



CALIFORNIA BOARD OF
**NATUROPATHIC
MEDICINE**

California Board of Naturopathic Medicine

Strategic Plan

2025-2030

Adopted: [Month Day, Year]

Prepared by:
SOLID Planning Solutions
Department of Consumer Affairs

Table of Contents

Board Members..... 3
About the Board 4
Message from the Board President 5
Board Mission, Vision, and Values 6
Goal 1: Licensing..... 7
Goal 2: Continuing Education..... 8
Goal 3: Enforcement 9
Goal 4: Laws and Regulations 10
Goal 5: Board Administration..... 11
Goal 6: Stakeholder Outreach 12
Strategic Planning Process..... 13

DRAFT

Board Members

Dara Thompson, N.D., Board President

_____, Vice President

Bruce Davidson, PhD

Diparshi Mukherjee, M.D.

Vera Singleton, N.D.

Setareh Tais, N.D.

Andrew Yam, MPP

Minna Yoon, N.D.

DRAFT

Gavin Newsom, Governor

Tomiquia Moss, Secretary, Business, Consumer Services and Housing Agency

Kimberly Kirchmeyer, Director, Department of Consumer Affairs

Rebecca Mitchell, Executive Officer, California Board of Naturopathic Medicine

About the Board

Naturopathic medicine is one of the oldest continuously licensed health care professions in the country. Its roots lie in German traditions of "Water Cure" or hydrotherapy from the mid-19th century. Naturopathic medicine expanded upon the water cure and herbal therapies and was developed into a comprehensive philosophy and system of health which came to the United States around the turn of the 20th century.

California became the 13th state to recognize naturopathic medicine and provide licensure to naturopathic doctors. The Act, which created the Bureau of Naturopathic Medicine, was effective January 1, 2004. The first ND license was issued on January 14, 2005. The Naturopathic Medicine Committee was formed effective October 23, 2009, under the Osteopathic Medical Board of California (OMBC), however the programs remained autonomous from one another.

On January 1, 2023, the Committee became the California Board of Naturopathic Medicine and was removed from the OMBC and was placed as the newest board under the Department of Consumer Affairs. As of September 2025, there are currently 1,241 naturopathic doctors licensed by California.

The Board is completely funded by application and licensing fees and its staff is responsible for answering public inquiries, analyzing licensure documents, issuing licenses, responding to correspondence, coordinating legislative, regulatory, and budgetary activities, preparing reports, and administering disciplinary and enforcement activities.

Message from the Board President

[Most board presidents use this space to express enthusiasm for the new strategic plan. Let us know if you would like some examples.]

DRAFT

Board Mission, Vision, and Values

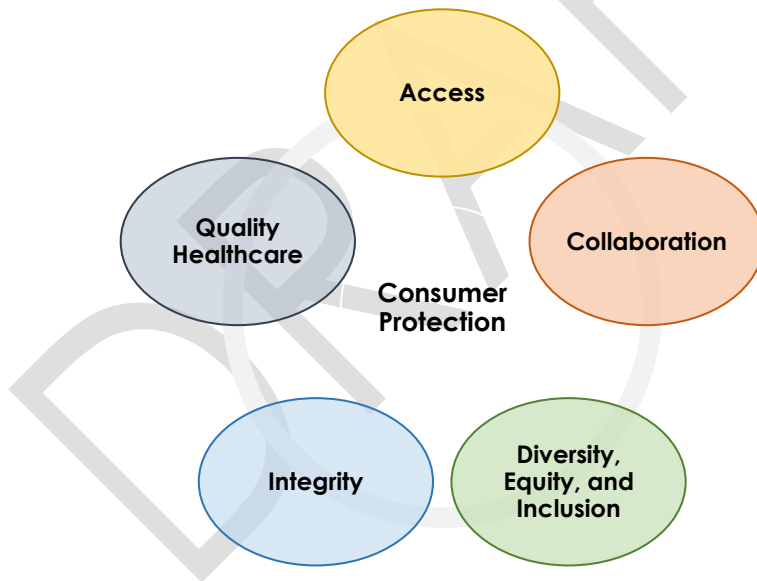
Mission

To protect the health, safety, and wellbeing of Californians by licensing and regulating the practice of naturopathic medicine in a manner that supports access to safe high-quality care.

Vision

Naturopathic doctors provide safe, crucial, and accessible health care services to the full extent of their training.

Values



Goal 1: Licensing

The Board establishes and promotes licensing standards to protect consumers and allow reasonable access to naturopathic medicine.

- 1.1 Conduct a comprehensive review of licensing criteria and process to ensure equitable practices and increase accessibility to the profession.
- 1.2 Strengthen collaborative relationships with applicants, licensees, and other relevant parties to enhance licensing results and reduce timeframes.
- 1.3 Increase the transparency and accuracy of licensing data and reporting.
- 1.4 Identify areas for improvement to increase customer satisfaction.
- 1.5 Enhance stakeholder awareness and understanding of the licensing process.
- 1.6 Develop resources and tools to inform licensees of regulations and increase compliance.
- 1.7 Streamline communication methods to reduce inquiry response times.

Commented [CE1]: Rebecca, upper management is interested in the transparency and accuracy issues your board is having with data/reporting. Can you share? This will help keep relevant units in our division informed since they work in the area of data reporting.

Commented [CE2]: Rebecca, would you like to keep objective 1.4 here or move under enforcement?

Goal 2: Continuing Education

The Board reviews and establishes continuing education standards to promote excellence in the practice of naturopathic medicine and public safety.

- 2.1 Maintain a current list of approved continuing education courses on the Board's website.
- 2.2 Establish continuing education program, procedures, and best practices.

Commented [CE3]: Rebecca, I understand Sarah and I asked and recommended during the planning session that the Board combine this goal area with licensing and that it was already decided not to combine. However, Brian Clifford would like to share his thoughts. He believes it does not make sense to include CE as a separate goal area rather than combined with licensing.

Commented [CE4]: Rebecca, should I add "Create" so it reads, "Create and maintain a list..."? Does CBNM currently have a list and it just needs updating or is it creating one from scratch?

Commented [MR5R4]: There is a list created. It just needs to be kept updated on a regular schedule

DRAFT

Goal 3: Enforcement

The Board prevents, reduces, or remediates unlawful or unsafe activities by licensed and unlicensed individuals that violate the practice act and pose a threat to the health, safety, or welfare of the public.

- 3.1 Enhance techniques and tools to increase case investigation efficiency and decrease average investigation completion times.
- 3.2 Identify and implement enforcement process improvements.
- 3.3 Strengthen collaborative relationships with relevant stakeholders.
- 3.4 Develop a comprehensive reporting framework for enforcement activities to improve transparency.
- 3.5 Increase non-compliance penalties to deter repeat offenses.

Commented [CE6]: Rebecca, please correct me if I misunderstood objective 2 and 3 on slide 43. I believe they can be combined into one objective (3.2).

Goal 4: Laws and Regulations

The Board reviews, amends, and creates laws and clarifying regulations to support its mandates and mission of consumer protection.

- 4.1 Pursue legislation to obtain authority to establish continuing education requirements through the Board's regulations.
- 4.2 Collaborate with relevant regulatory bodies to improve regulation outcomes.
- 4.3 Establish a regulatory activity report to enhance transparency and accountability.
- 4.4 Conduct a comprehensive review of regulations, and update, if necessary, to ensure clarity and understanding, and to reflect current industry practices.
- 4.5 Strengthen compliance requirements, where necessary, to deter enforcement violations.
- 4.6 Promote inclusive stakeholder participation in the legislative and regulatory processes.
- 4.7 Seek legislation to update scope of practice to allow licensees to practice to the full extent of their training to enhance consumer accessibility and safety.

Commented [CE7]: Rebecca, where are these codified? Regulations or statutes? Is there a need to pursue legislation?

Commented [CE8]: Rebecca, please correct me if I misunderstood objective 5 and 8 on slides 51 and 52, respectively. I believe they can be combined into one objective (4.5) thus I combined.

Commented [CE9]: Rebecca, I understand this is a sensitive topic and know that Sarah and I already addressed this during the planning session by providing a reminder about the Board's mandate and initiating a discussion. However, I wanted to share Brian Clifford's thoughts... he believes it is not the responsibility of the Board to advocate for licensees to have larger scope of practice. He would like to share a friendly reminder that the Director has discussed this at the Director's Quarterly meetings. Brian is suggesting this objective be removed since increasing scope of practice is more the responsibility of associations not boards.

Goal 5: Board Administration

The Board efficiently utilizes its resources and personnel through effective leadership to provide excellent customer service and consumer protection.

- 5.1 Conduct a comprehensive review of all decision-making processes to improve the Board's operations and efficiency.
- 5.2 Establish best practices and a comprehensive framework to strengthen board governance and oversight.
- 5.3 Establish a comprehensive risk management process to inform board members and staff and reduce any identified risks.
- 5.4 Implement a comprehensive monitoring and evaluation system to assess the impact of DEI initiatives.
- 5.5 Provide diversity, equity, and inclusion (DEI) training to staff and board members.
- 5.6 Efficiently utilize funds to increase outreach promoting licensure.

Commented [CE10]: Rebecca, I skipped/removed objective 3 on slide 58. Please let me know if I misunderstood the intention of the objective. The objective appeared to repeat the objectives under licensing, enforcement, and laws and regulations, 1.5, 3.5, and 4.7, respectively. I believe it would be repetitive to include a catch all objective.

Commented [CE11]: Rebecca, you can reorder these objectives by priority or by similarity/relevance/chronological. May I suggest:
5.2
5.1
5.3
5.5
5.4
5.6

Commented [CE12]: Rebecca, this objective comes from the Stakeholder Outreach goal area. It is objective #6 on slide 66. I think it fits best here.

Commented [CE13]: Rebecca, I moved this objective from Laws and Regulations. It appears to be better fitting here (unless I misunderstood the intent).

Goal 6: Stakeholder Outreach

The Board educates and engages stakeholders about the safe practice and regulation of naturopathic medicine.

- 6.1 Develop DEI focused outreach to promote culturally competent communication.
- 6.2 Establish reporting requirements to increase transparency and accountability regarding progress and outcomes of DEI initiatives.
- 6.3 Increase public awareness of profession standards and enforcement actions.
- 6.4 Create an outreach plan to enhance stakeholder engagement.
- 6.5 Foster DEI focused collaborative partnerships to promote shared goals.

Commented [CE14]: Rebecca, I skipped/removed objective 7 on slide 67. Please let me know if I misunderstood the intention of the objective. The objective appeared to repeat the intentions of objectives 1.1 and 6.1.

Commented [CE15]: Rebecca, I skipped/combined objective 9 on slide 67. Please let me know if I misunderstood the intention of the objective. The objective appeared to repeat the intentions of objectives from objective 8 on slide 67/this objective 6.6.

DRAFT

Strategic Planning Process

To understand the environment in which the Board operates as well as identify factors that could impact the Board's success in carrying out its regulatory duties, the Department of Consumer Affairs' SOLID Planning Unit (SOLID) conducted an environmental scan of the Board's internal and external environments by collecting information through the following methods:

- Phone interviews with the Board's executive officer and board members during the months of February and March 2024.
- Online surveys distributed to the Board's staff and legal counsel, as well as external stakeholders, during the months of February and March 2024.

The most significant themes and trends identified from the environmental scan were discussed by board members and executive officer during a strategic planning session facilitated by SOLID on June 27, 2024. This information guided the Board the development of its strategic objectives outlined in this 2025-2030 strategic plan.

California Board of Naturopathic Medicine

1747 North Market Blvd., Ste., 240
Sacramento, CA 95834
Phone: (916) 928-4785
<https://www.naturopathic.ca.gov/>

Strategic plan adopted on [type date here].

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the California Board of Naturopathic Medicine on June 27, 2024. Subsequent amendments may have been made after the adoption of this plan.



Prepared by:
SOLID Planning Solutions
1747 N. Market Blvd., Ste. 270
Sacramento, CA 95834