



CALIFORNIA BOARD OF
**NATUROPATHIC
MEDICINE**

Environmental Scan

2024

*Prepared by
SOLID Planning Solutions
for the California Board of Naturopathic Medicine*



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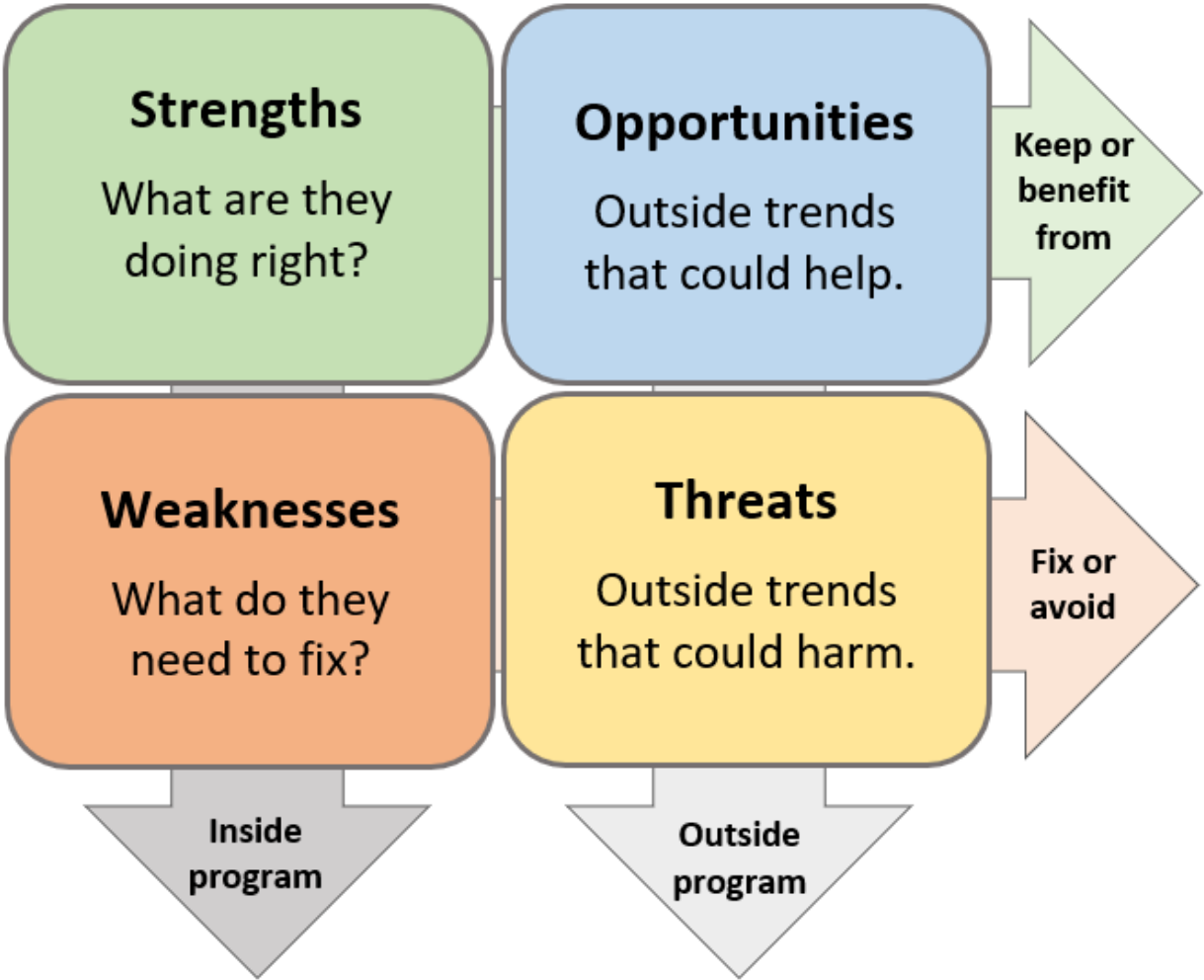
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Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the internal and external environment in which an organization operates. This analysis allows the organization to look at the factors that can impact its success. This report is a summary of the environmental scan recently conducted by SOLID Planning (SOLID) for the California Board of Naturopathic Medicine (CBNM or Board) in the months of February and March 2024.

The purpose of this environmental scan is to provide a better understanding of external and internal stakeholder thoughts about the Board's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders, where strengths and weaknesses refer to the Board's internal environment and opportunities and threats refer to the Board's external environment.



Diversity, Equity, and Inclusion in the Strategic Planning Process

Governor Gavin Newsom, through [Executive Order \(N-16-22\)](#), strengthened the State's commitment to a "California For All" by directing state agencies and departments to take additional actions to embed equity analysis and considerations into their policies and practices, including but not limited to, the strategic planning process.

At the Department of Consumer Affairs (DCA), we are driven by our consumer protection mission and common goal to support our employees and the people and communities across California. As part of advancing the Governor's Executive Order, DCA's strategic planning process reflects our commitment to diversity, equity, and inclusion (DEI), incorporating inclusive public engagement and enhanced data collection and analysis.

DCA DEI Mission Statement: *To Advance a Diverse, Equitable, and Inclusive California Department of Consumer Affairs for All.*

Diversity: *The inherent and acquired qualities, characteristics, and experiences that make us unique as individuals and the groups to which we belong.*

Equity: *Creating pathways to equal outcomes.*

Inclusion: *A practice to maintain a positive environment where all individuals feel recognized, understood, and valued.*

Consider DEI impacts of policy decisions when reviewing the feedback from the environmental scan and when developing strategic objectives.

Feedback

Feedback was solicited from external stakeholders, board members, and the Board's executive officer, legal counsel, and staff regarding the Board's internal strengths and weaknesses as they relate to its goal areas (listed below) and external opportunities and threats as they relate to the profession and environment in which the Board operates.

1. **Licensing**
2. **Enforcement**
3. **Legislation and Regulation**
4. **Administration**
5. **Outreach and Education**

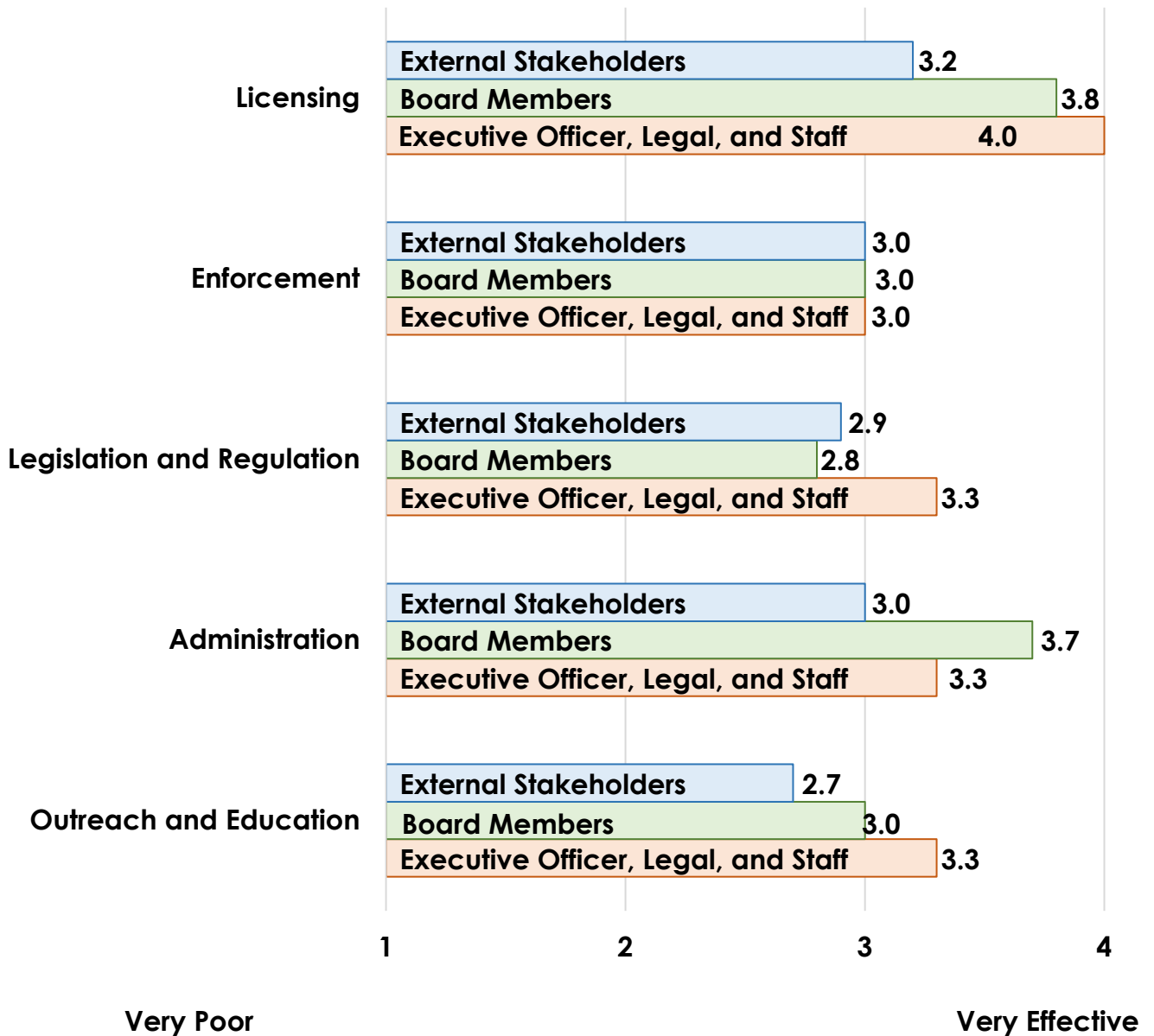
This document summarizes trends, including areas where stakeholder groups agree and disagree, while providing insight to assist the Board in developing objectives for the upcoming strategic plan.

At the strategic planning session, the Board's executive officer and board members will discuss and evaluate this information as a group to help create the objectives that the Board will focus on during its next strategic plan period.

If you have any questions about this report, please contact Elizabeth Coronel with SOLID Planning at Elizabeth.Coronel@dca.ca.gov.

Overall Effectiveness

External and internal (board members, executive officer, and staff) stakeholders rated the Board's strategic goal areas on a scale of 1 (very poor) to 4 (very effective). The chart below displays the average ratings, with full details contained in the report.



Goal 1: Licensing

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

Effectiveness Rating

Rating	External Stakeholders	Board Members	Executive Officer, Legal, and Staff
Very Effective	29%	83%	100%
Effective	61%	17%	0%
Poor	10%	0%	0%
Very Poor	0%	0%	0%
Total %	100%	100%	100%
Total Responses	82	6	3

Summary of Licensing Strengths

1. External stakeholders praise the Board's communication, emphasizing its information accessibility and clarity.
2. External stakeholders say the Board is responsive to inquiries.
3. External stakeholders report a quick turnaround, including in licensure renewals. Board members say the processing time is a strength and comment on the reasonable timeframes of the application and renewal processes. The executive officer, legal, and staff recognizes the quick, automated application process.
4. External stakeholders praise the Board's easy and straightforward processes, emphasizing the licensure renewal process. Board members praise the license renewal system, BreEZe, and process for its efficiency, ease, and helpfulness.
5. Board members say the Board upholds the standards for licensees and believe the continuing education and pharmacy hour requirements are strengths. Board members also state the Board ensures applicants meet criteria, education requirements, and background check.

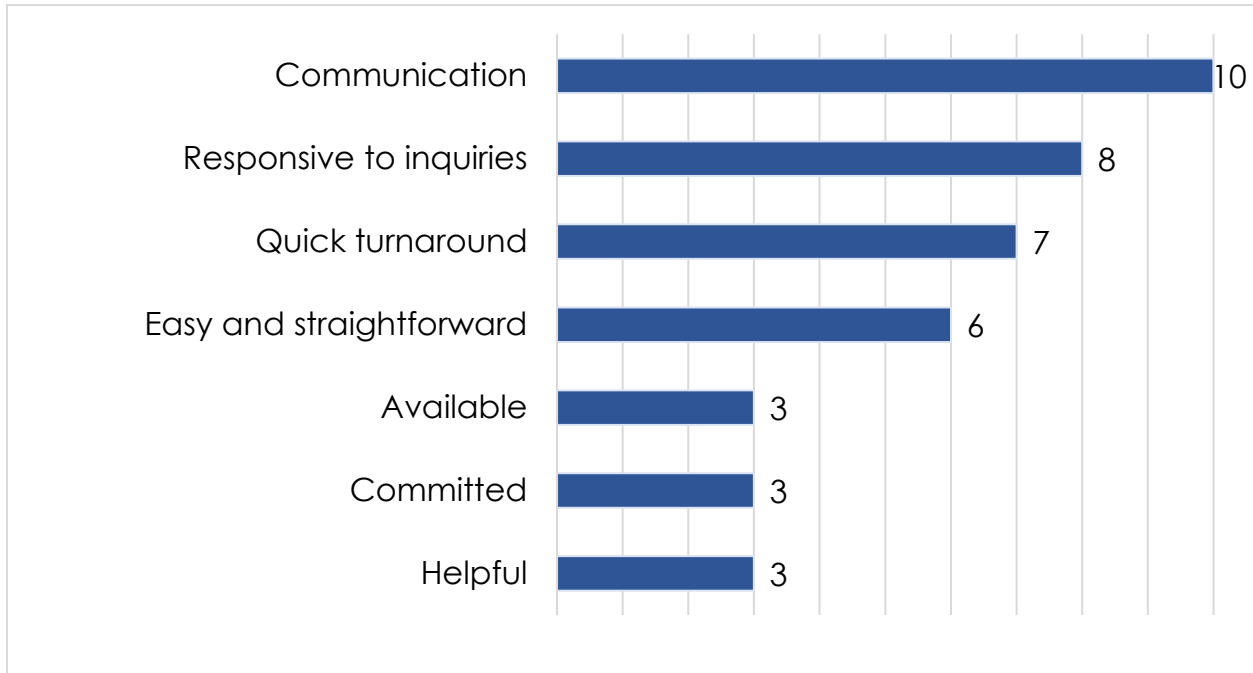
Summary of Licensing Weaknesses

1. External stakeholders identify communication as a weakness and comment on the lack of clarity and updates regarding regulations.
2. External stakeholders identify the Board's accessibility to the Board and staff as a weakness and report that the Board is inaccessible via email and phone.
3. External stakeholders see the scope of practice as a weakness and ask for scope expansion.

Trends in Licensing Strengths

External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Board Member Comment Trends – Strengths

The list below summarizes comments provided by board members.

- Communication improvements.
- Continuing education and number of pharmacy hours requirements.
- Ensuring applicants meet criteria. Processing applications and confirming necessary background and education are met.
- License processing times shorter compared to other licensing boards.
- License renewal process is efficient and easy.
- License renewal processing time is reasonable.
- License renewal system (BreEZe) makes it easier for licensees to renew.
- Number of active licensees.
- Processing time and time improvements.
- Upholding standards for licensees.

Executive Officer, Legal, and Staff Comment Trends – Strengths

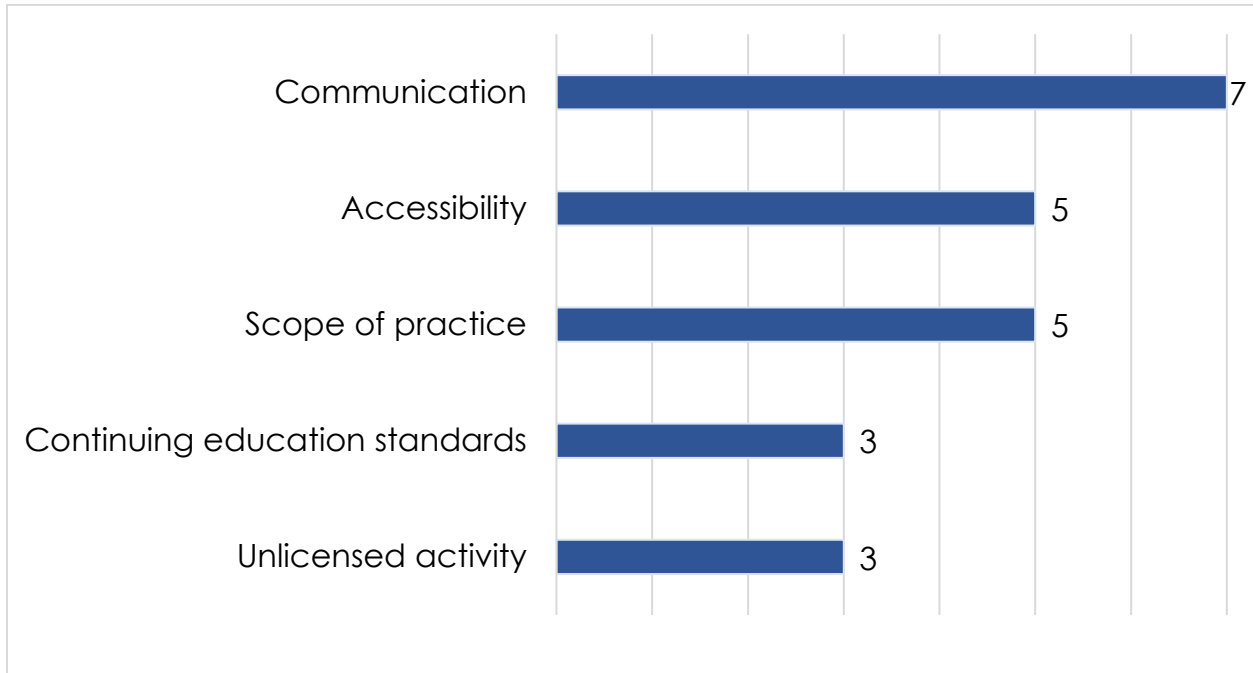
The list below summarizes the comments provided by the executive officer, legal, and staff.

- Application process automation and quickness.
- Board website information regarding licensing and application processes.
- Responsiveness to emails and phone calls.
- Staff efficiency and effectiveness.
- Work organization including file organization.

Trends in Licensing Weaknesses

External Stakeholder Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Board Member Comment Trends – Weaknesses

The list below summarizes comments provided by board members.

- Continuing education options.
- Reciprocity with other states.
- Tracking of continuing education.

Executive Officer, Legal, and Staff Comment Trends – Weaknesses

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Low number of licensees drives fees up.
- Scope of practice should represent education and training.

Goal 2: Enforcement

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

Effectiveness Rating

Rating	External Stakeholders	Board Members	Executive Officer, Legal, and Staff
Very Effective	23%	0%	0%
Effective	59%	100%	100%
Poor	14%	0%	0%
Very Poor	4%	0%	0%
Total %	100%	100%	100%
Total Responses	51	5	3

Summary of Enforcement Strengths

1. External stakeholders see the Board’s enforcement of licensees as a strength. Board members say the Board addresses issues and praises its responsiveness and effectiveness.
2. Board members state that the Board addresses unlicensed activity through education and outreach.
3. The executive officer, legal, and staff believes the new staff is a strength and that sharing their experience and skills will help improve enforcement functions and timeliness.

Summary of Enforcement Weaknesses

1. External stakeholders identify unlicensed activity as a weakness and a cause for public confusion. Board members say the Board has limited resources, including staff, that impacts enforcement and effectiveness in addressing unlicensed activity.
2. External stakeholders say that communication is a weakness and suggest bulletins, reporting of complaints, and communication with other professions. The executive officer, legal, and staff reports the backlog and a lack of case organization and management caused during the absence of an executive officer as a weakness.

Trends in Enforcement Strengths

External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Board Member Comment Trends – Strengths

The list below summarizes comments provided by board members.

- Addresses issues quickly and effectively and is responsive in difficult situations.
- Appropriately follows through with complaints.
- Aware of unlicensed activity and the need to address it.
- Explains to board members the impact their decisions have on cases.
- Enforcement through education and outreach.
- Informs board members to facilitate voting on cases.
- Outreach to the unlicensed individuals and the decrease in unlicensed activity due to education and outreach.
- Public is submitting complaints.
- Warning letter process.

Executive Officer, Legal, and Staff Comment Trends – Strengths

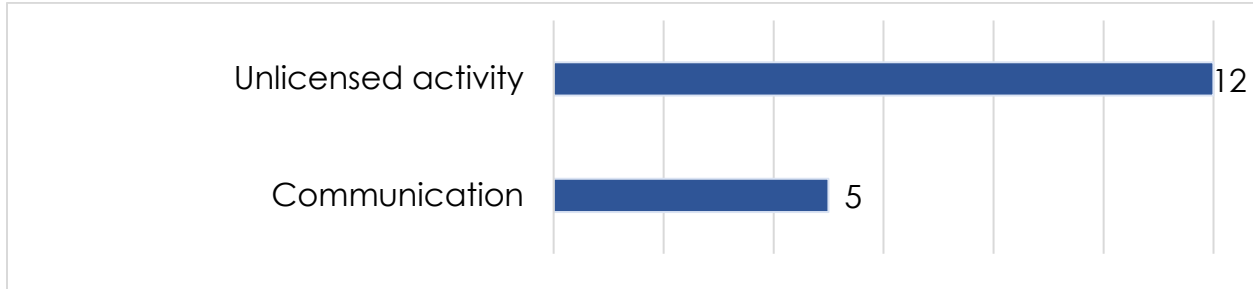
The list below summarizes the comments provided by the executive officer, legal, and staff.

- The Board does not have to enforce as much due to the lack of violations.
- The Board is effective in pursuing unlicensed individuals.
- Communicates scope of practice thus mitigating enforcement.
- New staff brings experience and skills to improve functions and timeliness.

Trends in Enforcement Weaknesses

External Stakeholder Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Board Member Comment Trends – Weaknesses

The list below summarizes comments provided by board members.

- Board resources being drained by the number of unlicensed individuals practicing naturopathic medicine.
- Limited number of staff to effectively address unlicensed activity.
- Timeliness of investigations.

Executive Officer, Legal, and Staff Comment Trends – Weaknesses

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Backlog created when there was no executive officer.
- Communication with naturopathic associations regarding scope of practice.
- New staff's learning curve.
- Organization and management of cases.
- Unlicensed individuals practicing naturopathic medicine.

Goal 3: Legislation and Regulations

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

Effectiveness Rating

Rating	External Stakeholders	Board Members	Executive Officer, Legal, and Staff
Very Effective	13%	0%	67%
Effective	69%	75%	0%
Poor	11%	25%	33%
Very Poor	7%	0%	0%
Total %	100%	100%	100%
Total Responses	55	4	3

Summary of Legislation and Regulation Strengths

1. External stakeholders say the Board advocates for, protects, and supports its scope of practice. Board members praise the executive officer's organization and assistance with decision making and commend staff for bringing relevant legislation to their attention. The executive officer, legal, and staff recognizes the executive officer's efficiency, effectiveness, and passion. The executive officer is also praised for collaborating with regulatory boards and conducting presentations.
2. External stakeholders report that the Board communicates regarding current matters including regulations.

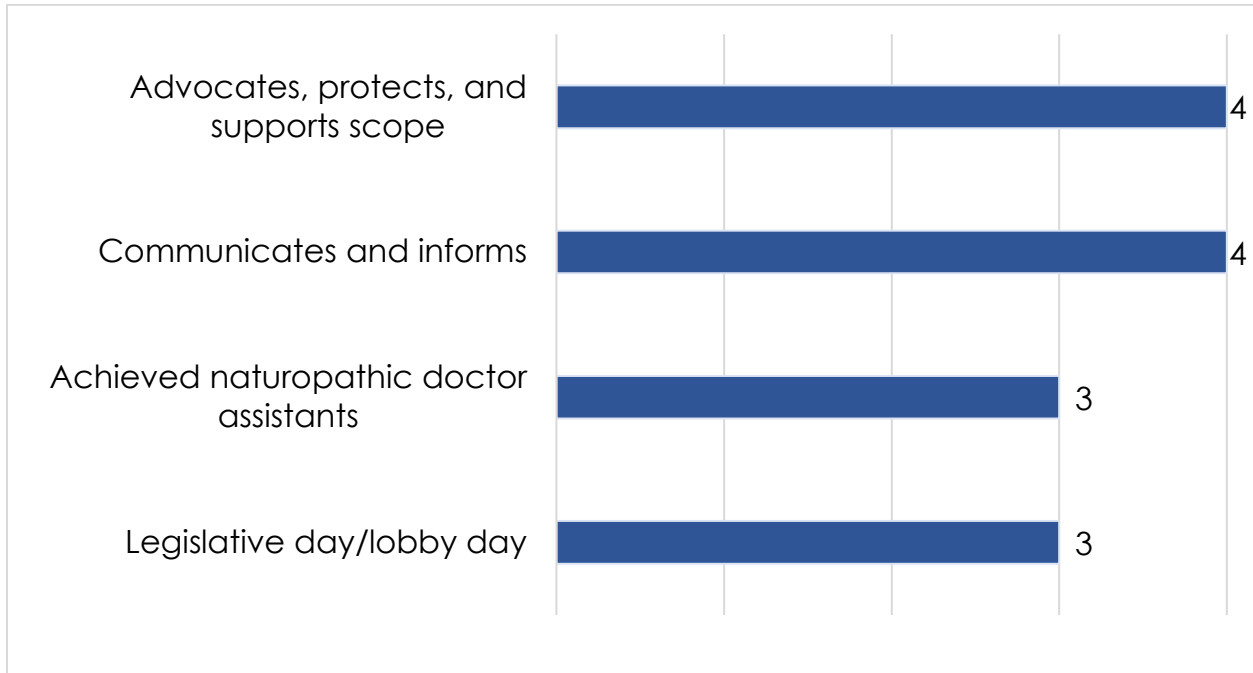
Summary of Legislation and Regulation Weaknesses

1. External stakeholders say the scope of practice is a weakness and suggest consistency with other states and expansion of prescription authority.
2. External stakeholders report communication as a weakness and comment on the lack of updates on the Board's current efforts, issues, and results.
3. Board members suggest that the Board's work, including the efforts of numerous subcommittees, has not produced effective results.
4. Board members report the Board's regulations lack clarity and the process to clarify them has been challenging.

Trends in Legislation and Regulations Strengths

External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Board Member Comment Trends – Strengths

The list below summarizes comments provided by board members.

- Passing sunset review.
- Pays attention to active legislation and offers opinions.
- Staff ensures relevant legislation is brought to the board members' attention.
- The executive officer is organized and helps board members with legislative decisions.
- The executive officer's summaries aid board member decision making.
- Works on legislation that advances the Board's objective to establish parity with other states for appropriate scope of practice.

Executive Officer, Legal, and Staff Comment Trends – Strengths

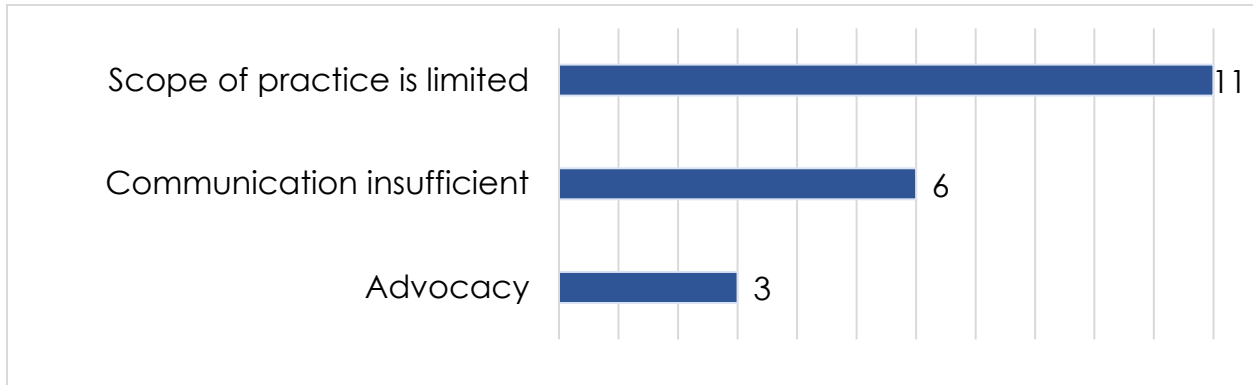
The list below summarizes the comments provided by the executive officer, legal, and staff.

- Additional resources.
- Executive officer efficient, effective, engaged, and passionate.
- Meets required mandates.
- Organizational structural change from committee to board.
- Working with professional associations and legislators.

Trends in Legislation and Regulations Weaknesses

External Stakeholder Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Board Member Comment Trends – Weaknesses

The list below summarizes comments provided by board members.

- Board member vacancies and the impact to meeting frequency.
- Challenging to clarify Board's laws.
- Regulations lack clarity.
- Requires fair amount of effort and interactions to address issues and complete the work.
- Supervisor agreement required to prescribe medication.
- Work, including the efforts of numerous subcommittees, have not produced results.

Executive Officer, Legal, and Staff Comment Trends – Weaknesses

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Lack of staff resources.
- Lack of stakeholder awareness impacting the effectiveness of getting legislation passed.
- Outdated scope of practice.

Goal 4: Administration

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

Effectiveness Rating

Rating	External Stakeholders	Board Members	Executive Officer, Legal, and Staff
Very Effective	24%	67%	33%
Effective	58%	33%	67%
Poor	13%	0%	0%
Very Poor	5%	0%	0%
Total %	100%	100%	100%
Total Responses	55	6	3

Summary of Administration Strengths

1. External stakeholders praise the Board's responsiveness and timeliness. The executive officer, legal, and staff compliments the Board's customer service, including its timely responses to emails and phone calls.
2. External stakeholders say the Board is helpful. Board members praise the executive officer and staff for their knowledge, experience, and accomplishments.

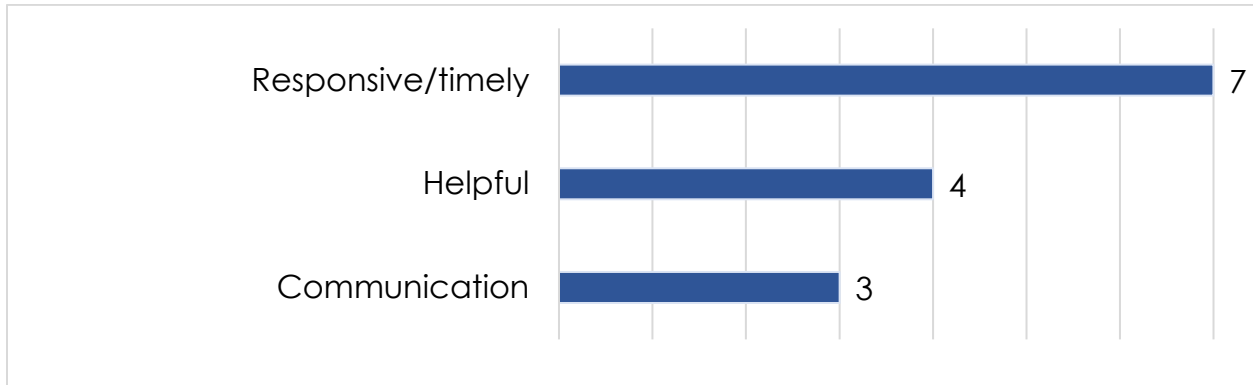
Summary of Administration Weaknesses

1. External stakeholders identify access to the Board and staff as a weakness, commenting on their inability to connect with the Board.
2. The executive officer, legal, and staff reports lack of resources, including staff, impacting the Board's objectives and ability to address unlicensed activity.

Trends in Administration Strengths

External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Board Member Comment Trends – Strengths

The list below summarizes comments provided by board members.

- Engagement during the pandemic to ensure licensees can practice safely and effectively.
- Board's accomplishments despite the number of staff.
- Executive officer and staff knowledge and experience.
- Gained staff to alleviate the pressure on the executive officer.
- Processing time and responsiveness.

Executive Officer, Legal, and Staff Comment Trends – Strengths

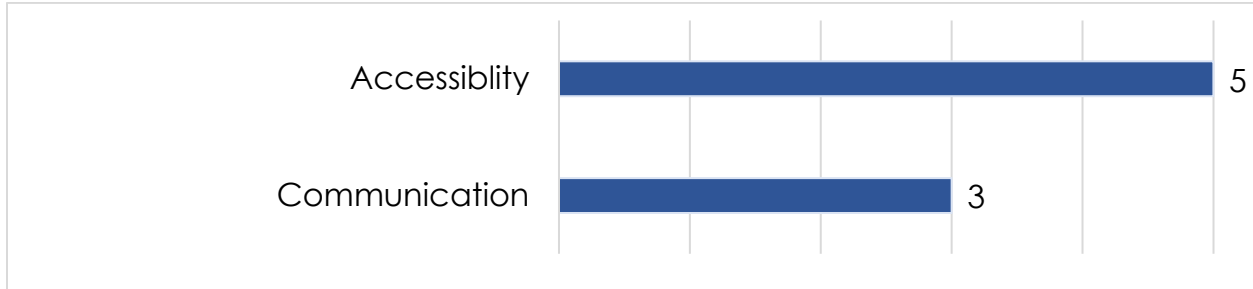
The list below summarizes the comments provided by the executive officer, legal, and staff.

- Addition of needed resources.
- Communication skills and teamwork.
- Customer service including timely response to emails and phone calls.

Trends in Administration Weaknesses

External Stakeholder Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Board Member Comment Trends – Weaknesses

The list below summarizes comments provided by board members.

- Executive officer performance evaluation has not been completed.
- Lines of communication with licensees and consumers are lacking.

Executive Officer, Legal, and Staff Comment Trends – Weaknesses

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Challenges to participating in remote work.
- Coverage issues due to limited staff.
- Lack of resources to address unlicensed activity.
- Lack of staff.

Goal 5: Outreach and Education

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

Effectiveness Rating

Rating	External Stakeholders	Board Members	Executive Officer, Legal, and Staff
Very Effective	15%	40%	33%
Effective	50%	20%	67%
Poor	29%	40%	0%
Very Poor	6%	0%	0%
Total %	100%	100%	100%
Total Responses	48	5	3

Summary of Outreach and Education Strengths

1. External stakeholders find Board communication, including changes and updates announcements, helpful.
2. The executive officer, legal, and staff states the Board attends events to increase awareness and presents updates at conferences.

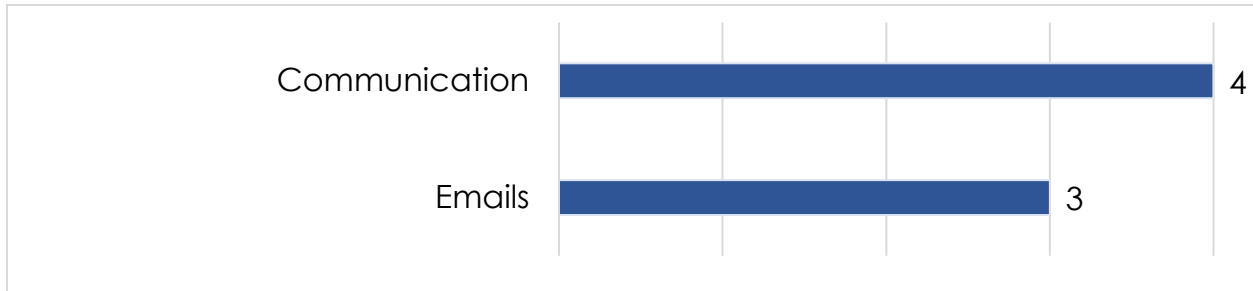
Summary of Outreach and Education Weaknesses

1. External stakeholders identify communication as an area of weakness and say the Board should provide updates on its efforts. Board members report the Board does not share survey data and results with board members or the public.
2. External stakeholders report a lack of outreach. Board members suggest that the Board improve outreach to other healing arts boards.

Trends in Outreach and Education Strengths

External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Board Member Comment Trends – Strengths

The list below summarizes comments provided by board members.

- Amount of community outreach including continuing education seminars.
- Effective relationship with profession and licensees.
- Notifications and information.
- Phone calls answered immediately.
- Started using social media.
- Surveying licensees regarding issues.
- Virtual meetings.

Executive Officer, Legal, and Staff Comment Trends – Strengths

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Attends events to increase awareness.
- Executive officer dedicates many hours.
- Helps licensees with challenges.
- Presents DCA and Board updates at professional associations.
- Social media updates planned.
- Staff availability to stakeholders including consumers.
- Welcomes public to the board meetings.

Trends in Outreach and Education Weaknesses

External Stakeholder Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Board Member Comment Trends – Weaknesses

The list below summarizes comments provided by board members.

- Lack of collaboration with other boards.
- Lack of intentional outreach regarding profession and practice.
- Not reporting to board members feedback gathered from consumers.
- Lack of outreach and education to other healing arts.
- Social media has not reached many people.
- Survey data and results not communicated to the public.

Executive Officer, Legal, and Staff Comment Trends – Weaknesses

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Lack of education provided to professional associations regarding laws in California.

Opportunities and Threats Summary

There are many factors that may impact the future direction of the profession. These could be opportunities the Board may want to capitalize on or threats it needs to mitigate or prepare for.

Stakeholders were asked to list potential opportunities and threats in the Board's external environment that they felt could impact the profession and the Board's regulatory role. The following are common responses that the Board might reference when creating its strategic plan.

Summary of Opportunities

1. External stakeholders and the executive officer, legal, and staff see opportunity in updating the scope of practice to allow naturopathic doctors to practice as they have been trained to help close the gaps in healthcare. Board members believe naturopathic doctors can help address the shortage in healthcare practitioners.
2. Board members see opportunity in leveraging social media to increase awareness about the profession and practice.
3. External stakeholders see an opportunity in medical insurance covering naturopathic medicine.
4. The executive officer, legal, and staff believes there is opportunity in diversifying the licensee population.

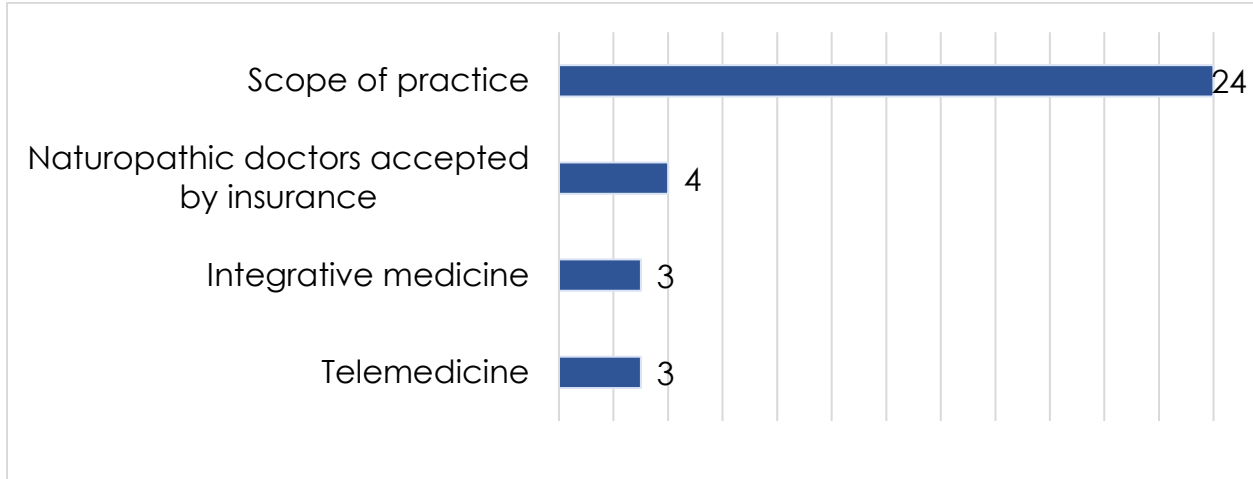
Summary of Threats

1. External stakeholders see the limited scope of practice as a threat and ask for parity with other states as well as prescription authority. Board members believe it is a threat for naturopathic doctors not to be allowed to practice their full scope or have scope parity with other states. The executive officer, legal, and staff believes the scope of practice is limited compared to other states.
2. External stakeholders report unlicensed activity including "scope creep" as a threat. Board members express concern over social media, including TikTok and YouTube, in facilitating unlicensed activity. The executive officer, legal, and staff expresses concern about unlicensed individuals.
3. External stakeholders believe the lack of medical insurance coverage is a threat.

Opportunity Trends

External Stakeholder Comment Trends – Opportunities

The chart(s) below lists the top trends along with the corresponding number of comments for feedback provided by stakeholders.



Board Member Comment Trends – Opportunities

The list below summarizes comments provided by board members.

- Allowed to provide COVID vaccine.
- COVID increased awareness of health disparities and medicine thus increasing acceptance for other healthcare options beyond mainstream.
- Healthcare in social media to increase awareness regarding profession.
- MD and Doctor of Osteopathic Medicine (DO) display no interest in being primary care doctors.
- Other healthcare providers taking short courses to be integrated medical providers and taking similar role as naturopathic but do not possess same level of preparation.
- Other states established broader scopes for naturopathic doctors.
- Oversight of licensed vocational nurses (LVN) and registered nurses (RN).
- Shortage of healthcare practitioners especially in rural and underserved areas.
- Shortage of healthcare practitioners which can be addressed by allowing naturopathic doctors to practice as trained.
- Telehealth.

Executive Officer, Legal, and Staff Comment Trends – Opportunities

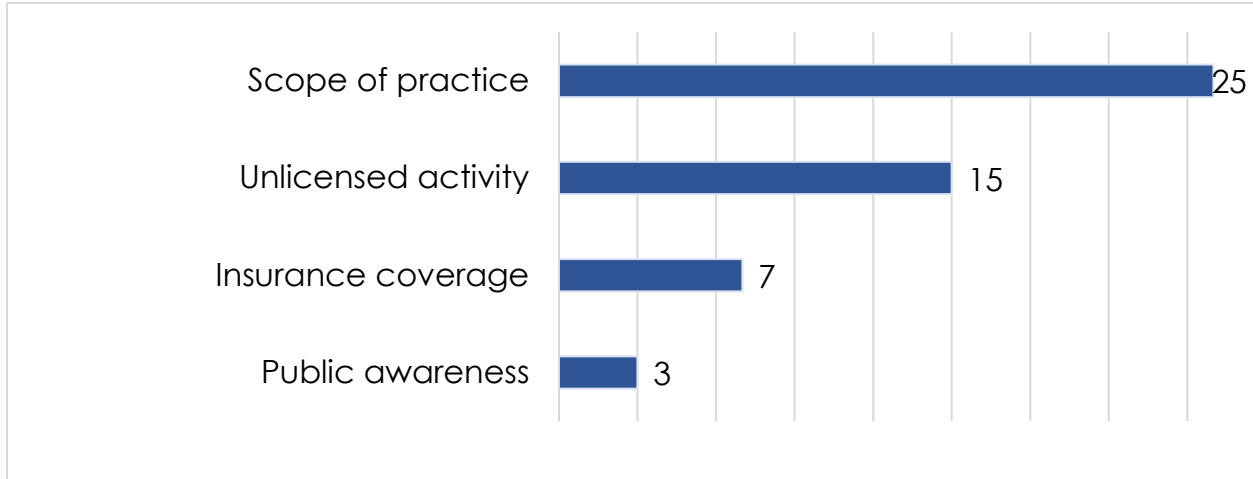
The list below summarizes the comments provided by the executive officer, legal, and staff.

- Diversity among naturopathic doctors.
- Naturopathic doctors being allowed to practice as trained (scope of practice) to help close the gaps in healthcare.
- Naturopathic medicine can promote a healthier lifestyle and prevent diseases and illnesses.

Threat Trends

External Stakeholder Comment Trends – Threats

The chart(s) below lists the top trends along with the corresponding number of comments for feedback provided by stakeholders.



Board Member Comment Trends – Threats

The list below summarizes comments provided by board members.

- Artificial intelligence in healthcare.
- Competition for patients impacts success of practice.
- Dependent on physician oversight.
- Functional medicine (including acupuncture, chiropractic, and medical doctors) practicing naturopathic medicine.
- Medical care as a profit model not effective or helpful to the profession.
- Naturopathic doctors not allowed to practice full scope.
- No clear delineation between health coaches and naturopathic medicine.
- Not having scope parity with neighboring states.
- Perception of naturopathic medicine and dismissive demeanors from other healthcare providers such as medical doctors.
- Social media (including TikTok and YouTube) facilitate unlicensed activity.
- Unlicensed activity.

Executive Officer, Legal, and Staff Comment Trends – Threats

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Licensure portability and states with relaxed requirements.
- Not having naturopathic medicine scope parity with other states.
- Scope of practice limited.
- Unlicensed individuals.

Diversity, Equity, and Inclusion

Specific questions have been incorporated into the environmental scan surveys to gather demographic data and for strategic planning participants to consider DEI impacts of policy decisions such as regulatory, statutory, and continuing education requirements, when developing strategic objectives. Consider:

- Who will benefit from or be burdened by the particular decision or proposal?
- Are there needs that may be different for demographic or geographic groups?
- Once implemented, how will the Board measure effect on impacted populations?
- What data/metrics will be used to evaluate the impacts?

Summary of Gaining Different Perspectives

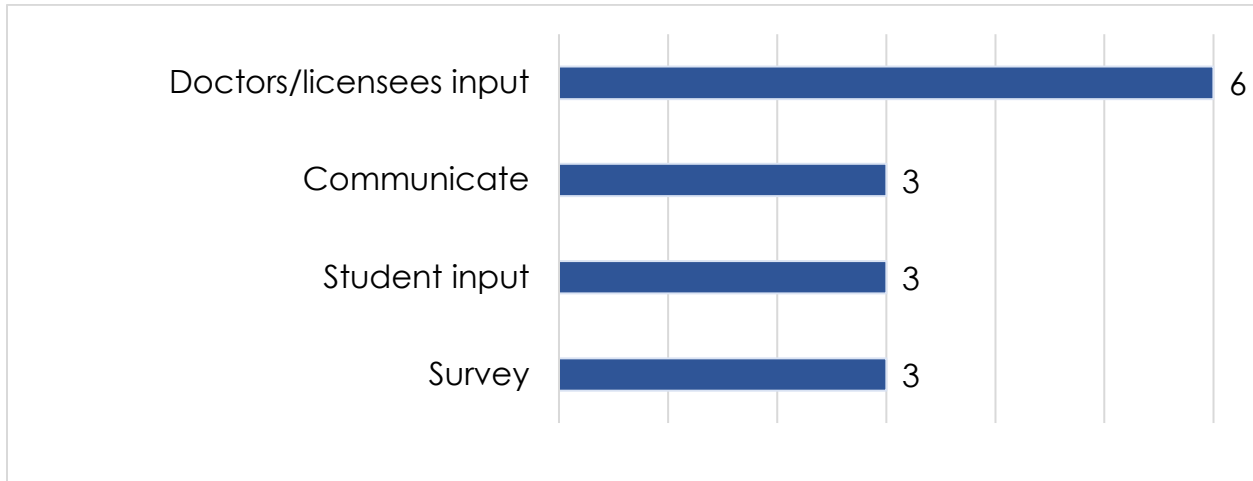
Survey question: What are ways CBNM can gain different perspectives about ideas and priorities related to the CBNM activities?

1. External stakeholders suggest reaching out to and surveying doctors/licensees.
2. Board members suggest working with other boards, including those out of state and mid-level practitioner boards, to gain different perspectives.

Trends in Gaining Different Perspectives

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

External Stakeholder Comment Trends



Board Member Comment Trends

The list below summarizes comments provided by board members.

- Attend the meetings of other boards.
- Communicate with organizations that represent different communities.
- Community outreach.
- Invite people to attend the Board's meetings.
- Meet with key stakeholders including schools and boards across the nation to increase awareness.
- Network with mid-level practitioner boards to promote alignment and collaboration.
- Reach out to other boards.
- Reach out to providers of different ages, background, and ethnicities.
- Regional diversity per geography.
- Speaking to populations that are not represented.
- Stakeholder meetings for the Board to gather ideas.

Executive Officer, Legal, and Staff Comment Trends

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Gather data from stakeholders.
- Identify issues to be addressed.
- Meetings between board units to ensure collaboration.

Summary of Unnecessary Requirements or Barriers to Licensure

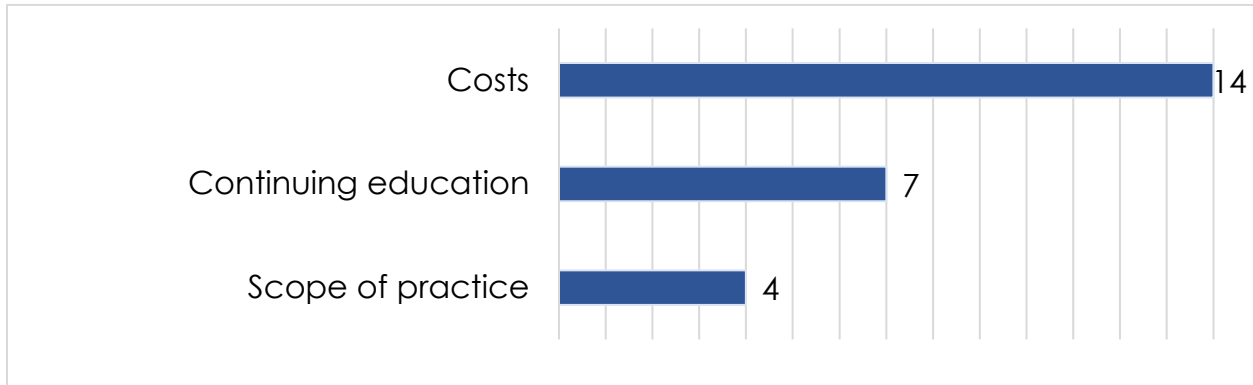
Survey question: Are there unnecessary requirements or barriers to licensure (e.g., education, experience, examination, continuing education, cost of licensure, processing time)?

1. External stakeholders report costs, including licensure and reinstatement, as barriers to licensure. Board members believe the cost of education and licensure are unnecessary barriers to licensure. The executive officer, legal, and staff sees costs and the proposed fee increase as barriers to licensure.
2. External stakeholders report continuing education, including requirement clarity, restrictiveness, and excessiveness, as an unnecessary requirement or barrier to licensure. Board members report pharmacy hours and their limited availability as unnecessary requirements or barriers to licensure.
3. External stakeholders find the limited scope of practice as unnecessary.

Trends in Unnecessary Requirements or Barriers to Licensure

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

External Stakeholder Comment Trends



Board Member Comment Trends

The list below summarizes comments provided by board members.

- Amount of pharmacy hours.
- Availability of pharmacy credit is limited.
- Cost of education.
- Cost of licensure.
- Fairness in requirements.
- Licensure fee due on the licensee's birth month.

Executive Officer, Legal, and Staff Comment Trends

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Cost.
- Limited scope of practice.
- Proposed fee increase.

Summary of Ways to Increase Outreach and Connection to All California Communities Trends

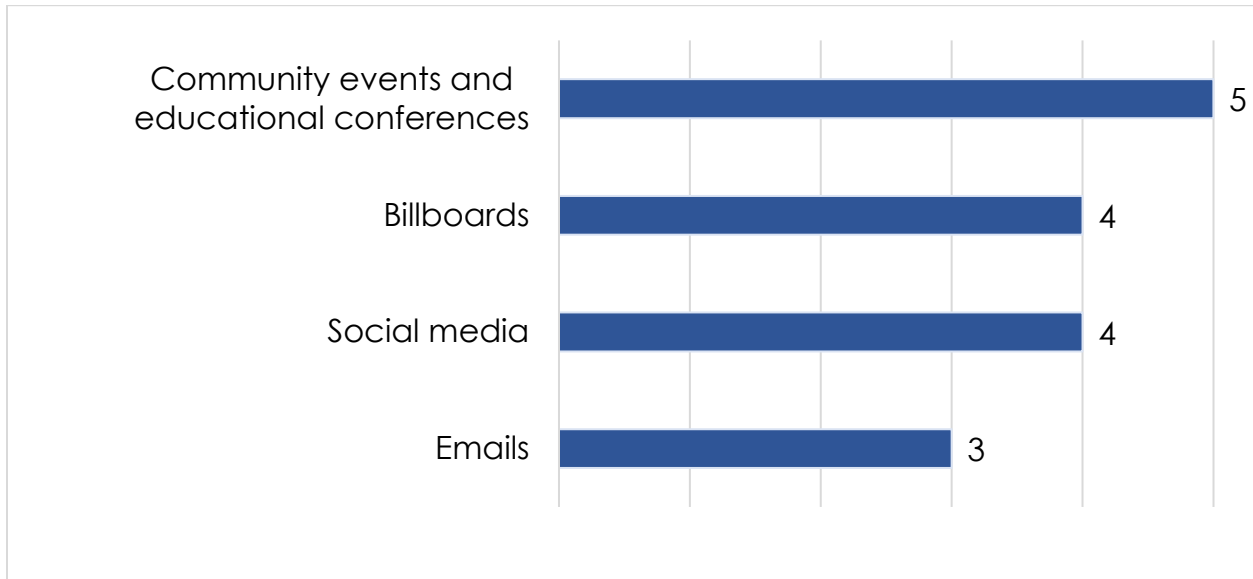
Survey question: What are ways that the Board can increase its outreach and connection to all California communities?

1. External stakeholders suggest the Board be present and engaged in community events and educational conferences. The executive officer, legal, and staff suggests the Board connect with schools including accredited schools, junior colleges, and high schools.
2. External stakeholders recommend billboards, emails, and social media as outreach methods.
3. Board members suggest the Board be inclusive of geographical backgrounds.
4. Board members say the Board should meet people's needs and be inclusive of cultural backgrounds and lived experiences.

Trends in Ways to Increase Outreach and Connection to All California Communities Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

External Stakeholder Comment Trends



Board Member Comment Trends

The list below summarizes comments provided by board members.

- Collaborate with the public health department.
- Communicate with organizations that represent different communities in the state.
- Comprehensive website.
- Culturally competent outreach materials.
- Geographical representation on the Board.
- Health fairs.
- Inclusive of cultural background and lived experiences.
- Language accessibility.
- Meet people's needs in terms of background and geography.
- Representation from all communities including geographically.

Executive Officer, Legal, and Staff Comment Trends

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Connect with accredited schools including high schools and junior colleges.
- Connect with schools, including high schools and junior colleges.
- Establish outreach plan for underserved areas the profession is serving.
- Host meet and greets.
- Participate in community events.
- Social media.

Summary of Other Actions to Take to Further Equal Access to Opportunities

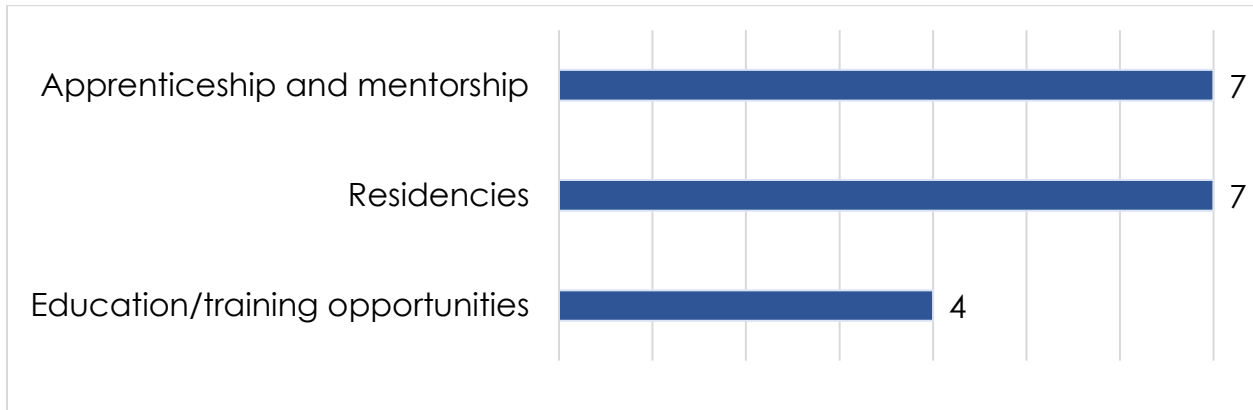
Survey question: What other actions should the Board take to further equal access to opportunities (e.g., entry into the profession, education/training opportunities, apprenticeships/ mentorships)?

1. External stakeholders recommend apprenticeships and mentorships.
2. External stakeholders ask for educational and training opportunities.
3. Board members suggest the board inform stakeholders about the profession and suggest reaching out to schools from secondary to colleges.
4. External stakeholders suggest residencies including those that are paid. Board members believe there should be financial opportunities for residency.

Trends in Other Actions to Take to Further Equal Access to Opportunities

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.

External Stakeholder Comment Trends



Board Member Comment Trends

The list below summarizes comments provided by board members.

- Fill board member vacancies.
- Increase communication between Board and California Naturopathic Doctors Association.
- Increase grants/scholarships/funding for residency.
- Increase opportunities for residency.
- Informing people of the profession (including secondary schools, high schools, colleges).
- Intentionally engage with educational partners (naturopathic education).

Executive Officer, Legal, and Staff Comment Trends

The list below summarizes the comments provided by the executive officer, legal, and staff.

- Promote apprenticeships and mentorships.
- Provide information.
- Work with other licensing entities.

Appendix A – Acronym List

Acronym	Definition
BreEZe	DCA's licensing and enforcement system and a one-stop shop for consumers, licensees, and applicants
CBNM	California Board of Naturopathic Medicine
CNDA	California Naturopathic Doctors Association
COVID	Coronavirus disease (COVID-19) is an infectious disease caused by the SARS-CoV-2 virus.
DCA	Department of Consumer Affairs
DEI	Diversity, Equity, and Inclusion
MD	Doctor of Medicine
ND	Naturopathic Doctor
SOLID	DCA's Training and Planning Unit. SOLID stands for Strategic Organizational Leadership and Individual Development.

Appendix B – Data Collection Method

Data for this report was gathered by surveying stakeholder groups that are important to the success of the Board. Stakeholders include any individual or group who is influenced by or influences a program. Information for this survey was gathered by surveying external stakeholders and internal stakeholders using the following methods:

- SOLID conducted interviews with the Board's executive officer and staff and an online survey for legal counsel during the months of February and March 2024.
- SOLID conducted interviews with the board members during the months of February and March 2024.
- SOLID conducted an online survey for external stakeholders during the months February and March 2024.
 - The survey link was distributed in the following methods:
 - Posted on the Board's website.
 - Posted on the Board's social media accounts (Facebook and Twitter).
 - Emailed to licensee list service.
 - Emailed to the interested parties email subscription list.
 - Emailed to Bastyr University's students.

Classification of Stakeholder Relationship with the Board.

Relationship with the Board	Number of Responses	Response Rate
Board Executive Officer	1	100%
Board Legal Team	1	33%
Board Staff	2	100%
Board Members	6	86%
Preparing to Become a Licensee	13	1
Licensee	108	1
Related Occupation	7	1
Professional Association/Group	9	1
School	12	1
Consumer/Consumer Group	3	1
Government Agency	1	1
Other ²	11	1

¹ A response rate cannot be determined for these external stakeholders because of the undetermined number having access to the survey link.

² Respondents listed in the “Other” category identified themselves as follows:

- Former board member.
- Previous CBNM licensee.
- Previous California licensee, now licensed out of state.
- Inactive California licensee.
- Renounced CBNM license, now Acupuncture licensee.
- Retired California ND license, now out of state licensed ND.
- Student. (3)

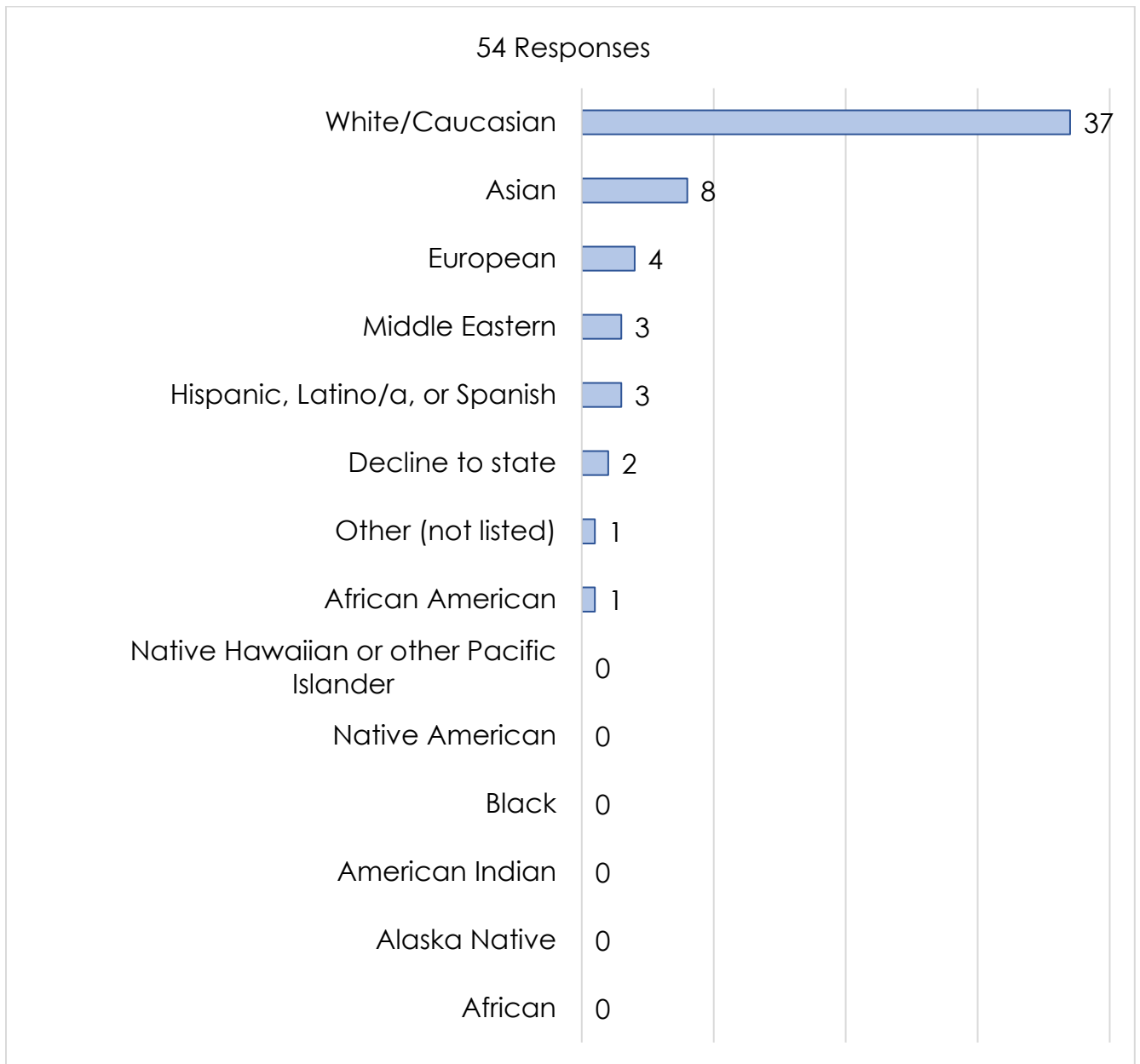
Appendix C – Demographic Data

Demographic questions were solicited from external stakeholders only.

Race

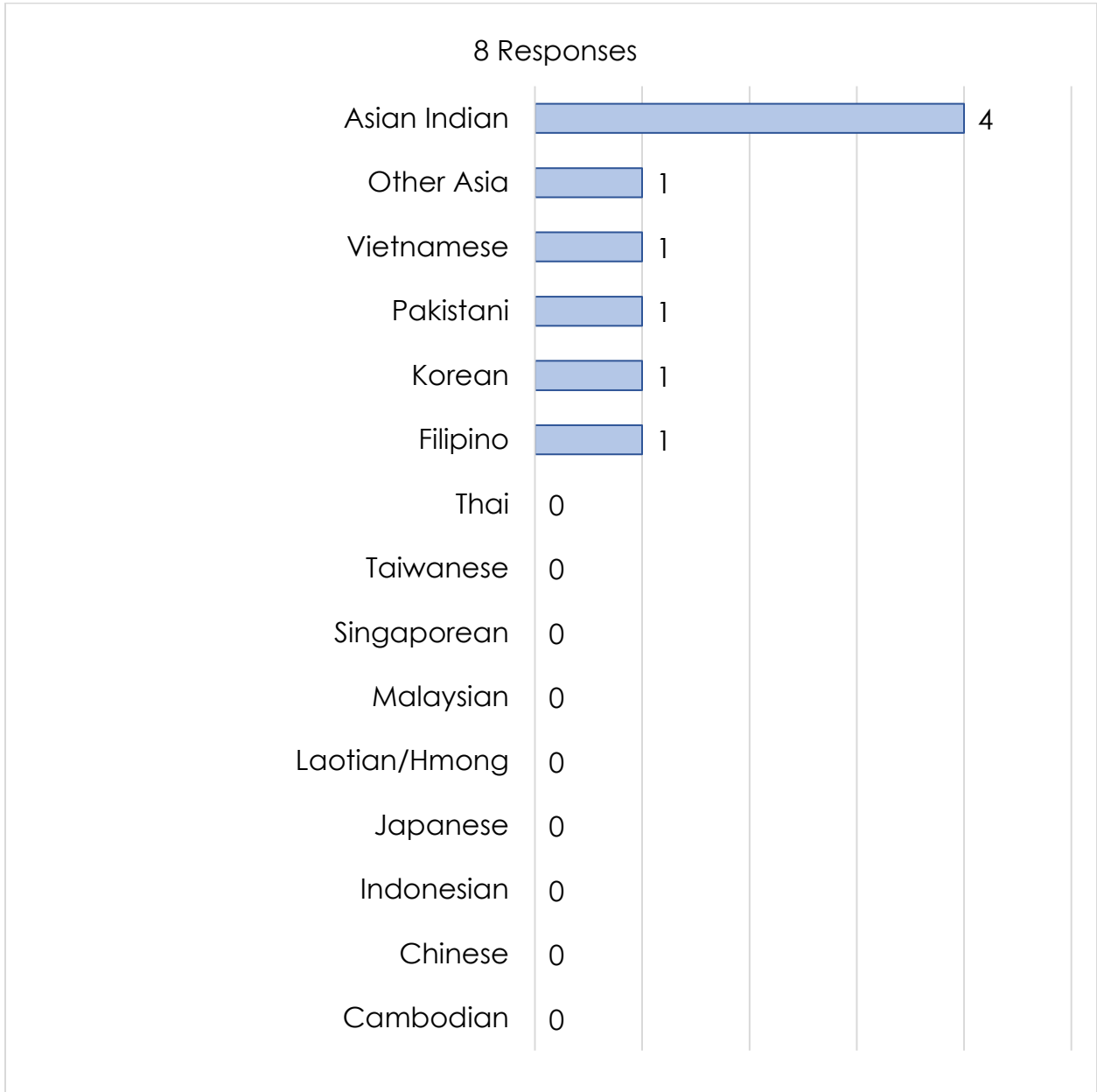
Races Stakeholders Identified With*

* Multiple options could be selected.



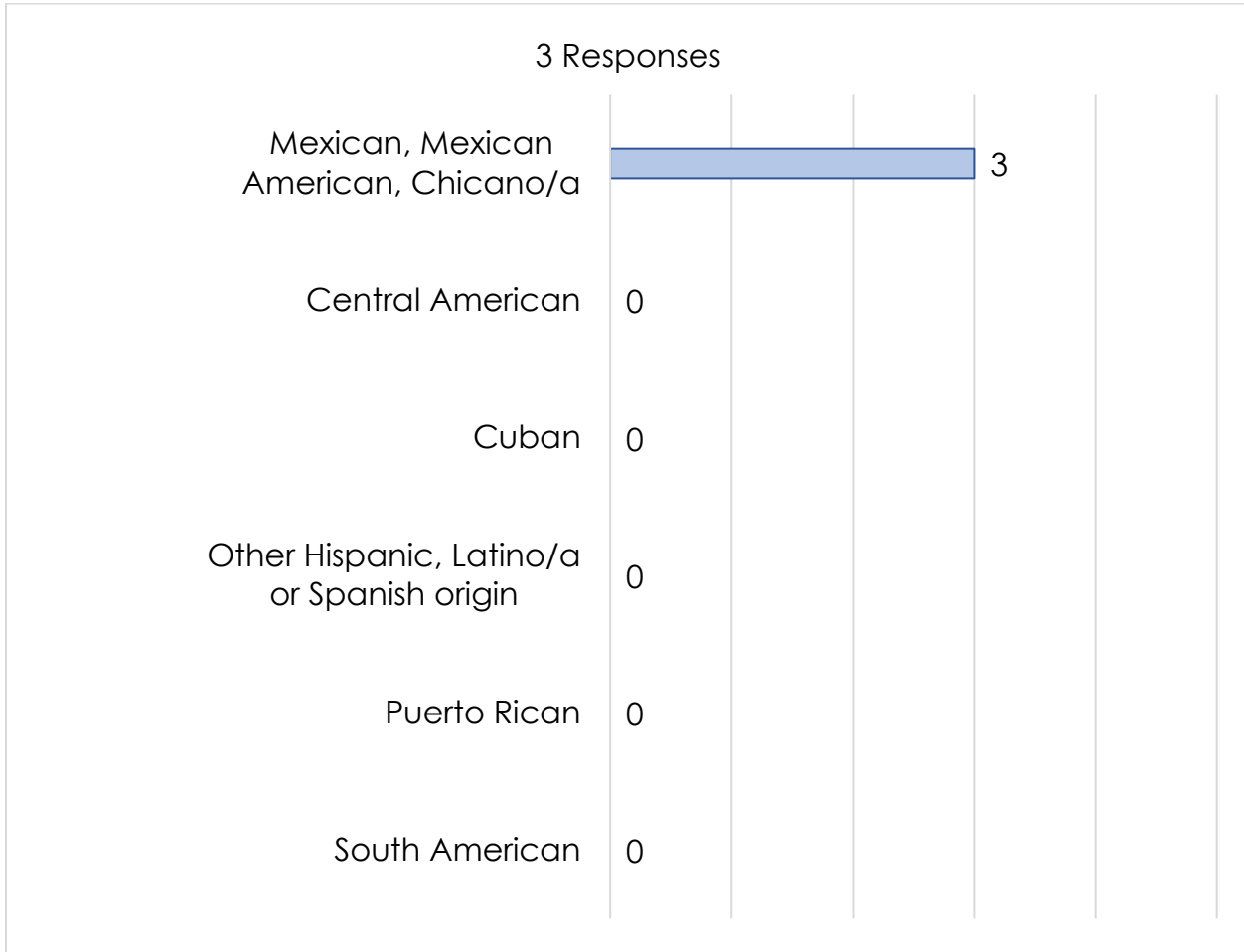
Asian Stakeholders Identified With*

* Multiple options could be selected.



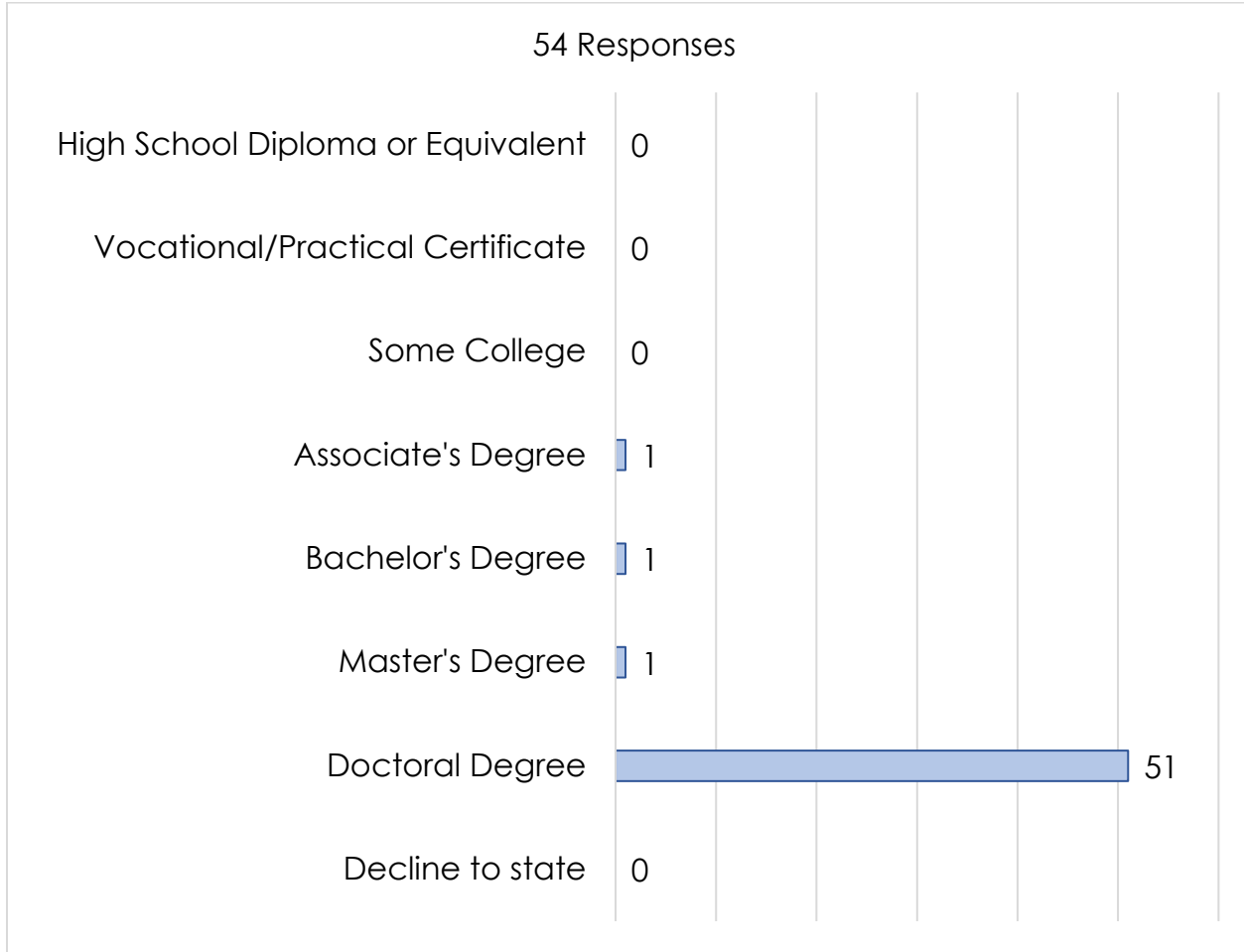
Hispanic, Latino/a, or Spanish Stakeholders Identified With*

* Multiple options could be selected.



Education

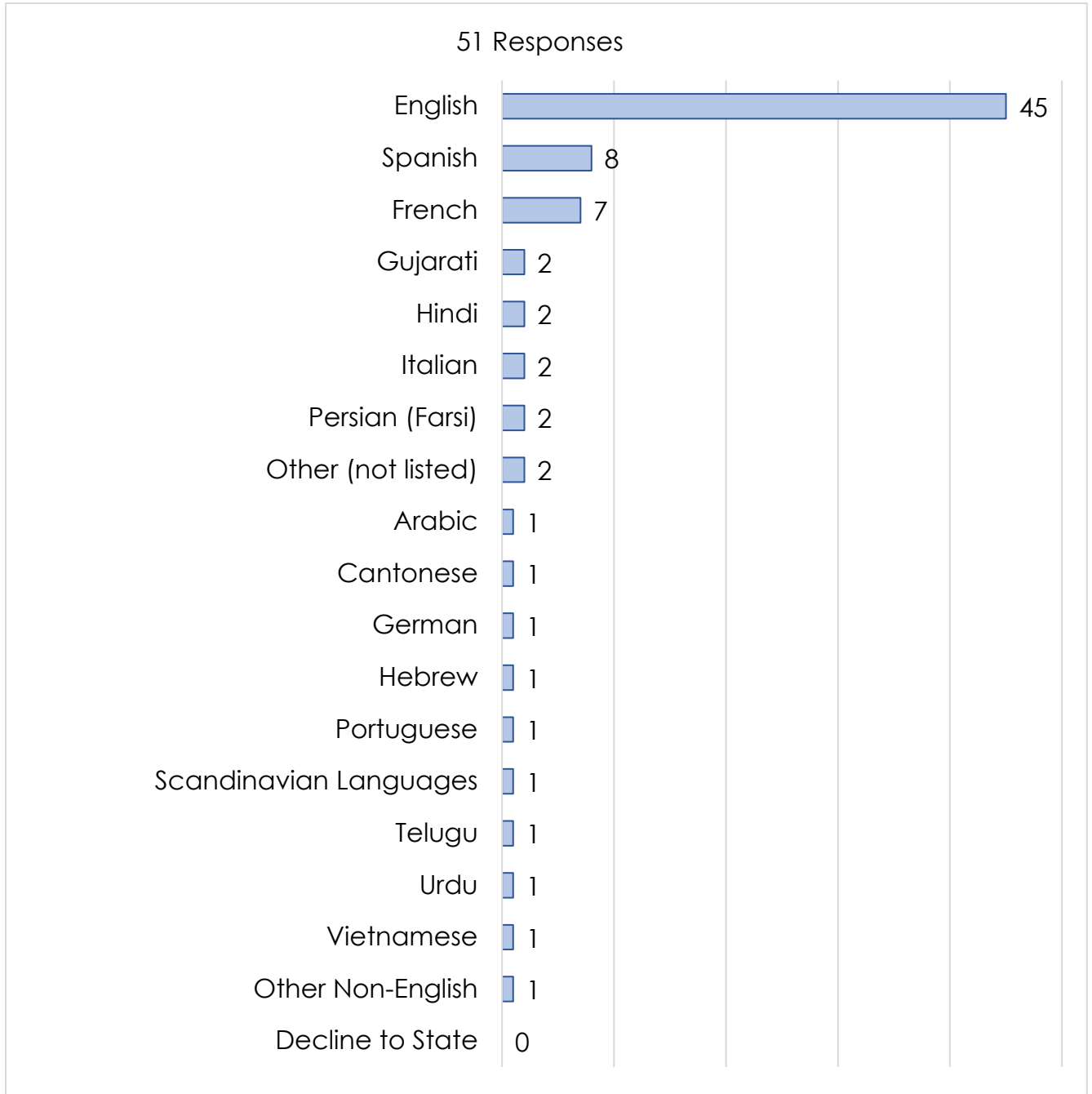
External Stakeholders' Highest Level of Education



Languages

Languages External Stakeholders Speak Fluently

- * A total of 58 options were provided, including “Decline to State.” Multiple options could be selected. Languages not selected are not shown.

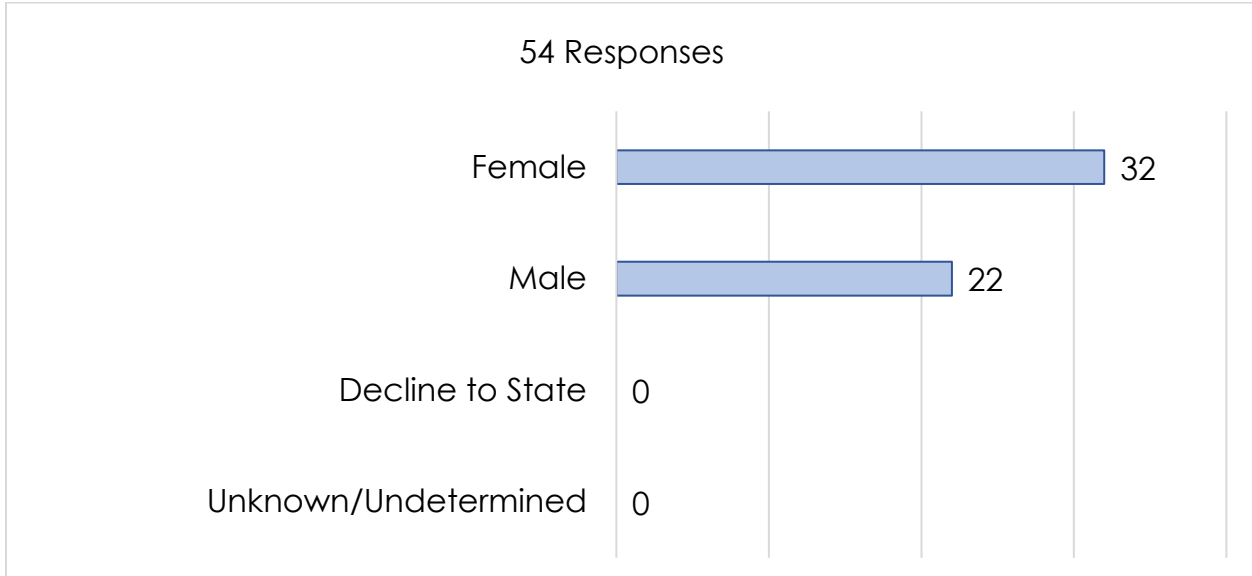


Language Options

- African Languages
- American Sign Language
- Amharic
- Arabic
- Armenian
- Cantonese
- English
- Fijian
- Formosan (Amis)
- French
- German
- Greek
- Gujarati
- Hebrew
- Hindi
- Hmong
- Hungarian
- Ilocano
- Indonesian
- Italian
- Japanese
- Korean
- Lao
- Mandarin
- Mien
- Mon-Khmer
- Navajo
- Persian (Farsi)
- Polish
- Portuguese
- Punjabi
- Russian
- Samoan
- Scandinavian Languages
- Serbian
- Spanish
- Swahili
- Tagalog
- Telugu
- Thai
- Tonga
- Turkish
- Ukrainian
- Urdu
- Vietnamese
- Xiang Chinese
- Yiddish
- Yoruba
- Other Chinese
- Other Non-English
- Other Sign Language
- Other (not listed)
- Decline to State

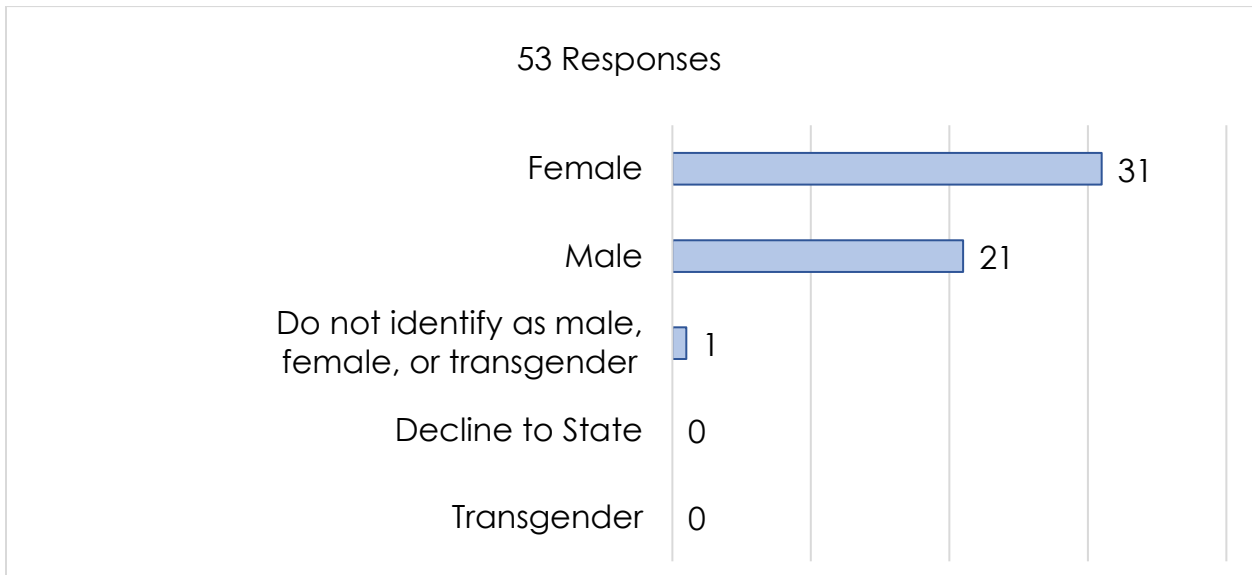
Birth sex

External Stakeholders' Assigned Sex at Birth



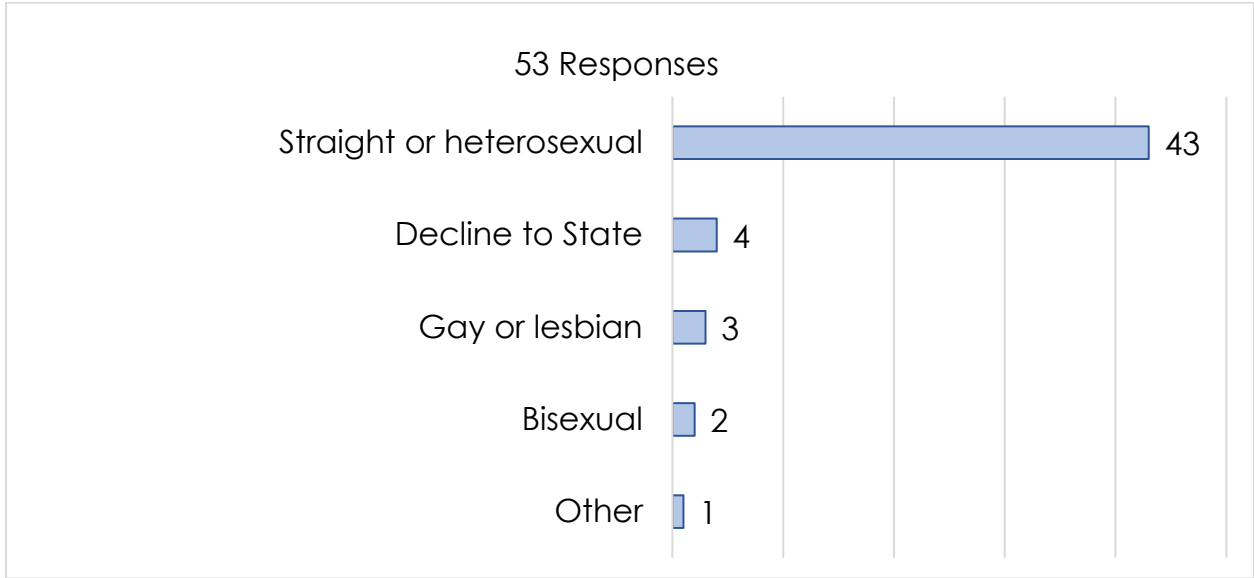
Current gender

How External Stakeholders Describe Themselves



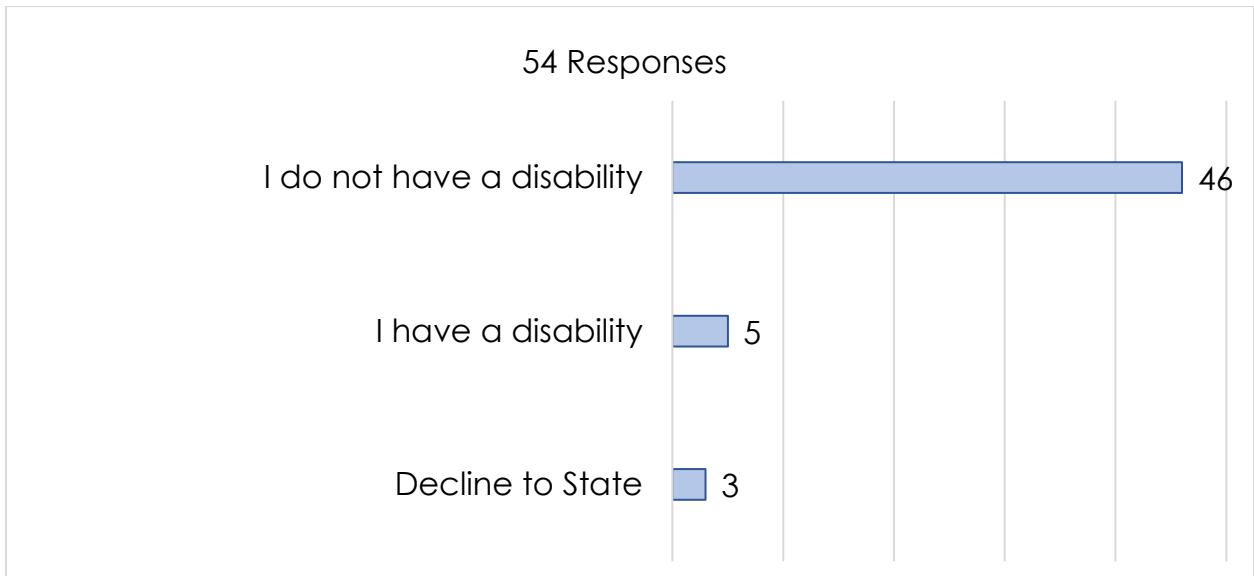
Orientation

External Stakeholders' Orientation



Disability status

External Stakeholders' Disability Status





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