft and introduce Naturopathic Medicine Committee (NMC) sponsored legislation (including additional title protection and scope expansion for allowing naturopathic doctors to practice as trained) to address consumer needs and protections, and to improve public access to primary care. (3.1)
 - a. **Due to the failure of SB 538 and SB 796, staff has drafted proposed language for "Naturopath Title Protection" as seen in Objective 2.4, along with scope expansion as written in original proposed SB 538. This allows for beneficial access to consumers. This also allows consumers to receive a full scope of naturopathic medical care as they can receive in other regulating states.**
 - b. **Committee and staff will need to find an author to carry this legislative effort.**
- 10. Review, update and announce regulations to clarify the Naturopathic Practice Act. (3.2)

- a. Staff has drafted new and modified regulatory language to clarify statutes.
 - b. Regulatory language has been reviewed and approved by Committee.
 - c. **Regulatory packages are being created and processed and approved by legal.**
11. Open communication between the NMC, appropriate boards and associations in order to facilitate greater understanding of potential legislative and regulatory changes. (3.4)
- a. In anticipation of upcoming scope changes, the NMC presented to the Medical Board of California (MBC) during their 07/28/2017 meeting to provide information on the education, training, and practice skills of licensed NDs. (San Francisco, CA).
 - b. The NMC also presented to the Osteopathic Medical Board (OMB) during their 01/18/2018 meeting to provide information on the education, training, and practice skills of licensed NDs. (Sacramento, CA).
 - c. **Committee must continue conversations with stakeholders, including OMB, MBC and the trade associations. They will now gathering information and recommendations towards the framework for the creation of proposed scope legislation.**
12. Clarify workflow to establish clear priorities for Executive Officer and create efficiencies. (4.1)
- a. Staff has created and implemented action plan goals.
 - b. Staff will share the Action Plan progress at this and subsequent committee meetings.
 - c. Staff created a workflow form for analyst to complete daily in order to analyze workload and workflow effectiveness. The workflow data shows the need for one additional staff and where the most common deficiencies are found in office processes.
13. Create operational manual for the office and positions to prepare for staff change and provide continuity. (4.2)
- a. Staff identified functions of the office that needed procedural mapping and created those outlines to include clerical support, licensing, and enforcement processes.
 - b. Staff has utilized the process maps to create procedural manuals for use by office staff.
 - c. Administrative Manual has been completed and was approved by the Committee.
14. Create clear expectations for responsiveness by the NMC to staff in order to improve workflow and shorten cycle times. (4.2)
- a. Require Committee members to check email every other day regarding committee business and respond within one working business day.
 - b. Staff (EO) currently utilizes "high priority" or "action required" in email subject lines for matters requiring immediate response.

- c. Utilize text messages to Committee Members so that urgent emails are not missed.**
15. Secure adequate staff to support the functions and duties of the Executive Officer and the Committee. (4.4)
 - a. *Staff (EO) created a workflow form to conduct job analysis as stated in #12 (4.1). The analysis showed that there was enough workload to justify another 1.3 staff members (office technician level). However, at this time the Committee fund cannot sustain an additional expenditure for an increase in staffing levels.*
16. Explore opportunities to educate legislators and health-related boards and associations about naturopathic medicine and NMC to inform, foster relationships, reduce confusion, and educate the public about naturopathic medicine. (5.3)
 - a. Staff has started to research and identify mediums of disseminating educational materials (i.e. pamphlets, video/PowerPoint, and comparison charts on website).
 - b. Staff worked with DCA Office of Public Affairs to create several media articles that focused on Naturopathic Medicine, what to expect from an ND and how to check the status of a license.
 - c. Staff is currently working with DCA Internet and Public Affairs Office in order to update the CONSUMER tab of the website. Although there has been a lot of new material and resources created for the website, no new information will be added until the new website format has been approved for posting.**
 - d. Once items are drafted, staff will present the new website materials to Committee for review and approval.**
17. Increase the frequency of online communications and website updates (newsletter, FAQs, social media) concerning naturopathic medicine (intravenous (IV) therapy and prescription (RX) formulary) to better educate the public and licensees. (5.4)
 - a. Staff has reviewed contents of website and determined best business practices and standards to include on website.
 - b. Website must use the standardized layout to stay in line with other State Offices.
 - c. Staff is currently working with DCA Internet and Public Affairs Office in order to update the Committee website. Although there has been a lot of new material and resources created for the website, no new information will be added until the new website is posted.**
 - d. Once items are drafted, staff will present the new website materials to Committee for review and approval**