

Boucher Institute of Naturopathic Medicine

Shaping Doctors for the Future of Health Care

Strategic and Implementation Plan

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Letter from the Boucher Leadership Team

Boucher’s vision of “naturopathic medicine as a pillar in the maintenance of a strong and healthy society” underscores the increasing need for our health care system to provide consumers better access to an expanded range of treatment alternatives. The ability for naturopathic doctors to function as primary care physicians and preventive and chronic care specialists to support that need, provides the cornerstone for Boucher’s role in achieving that future reality. Our primary commitment is to educate naturopathic doctors who will be able to address some of these national health care challenges.

The practice of naturopathic medicine is evolving and we, as an educational institution, must anticipate future changes as we work more effectively to shoulder our role and position ourselves for the future. As we negotiate this path and adapt to a shifting horizon, we must also raise our profile to better communicate our knowledge, abilities and expertise to a wider audience.

This strategic plan has been written to directly address these needs. It is the result of a wide ranging internal consultation process that has taken place over the last year and a half, and has included Boucher faculty, board, staff and students. It consisted of a review of our existing priorities, identification of our institutional stakeholders, determination of our core values, strengths, weaknesses, opportunities and more. These results have been distilled into a series of goals and priorities intended to focus our attention over the next five years.

We would like to thank the entire Boucher community for its work and commitment to producing this document as we collaboratively endeavour to implement the priorities we have identified to be important for the future of this organization.

Executive Summary

The art and science of naturopathic medicine faces a new age, one where within a few years, Canadians may begin to better appreciate the extent to which a holistic approach to medicine can support the existence of a strong and healthy society. The Boucher Institute has an opportunity to play a leading role in this movement by focusing on educating its students by offering a transformative educational experience as well as informing patients, doctors and communities as to the value of promoting sustainable health practices in a sustainable world.

From its inception in January 2000, the school has remained true to its values by emphasizing personal transformation through its teaching. The Institute also remains true to the roots of naturopathic principles, while promoting evidence informed practice. The integration of this traditional field with modernity will continue to be the focus of the Institute's strategic plan. The Boucher Institute as a registered charity also pledges to strongly commit to the causes of community outreach and public education. We strive to be leaders in our field and intend to work with potential partners in Canada and internationally. We will embrace and accept contributions of cutting edge ideas, procedures, scientific discoveries and technologies that ensure the growth and wide acceptance of this effective and efficient system of health-care. We also commit to helping the less-privileged increase their access to good medical care through the expansion of our community programs. Lastly, we espouse not only the medical, but also the significant social and economic benefits that can accrue with a medical system that is inclusive of this more sustainable approach to health care. By continuing to expand our partnerships, BINM strives to increase this awareness and ensure that Canadians have full access to their preferred health care strategies.

Introduction

BINM is a charitable institution whose primary task lies in training naturopathic doctors. In doing so, we also treat and educate patients and the wider public on the benefits of naturopathic medicine. The legacies of our graduates contribute to the health of Canadians delivering evidence-informed* and patient centered care, cost-effective clinical approaches and a commitment to health promotion and disease prevention.

(*Evidence informed practice is used to design health promoting programs and activities using information about what works. It means using evidence to identify the potential benefits,

harms and costs of any intervention and also acknowledging that what works in one context may not be appropriate or feasible in another. Evidence informed practice brings together local experience and expertise with the best available evidence from research.)

The ability of naturopathic doctors to function as primary care physicians and experts in preventive and chronic care, supports and complements our national health care system socially and economically. The perception of naturopathic medicine as complementary to our current system however, requires even stronger promotion to industry, policy makers, educators and advocates so that we are able to create richer opportunities for our naturopathic medical graduates. This implies an overall need for a greater focus on public education, awareness, and access to these services to improve the health and welfare of all Canadians. As an educator, Boucher plans to play its part in order to meet these imperatives as they develop.

Promoting naturopathic academics and research and establishing an effective advocacy approach for our students' benefit is of primary importance. Through this, we are confident that regulators, educational and health authorities, potential students, donors, the existing medical system and others, will become more aware of the health and social and economic benefits attributable to this burgeoning medical field. In BC, we stand ready for a potential groundswell as health care budgets force policy makers to seek novel solutions and the general level of consciousness towards "healthy choice" rises. Because change begins at the core, we at Boucher plan to position ourselves at the centre of these developments by offering an educational program that trains our students to become top rated physicians. We think that in time, patients and policy makers will increasingly subscribe to the notion that licensing more naturopathic doctors in the province can only help to fill the existing health care void.

As well, as it becomes increasingly apparent that excessive reliance on pharmaceuticals carries long term risks and that prevention is one of our most effective weapons against disease, policy makers will recognize the medical, social and economic need for even more integration of naturopathic medicine into the provincial fabric. Thus, Boucher is committed to not only educating new doctors, but also to more actively engage in naturopathic medical research and to better inform and engage citizens. Our intent is to increase the demand for naturopathic practitioners and elevate the public's recognition of the value of naturopathic care and how it can contribute to an individual's overall health care goals. It is based upon this backdrop and upon the apparent openness of policy makers and regulators in the province, that Boucher believes that it may well experience a rate of growth in this field that supersedes that of other provinces in Canada.

Due to the incredible past work of many creative and dedicated individuals, we think that that the Boucher brand has become well recognized among the current pool of student applicants.

We are well differentiated and will continue to emphasize the foundational nature of naturopathic medicine. However, given recent economic changes and the still relative lack of public awareness, our applicant pool remains less than adequate and much work remains to be done to increase student numbers and graduate opportunity. Thus, our intention is to promote naturopathic medicine and Boucher with a revitalized focus on:

- Elevating the quality of our naturopathic medical program
- Ensuring the success of our students
- Providing effective and low cost naturopathic care and outreach to the community
- Demonstrating leadership in the area of advocacy for our students
- Participating in medical, social and economic research that demonstrates the benefits of naturopathic medicine.

Through these actions, we are convinced that we can elevate the Boucher brand to become even more visible among all of our potential stakeholders. Boucher's unique value proposition is its expertise and focus on a quality education in terms of its small class size and transformative educational experience. Through mentorship and reflective opportunities, we will continue to nurture and encourage a personal growth experience for our students. A more focused marketing strategy with a confident assertion of the "Boucher advantage" will improve student recruitment and their success in the workplace as well as our competitive positioning in the industry. In the final analysis, we need to take a more active lead in "expanding our student, patient care and public markets" in a manner that is economical, efficient and that sets us apart as we do. We are very confident as to our future and this will ensure our position as an "up and coming" industry stalwart going forward.

Stakeholders

Naturopathic Medical Student:

The naturopathic medical student has historically been the most important stakeholder for Boucher. The organization has grown by its quality naturopathic medical education, which has generated increased student interest in the school. However the size of the pool of potential students needs to be further developed if Boucher's academic leadership and differentiation is to be abundantly supported in future.

Boucher Staff and Faculty:

The success of our academic program is the culmination of many years of hard work that have been invested by the staff and faculty of Boucher. As the school has grown, change has required continuous adaptation and commitment. We consider it a privilege to have been served by so many and we will strive to continue to honor this trust and commitment in a way that makes our community feel appreciated.

Donors and partners:

In order to maintain a viable business model Boucher has to become significantly more active in servicing and interacting with our financially able community. Funds and partnerships need to be created with persons and organizations that have shared values in supporting the school's expansion, ability to conduct research, service to the public and to offer an continuously improving educational product.

Naturopathic Profession:

We are committed to working with professional stakeholders, such as CAND, BCNA, CNPBC and individual naturopathic physicians in order to advocate for and advance the naturopathic profession. To the extent that we are able, we need to recognize and step up to fill apparent vacuums. For this, Boucher needs to be continually vigilant and proactive. Our unique ability to advocate as Western Canada's only naturopathic medical educational institution lends credibility and we need to employ this status to its full potential.

Regulatory bodies:

As we continue to function as a highly regarded medical school, we are answerable to accreditors, government ministries and licensing organizations. We will continue to monitor, cooperate with and proactively fulfill and anticipate other's requirements demonstrating our ability to lead by exceeding expectations. By leading rather than following we drive to ensure excellence in our product which lends credibility to what we do.

Public:

The public that we serve are primarily our patients with an eye on the horizon for our potential patients. Through our medical clinics and our educational and community outreach programs we provide a valued service that supports a healthier community. Thus, we need to understand and avail ourselves of all useful channels of communication to connect us to the general public. As one of a few educational institutions in the naturopathic medical field, we are sentinels at

the forefront of this industry and we must ensure that we take advantage of this unique position to contribute to the greater community.

SWOT

<p>Strengths</p> <ul style="list-style-type: none"> ▪ Small class size/High quality education ▪ High NPLEX success rates ▪ Committed and experienced staff, faculty & students ▪ Satellite clinics providing service to the underprivileged ▪ Excellent scholastic reputation ▪ Vancouver location ▪ Strong equity base in building ▪ Accessibility to campus and clinic ▪ Area for expansion available 	<p>Challenges</p> <ul style="list-style-type: none"> ▪ High quality requires resources ▪ More diversification of funding ▪ Increased regulatory influence ▪ Insufficient student loan funding ▪ Competitive salary and benefits ▪ Facilities investment program ▪ Managing financial and IT risk ▪ Improving alumni support levels ▪ Securing degree granting approval
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Shortage of primary care doctors in BC ▪ Provincial and federal health care systems in deficit position ▪ Bridge programs as second career for RNs, MDs and DCs ▪ Community outreach strategy ▪ Potential to diversify programming with further CE offerings ▪ Available bank funding for facilities ▪ Degree granting application ▪ Potential for partnerships ▪ Research foundation/funding ▪ Increasing public awareness of NM ▪ Organizational expertise and commitment ▪ Non science applicants ▪ Disparity in American dollar 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Need for improved financial strength ▪ Competition for fundraising dollars ▪ Size and business model ▪ Student credit line reductions ▪ Unionization

In order to maximize our strengths and opportunities and mitigate our weaknesses we need to continue to focus on improving the excellence of our educational product, serving both prospective and existing naturopathic medical students. Developing our Continuing Education offerings will increase our exposure to professionals and their organizations, as well as the wider public. Our mandate needs to be expanded from educating only, to educating and informing. By providing health education and information we promote awareness and increase brand recognition. We are confident that this approach, if executed efficiently and effectively, will draw new students and patients, as well as an increased level of interest by the public. We fully expect a natural gravitation towards Boucher as we focus on building and communicating our unique position as one of the top naturopathic educational institutions in North America.

Additionally, we will strive to be seen as the “resident experts” in Western Canada. Our core strength is our educational program and BINM must be seen as a Centre of Excellence for Naturopathic Medicine and a point of reference for those seeking information, advice or an opinion in this area.

Vision

Naturopathic medicine as a pillar in the maintenance of a strong and healthy society

Mission

To advance the science, practice, knowledge and awareness of naturopathic medicine through education, research, patient care, outreach, partnering and advocacy

Principles and Values

The cardinal strands comprising our organization’s DNA – or core values – have their roots in the six principals upon which naturopathic medicine is founded. These are:

- First do no harm
- The healing power of nature
- Identify and treat the cause
- Treat the whole person
- Doctor as teacher
- Disease prevention and health promotion

We deeply connect to these principals and the implications they hold for our organization, our individual members, and our community. These six core principles represent what resides within the foundations of the organization, and guides our values and goals as an organization.

The following core values form the backbone of Boucher’s culture, and those who are passionate about living naturopathic principles understand and adopt them. Thus, every strategy, initiative or communication we undertake contains elements of the following core values.

Respect

At the heart of everything we do and in all our interactions, we strive to be respectful to all people. We understand that the only way to truly effect change in ourselves and those around us is to respect ourselves and others. We practice respect by working toward solutions that come from integrity with a goal for success for all concerned. As a not-for-profit, we are proponents of “community capitalism” and seek to share these principles with all of our stakeholders.

Individual Empowerment

We believe knowledge and understanding, correctly imparted, can be powerful tools. We support change, curiosity, mindfulness, and adaptability to facilitate self-awareness, optimal health and the emergence of the inner healer in all of us. We emphasize self-responsibility and personal development for our own health and seek to educate our patients, students and community on these principals. BINM trains naturopathic doctors to be ethical and competent through the practice of self-reflection, personal growth and self-empowerment.

Innovative Learning

We aspire to be pioneers, innovators and leaders in naturopathic medical education. We encourage academic innovation and freedom, and the application of current theories on teaching and learning to our program development. Our faculty and educational model supports critical thinking, self-reflection, self-motivation, objective analysis, clinical reasoning, collaborative learning processes and business savvy. We recognize and validate the contributions of the sciences as well as the traditional healing arts in training for naturopathic medical care.

Integral Connection

We celebrate and support a life-centered, sustainable worldview, and our goal is to see the interconnectedness of all things in all we do. We strive for the seamless and effective connection of ideas to deliver an educational or patient experience that challenges the status quo, yet remains integral to the core of naturopathic competencies.

Courageous Intent

At BINM, we believe in personal integrity, the search for truth, mindfulness, kindness, and the courage of intent. We are committed to providing a safe educational environment and to promoting diversity in our communities. We support our graduates in discovering and embracing their professional privilege to serve society and to develop responsible patient-doctor relationships. We stand as stewards of the traditions of naturopathic medicine towards the wider world, while seeking to embrace the knowledge and skills of future naturopathic medical advances. We practice transparency and are committed to changing the world for the better.

Accountability

To espouse self-responsibility to others, we need to embrace our own accountability. We hold ourselves ethically and morally accountable to ourselves and to students, institutions, patients, the profession and the public at large. We are held accountable to maintain the highest of standards because we represent a profession where others entrust the provision of proper guidance and care to us and we recognize this as the highest calling possible. Our sense of responsibility for others connects us to our gratitude for the opportunity to serve others in this way.

Strategic Goals - BINM endeavours to continue to meet and improve upon the following goals

Education and Research:

Goal 1: *To provide an outstanding student experience through a distinctive education in the art and science of naturopathic medicine that remains true to the roots of naturopathic medicine*

Goal 2: *To recruit, retain and train well qualified and passionate faculty and staff*

Goal 3: *To cultivate and participate in naturopathic medical research and evidence informed practice*

Patient care and Community Outreach:

Goal 4: *To provide safe, effective, evidence informed patient care that integrates naturopathic principles and philosophy*

Goal 5: *To engage in community volunteerism and support underserved populations*

Goal 6: *To serve the health care needs of the public*

Partnering and Advocacy:

Goal 7: *To establish a reputation as a reliable information resource regarding current preventive, holistic and primary health-care practices*

Goal 8: *To partner with individuals and organizations who seek to support the institute and promote the benefits of naturopathic medicine*

Goal 9: *To advocate for an approach to health care that supports the career advancement of Boucher graduates and informs the public and policy makers as to the medical, social and economic benefits of naturopathic medicine*

Institutional Sustainability

Goal 10: *To develop, implement and maintain an institutional success and sustainability plan*

Objectives

Education:

Goal 1: *To provide an outstanding student experience through a distinctive education in the art and science of naturopathic medicine that remains true to the roots of naturopathic medicine*

Objectives:

- i) To deliver a naturopathic curriculum that emphasizes evidence informed medicine and graduates competent, successful practitioners
- ii) To attract and retain exceptional students
- iii) To implement contemplative educational pedagogy and student wellness initiatives
- iv) To enhance the diversity of the clinical training experience and create opportunities for increased exposure to “real life” practice

Goal 2: *To recruit, train and retain well qualified and passionate faculty and staff*

Objectives:

- i) To strive for competitive salary and benefits packages and promote wellness initiatives
- ii) To Increase the pool of core faculty
- iii) To implement a faculty ranking policy and procedure
- iv) To support and provide faculty development offerings

Research:

Goal 3: *To cultivate and participate in naturopathic medical research and evidence informed practice*

Objectives:

- i) To encourage student and faculty contributions to naturopathic medical research
- ii) To engage in appropriately selected research activities and broaden the scope of financial support
- iii) Improve library resources

Patient Care:

Goal 4: *To provide safe, effective, evidence informed patient care that integrates naturopathic principles and philosophy*

Objectives:

- i) To employ current and effective naturopathic medical treatment programs to optimize patient health
- ii) To reinforce naturopathic principles and philosophy in classroom and clinic

Goal 5: *To engage in community volunteerism and support underserved populations*

Objectives:

- i) To support an approach to naturopathic medicine that respects the vulnerabilities of all persons and teaches cultural sensitivity

Community Outreach

Goal 6: *To serve the health care needs of the public*

Objectives:

- i) To be responsive to current and emerging health issues, including a focus on the needs of rural communities, primary healthcare, and underserved populations
- ii) To provide clinical services in New Westminster and other communities

Public Awareness:

Goal 7: *To establish a reputation as a reliable information resource regarding current preventive, holistic and primary health-care practices.*

Objectives:

- i) To educate the public as to the value and practice of naturopathic medical care
- ii) To promote awareness of the Institute and naturopathic medicine

Partnerships:

Goal 8: *To actively partner with individuals and organizations who seek to support the institute and promote the benefits of naturopathic medicine*

Objectives:

- i) To collaborate with representative organizations, regulators, other institutions and policy makers to promote a better understanding of naturopathic medicine within the context of a wider national health care strategy
- ii) To raise funds from public and private sources which advance the goals of the institute
- iii) To expand alumni services and create connections to and support for the Institution

Advocacy:

Goal 9: *To advocate for an approach to health care that supports the career advancement of Boucher graduates and informs the public and policy makers as to the medical, social and economic benefits of naturopathic medicine*

Objectives:

- i) To help advance the positioning of naturopathic doctors as qualified primary care physicians as an integral part of a well functioning national health care strategy

Institutional Sustainability:

Goal 10: *To develop, implement and maintain an institutional success and sustainability plan by developing a 5-year financial, operations and facilities plan that ensures stability and adequate resources for growth*

Objectives:

- i) To increase revenues by attracting and retaining and retaining high quality students from diverse backgrounds
- ii) To develop new programs, that generate alternate streams of revenue
- iii) To actively engage in fundraising
- iv) To develop a 5-year facilities investment plan that supports growth
- v) To review operations to optimize efficiency, productivity and good governance