

CALIFORNIA BOARD OF NATUROPATHIC MEDICINE

# STRATEGIC PLAN

— 2025–2030 —



CALIFORNIA BOARD OF  
NATUROPATHIC  
MEDICINE

Prepared by:  
**SOLID Planning**  
Solutions



CALIFORNIA 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 .....7

Goal 3: Enforcement..... 8

Goal 4: Laws and Regulations..... 9

Goal 5: Board Administration .....10

Goal 6: Stakeholder Outreach .....10

Strategic Planning Process.....11

## BOARD MEMBERS

**Dara Thompson, N.D., President**

**Minna Yoon, N.D., Vice President**

**Andrew Yam, MPP, Secretary**

**Bruce Davidson, PhD**

**Diparshi Mukherjee, D.O.**

**Vera Singleton, N.D.**

**Setareh Tais, N.D.**



**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 healthcare 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 Naturopathic Doctors Act, which created the Bureau of Naturopathic Medicine, became effective January 1, 2004. The first Naturopathic Doctor (ND) license was issued on January 14, 2005. The Naturopathic Medicine Committee was formed on October 23, 2009, under the Osteopathic Medical Board of California (OMBC), however the programs remained autonomous from one another.

On January 1, 2023, the Naturopathic Medicine Committee became the California Board of Naturopathic Medicine (CBNM). It was removed from the OMBC and placed as the newest board under the Department of Consumer Affairs. As of September 2024, there are 1,241 NDs licensed by California.

CBNM is completely funded by application and licensing fees. Its staff are 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

It is my distinct pleasure to present the 2025-2030 strategic plan for the California Board of Naturopathic Medicine (CBNM).

As California's need for qualified healthcare providers continues to expand, CBNM is honored to play a crucial role in licensing and overseeing Naturopathic Doctors (NDs) who rise to meet that demand. NDs are extensively trained in primary care and fulfill a vital role in the healthcare system. They provide in-depth education on diet and lifestyle and offer expert guidance on the safe use of natural therapies, such as supplements and herbal medicine, alongside conventional medications.

This strategic plan is the result of tireless efforts by CBNM board members, staff, and the dedicated team at the Department of Consumer Affairs (DCA), SOLID Planning Unit. We are immensely proud of what we have developed, and, over the next five years, we will be guided by the following core principles:

- **Access**
- **Collaboration**
- **Diversity, Equity, and Inclusion**
- **Integrity**
- **Quality Healthcare**

Our goals are focused on:

- **Maintaining the highest standards in licensing**
- **Providing comprehensive continuing education**
- **Upholding rigorous enforcement standards**
- **Modernizing laws and regulations to meet California's evolving healthcare needs**
- **Ensuring effective board administration**
- **Engaging in ongoing stakeholder outreach**

Through these efforts, we will continue to support and advocate for access to comprehensive, safe, and effective healthcare for all Californians.

Sincerely,

**Dr. Dara Thompson, N.D.**

*President, California Board of Naturopathic Medicine*

# 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 healthcare services to the full extent of their training.

## VALUES

ACCESS

QUALITY  
HEALTHCARE

CONSUMER  
PROTECTION

COLLABORATION

INTEGRITY

DIVERSITY,  
EQUITY, AND  
INCLUSION

## 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** Streamline communication methods to reduce inquiry response times.

## 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.

## 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** Develop resources and tools to inform licensees of regulations and increase compliance.
- 3.6** Increase non-compliance penalties to deter repeat offenses.



## 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** Update the naturopathic formulary as stated in the law to reflect advances in medicine and training.
- 4.2** Pursue legislation to obtain authority to establish continuing education requirements through the Board's regulations.
- 4.3** Seek or support legislation to enhance consumer accessibility and safety. Collaborate with relevant regulatory bodies to improve regulation outcomes.
- 4.4** Establish a regulatory activity report to enhance transparency and accountability.
- 4.5** Conduct a comprehensive review of regulations and update, if necessary, to ensure clarity and understanding and to reflect current industry practices.
- 4.6** Strengthen compliance requirements, as necessary, to deter enforcement violations.
- 4.7** Promote inclusive stakeholder participation in the legislative and regulatory processes.



## 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 DEI training to staff and board members.
- 5.6** Efficiently utilize funds to increase outreach and promote licensure.

## GOAL 6: STAKEHOLDER OUTREACH

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

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

## 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 the executive officer during a strategic planning session facilitated by SOLID on June 27, 2024.

This information guided the Board in the development of the strategic objectives outlined in this 2025-2030 strategic plan.





CALIFORNIA BOARD OF  
**NATUROPATHIC  
MEDICINE**

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Strategic plan adopted on October 4, 2024.

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.



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