



# **American Association of Naturopathic Physicians (AANP)**

## **Executive Director/CEO**

### **Position Profile**

**December, 2011**

This profile provides information about AANP and the position of Executive Director /CEO. The profile is designed to assist individuals in assessing their interest in, and qualifications for, the position. The search for the American Association of Naturopathic Physicians Executive Director/CEO is being conducted by:

Association Strategies, Inc.  
1111 North Fairfax Street  
Alexandria, VA 22314  
Telephone: 703.683.0580

Applicants should submit a cover letter and resume to Association Strategies, Inc., web site: [www.assnstrategies.com](http://www.assnstrategies.com). To learn more about AANP, go to [www.naturopathic.org](http://www.naturopathic.org). The deadline for applications is February 15, 2012.

## **American Association of Naturopathic Physicians** **Executive Director /CEO Position Profile**

### **Profile Methodology:**

The profile for the position of Executive Director/CEO was developed using organizational data, feedback from personal interviews with the organization's staff and leaders, and responses to an online survey of stakeholders, including current and prior board members, members, and representatives from allied organizations. The interviews and survey were conducted to identify and prioritize the skills, knowledge, experience, qualifications, and qualities required and desired in the Executive Director/CEO. Information regarding activities and programs, organizational and cultural factors, and challenges and opportunities for AANP was also developed from the organization's documents, web site, interviews, and survey information.

### **About the Association**

The American Association of Naturopathic Physicians, established in 1985, is dedicated to serving members by advancing the profession of naturopathic medicine and preserving its integrity. The Association's vision is *to transform the healthcare system from a disease management system to a comprehensive health program incorporating the principles of naturopathic medicine. AANP believes that every American has the right to choose a naturopathic doctor and every naturopathic doctor has the opportunity to be a successful practitioner.*

The Association represents nearly 6,000 physicians who have graduated from one of the seven four-year naturopathic medical colleges in North America. It is a mature and stable organization with seven staff and annual operating budget of \$1.6 million. The Association is governed by a 12-member Board of Directors. AANP has 41 state affiliate organizations with representatives that comprise the House of Delegates. AANP also works closely and collaboratively with eight professional affiliate organizations in naturopathic specialty areas, Canadian affiliate organizations and four student representatives associated with naturopathic colleges. The Association's headquarters are housed in Washington DC.

### **About the Profession**

Naturopathic Medicine blends traditionally used natural healing therapies with current advances in medicine, covering all aspects of health from prenatal to geriatric care. Naturopathic medicine concentrates on whole-person wellness – the treatment is tailored to the patient and emphasizes prevention and self-care. It attempts to find the underlying cause of the patient's condition, rather than focusing solely on symptomatic treatment. Naturopathic medicine includes a wide range of diagnostic and therapeutic modalities, and methods of diagnosis and safe, effective treatments are selected from many sources, including health care systems from around the world. Naturopathic physicians have completed a college degree and are graduates of a naturopathic medical school with federally recognized accreditation.

Naturopathic medicine has been a distinct American health care profession for over 100 years. In the late 1800's, practitioners from several medical disciplines combined to form the first

naturopathic professional societies. By the early 20<sup>th</sup> century, more than 20 naturopathic medical colleges had been founded in the U.S., and naturopathic physicians were licensed in a majority of states. By the 1920's, naturopathic medical conventions attracted more than 10,000 practitioners.

Naturopathic medicine experienced a decline in the middle of the 20<sup>th</sup> century with the rise of technological medicine, pharmaceutical drugs, and the “quick fix” idea that drugs and surgery could eliminate all diseases. Over the last three decades, however, a health conscious public has increasingly sought alternatives to conventional medical philosophy, and naturopathic medicine has re-emerged and the profession has grown significantly during this period.

Naturopathic medicine has its own unique body of knowledge, evolved and refined through centuries of experience and research. It also incorporates scientific advances from medical disciplines throughout the world. Many of the individual therapies used in naturopathic medical practice have been scientifically validated, especially in the areas of clinical nutrition, botanical medicine, homeopathy, acupuncture, and manipulation. Research is presently being conducted on the effectiveness of the whole system of naturopathic medicine when it is applied to patients with certain conditions.

Naturopathic medicine differs from conventional medicine in that naturopathic physicians treat patients by restoring overall health rather than suppressing a few key symptoms. Naturopathic physicians may perform physical examinations, laboratory testing, gynecological exams, nutritional and dietary testing, X-ray examinations and other diagnostic tests. They are the only physician level providers clinically trained in the use of a wide variety of natural therapeutics. They combine and adapt these treatments to the needs of the individual based on a cogent philosophy that acknowledges the patient as a participant.

Naturopathic treatments result less frequently in adverse side effects, or in the chronic conditions that inevitably arise when the cause of disease is left untreated. Naturopathic physicians typically spend significant time with patients, taking a more comprehensive approach to the doctor-patient relationship. Allowing time for patients to share information and comprehensively answer questions is considered an essential aspect of naturopathic health care. Because naturopathic physicians offer effective and less expensive treatments, and because their preventive approach reduces the incidence of high-cost chronic conditions, naturopathic practice reduces both immediate and long-term health care costs.

As naturopathic medicine is licensed, and therefore regulated, in 17 of the 50 states, some individuals call themselves “naturopaths” who do not meet the educational and licensing standards of the profession. Such individuals sometimes have degrees or diplomas from programs without state authority to grant degrees or schools without accreditation from the Federally-recognized Council on Naturopathic Medical Education (CNME). These programs do not qualify a candidate to sit for the Naturopathic Physicians Licensing Examination (NPLEX) or to receive licensure in any state. Consumers should know what they are getting when they seek the services of a naturopathic physician. Only licensure can guarantee the training and safety to which consumers are entitled.

## **Strategic Plan and Goals**

The following AANP goals were created and approved by the AANP Board of Directors. These serve as the overarching Goals and Objectives around which the AANP's structure, programming, and staffing are designed. Progress is periodically evaluated by applying measures as outlined in operational work plans.

### **Envisioned Global Goal:**

*People will experience optimal health and wellness through the principles and practices of naturopathic medicine, and actions towards this end will not exceed the operating budget of the Association.*

### **Objectives:**

1. **People:** Every person will know what a naturopathic physician is and will have the option of choosing a naturopathic physician for their health care.
  - A. In the marketplace, naturopathic services will be accessible, reimbursable, and in demand.
  - B. The critical needs of individuals living in impoverished and underserved areas of the world will have access to naturopathic medical care.
  - C. Naturopathic medicine will seek to serve diverse cultures, societies, and ethnicities.
  - D. Naturopathic medicine will be provided in a manner that is culturally competent and respectful of the diverse expressions of the human condition.
  
2. **Naturopathic physician members:** Every naturopathic doctor will have the opportunity to be professionally successful.
  - A. In the institutional environment, the naturopathic profession will be valued and there will be opportunities for institutional collaboration, expansion and quality improvement.
  - B. The professional environment for naturopathic services will maximize the opportunity for professional success and financial viability for every naturopathic doctor.
  - C. Naturopathic physicians will utilize American Association of Naturopathic Physicians' (AANP) tools to establish and advance their practices.
  
3. **Institutions:** The healthcare system will transform and evolve to include naturopathic principles and practices, leading to an increased focus on wellness, health promotion and disease prevention.
  - A. In the policy environment for healthcare, the philosophy, practices and principles of naturopathic medicine will be encompassed and naturopathic doctors will be involved in policy development.
  - B. Naturopathic medicine will be an integral part of integrated healthcare initiatives, mandates and services.

4. Planet: Socio-cultural attitudes and actions will transform and evolve to include naturopathic principles regarding the relationship between health and the interdependence of individuals, human communities and the planetary ecosystem.
  - A. People will recognize that their individual healthcare choices also affect the health of the environment and likewise that their choices about the environment also impact their health.

## OVERARCHING STRATEGIES

### PROGRAM DEVELOPMENT STRATEGIES

- A. Be a leader in the campaign toward a wellness-based healthcare system.
- B. Enhance credibility and marketability of the ND profession by expanding recognition of naturopathic medicine in Federal/State programs and policies.
- C. Leverage AANP's external impact through strategic partnerships with aligned organizations.
- D. Enhance collective impact of non-AANP naturopathic initiatives and resources by encouraging coordinated communications and common intention.
- E. Enhance scope of impact through strong national/state association relations.
- F. Provide training, tools, and coaching as the primary means of supporting the efforts of AANP affiliates and other supportive outside organizations (rather than direct financial support or staffing).
- G. Position AANP as the go-to source of information and resources regarding naturopathic medicine.
- H. Proactively maximize media and public relations to enhance market awareness.
- I. Leverage research findings to increase ND profession credibility.
- J. Ensure effective plan implementation through efficient use of expert staff and consultants, and well-trained volunteers.
- K. Use volunteerism to engage the naturopathic community, build community and unity, cultivate leadership, seed succession, and expand work capacity.
- L. Tap and leverage the energy and support of naturopathic medical students into the full work of the association.
- M. Enhance long-term organizational success by investing in a governance model of organizational leadership and planning.

## **Programs and Activities**

The Association holds an Annual Conference in August of each year and provides continuing educational workshops and sessions throughout the year on specific practice topics. AANP also approves courses that are offered for credit through its affiliates. AANP also holds a very successful DC FLI program to advance its legislative advocacy program and to train members on how to participate in advocating for the legislative and regulatory healthcare agenda consistent with its mission. Members meet, network and collaborate through professional and affiliate meetings and activities.

AANP monitors legislation and regulation affecting naturopathic physicians and takes an active advocacy role on behalf of its members' interests. These include such issues as state licensure, integration of naturopathic medicine into the broader health care delivery system, Medicare and other federal program reimbursement, and activities that assist the public in understanding the role of naturopathic medicine and its practitioners as health care providers. Many of these activities are accomplished in coordination and/or partnership with other healthcare organizations and advocates.

AANP provides a directory of members so that individuals seeking naturopathic care can locate appropriate providers. Additionally, members are able to access a variety of benefits, including printed educational materials for patients; business products and services that assist members in private practices; clinical information about therapies, supplements, practices, and nutrition; and access to clinical assessment tools. AANP publishes *the Natural Medicine Journal*, a monthly publication with scientifically-valid, patient-centered health care information for the medical community. Members receive online newsletters, legislative updates, and various communications related to practice areas and issues. The AANP is supported through a combination of membership dues and corporate partners. The Corporate partner program contributes to the financial base and service offerings of the Association.

Career opportunities are posted on the Association's web site, and members have access to practice expertise through the comprehensive library of articles and information as well as scientific research findings.

AANP members have opportunities for recognition through awards, publications, presentations and service. For those who wish to volunteer time to the Association, numerous opportunities are available at local and national levels.

## **Organizational Culture**

The American Association of Naturopathic Physicians is highly valued for its strong Annual Convention and annual DC FLI legislative program. Members report high satisfaction with the web site, directory for finding an ND, member services and benefits, and the ability of the organization to be a highly visible player in the healthcare advocacy arena despite its relative size.

With the professional staff, members are highly-engaged in practice issues and creating content and professional development resources for their peers. They are active in state organizations to advance legislative and regulatory issues as well as academic programs.

Naturopathic physicians see a significant need in the health care delivery system for the cost-effectiveness and patient-centered outcomes associated with their practice. The AANP Executive Director/CEO position provides a growth opportunity for a leader possessing entrepreneurial skills and the ability to tap into the engagement of members. The AANP Executive Director/CEO would play a pivotal role in enriching and developing the membership in size and scope and participate in the public awareness campaign to increase access to the care that NDs provide. Collaboration with allied organizations with common purpose is a critical key to success.

AANP is housed in an office building in downtown Washington DC, accessible to Metro and convenient to government offices and local businesses. The office environment is energetic, professional, and conducive to teamwork in accomplishment of organizational goals.

### **Challenges and Opportunities**

AANP is conducting the search for an Executive Director/CEO following the departure of a nine-year tenured executive. While this is an opportunity for the incoming Executive to establish him/herself, build new relationships and capitalize on new opportunities, it will also be a substantive transition for leaders and members. It will be incumbent on the leadership and Executive Director/CEO to create conditions for success through outreach, communications, attention to organizational functions, and providing leadership to staff.

The leadership of AANP is seen as motivated, hardworking, and passionate about the organization. They anticipate the successful Executive Director/CEO to be a partner with them in acting with confidence, while also recognizing the need for the candidate to be a person who can bring diverse people together for achieving common purpose through diplomacy, teamwork, and inclusiveness.

While many members are actively engaged in the work and programs of AANP, there are many opportunities to recruit non-member professionals and welcome currently unengaged members into the organization's programs and activities. Increasing AANP's market share of naturopathic physicians remains a highly-valued goal, intended to enhance the advocacy program and better represent the profession in healthcare arenas. Because of the need for state licensure of NDs and inclusion into the larger healthcare delivery system, AANP's advocacy success will depend on its ability to demonstrate a cohesive agenda, message and strength in numbers.

AANP's new Executive Director/CEO will find a staff eager for guidance, development, collaboration and internal management of the organization consistent with the AANP's goals and strategies.

## **Executive Director/CEO Position**

### **Summary:**

The Executive Director/CEO of the American Association of Naturopathic Physicians will lead the organization by effectively coordinating the team of members and affiliates; promote federal recognition and state advocacy efforts, implement the strategic goals, objectives and policies set by the Board of Directors and monitor and oversee all programs and activities of the Association. The Executive Director/CEO manages all AANP staff and provides leadership to ensure that the AANP represents its members in a wide spectrum of advocacy efforts, healthcare alliances, related professional organizations and academic affairs. AANP is seeking a chief executive with strong association management skills and staff development experience who can build on the existing foundation to facilitate growth and member satisfaction. The Association is financially sound and well-positioned to broaden its professional development and advocacy programs, utilize new technologies, and leverage business opportunities.

### ***Reports to:***

American Association of Naturopathic Physicians Board of Directors

### ***Essential Duties and Responsibilities:***

Assist the President and Board in setting goals and objectives in alignment with the mission of the Association

Engage and work in collaboration with the Board of Directors on matters of governance, mission, vision and strategy and establish plans to achieve goals set by the Board of Directors

Communicate consistently with the Board of Directors regarding progress on Board and Association goals and objectives and any other relevant information

Promote the visibility of AANP and the naturopathic medical profession at the state and national levels.

Represent the profession in all legislative and regulatory matters consistent with the advocacy goals of AANP

Hire, manage, supervise and develop staff based on dynamic job expectations to implement activities, programs and initiatives.

Manage and maintain the financial integrity of the organization, its funds and its assets, including the development and recommendation of an annual budget for Board approval and management of the organization's resources within those budget allocations

Design, develop and execute plans that lead to sustainable impacts, high member satisfaction, and strong brand value and appreciation.

Develop a strong organizational understanding of market and member needs, program requirements, and the goals and results required to be successful.

Promote active and broad participation of volunteers in the AANP.

Communicate a strong positive message regarding AANP to relevant stakeholders

Develop productive and close working relationships with all parts of the organization and with professional affiliates, allied organizations and educational institutions within the profession.

***Education and Experience:*** The ideal candidate will have a Bachelor's degree; 6 to 10 years' experience and proven track record in a CEO-level position in a professional association or nonprofit organization, preferably in a health care-related association; have the CAE certification; or possess equivalent background and experience. Advance degree preferred. Experience with organizations that have affiliates/components considered advantageous.

The successful candidate will demonstrate considerable experience and success in the following areas:

Successful record in legislative and regulatory advocacy on health care issues; knowledge of integrative medicine and current health care reimbursement, costs, and reform issues a plus.

Strong management and administrative experience including budget development, staff supervision, and financial management

Management and utilization of current technologies and business applications appropriate to association activities and communications

Management and oversight of professional educational programs, meetings, and conferences

Experience working in partnership with a Board of Directors to achieve effective governance and have a record of motivating volunteers to achieve organizational goals

Ability to build a strong sense of community, involvement, and engagement with members and to develop and nurture strategic relationships with members, corporate partners, and external stakeholders.

Effective communications with multiple audiences using a variety of formats including written and verbal presentations; experience with branding and marketing communications a strong asset.

Management of environments undergoing substantial transition

Understanding of health care education for professionals, including processes for obtaining and tracking continuing education credits

Development and implementation of strategic plans and initiatives and identification and prioritization of short and long term goals, needs, and resources.

***Skills and Abilities:*** The following skills and abilities are important to the candidate's success in the position of Executive Director/CEO:

- Visionary leadership to identify and meet challenges and capitalize on opportunities
- Ability to create and maintain a successful public relations program to provide visibility to the association and naturopathic medicine.
- Strong written and verbal communications skills
- Ability to build consensus among diverse constituencies to further common goals and leverage resources and the organization's influence
- Ability to build strong relationships with boards, members, affiliates, and allied organizations
- Competence in leading strategic planning and developing implementation plans to achieve organizational goals and objectives
- Proven ability to accurately project, manage and balance an operating budget
- Ability to lead and manage organizational change and transition
- Strong management and business skills in association management
- Willingness to travel and work within the time demands of a volunteer-oriented program.

***Personal Characteristics and Behaviors:*** The Executive Director/CEO will possess the following personal characteristics and behaviors:

1. Strong work ethic as evidenced by meeting deadlines, goals and commitments
2. Excellent management skills in organizing work, time, and overseeing staff
3. Honesty and high integrity
4. Inclusive, collaborative and collegial; a team-builder and consensus-builder
5. Innovative, creative and able to think about multi-dimensional possibilities in solving problems and dealing with issues or when presented with opportunities
6. Respectful of opposing points of view and differences of opinion; tactful and diplomatic; open to new ideas
7. Likable, approachable, accessible, and welcoming to people in many walks of life
8. Inspirational and optimistic; able to motivate and engage others in effectively articulating organizational goals and vision
9. A mindset, personality, and ability to assume personal responsibility to accomplish required tasks.

The organizational strategies that are considered most important for the Executive Director/CEO to direct include (a) increasing the number of licensed states for NDs; (b) increasing federal recognition of Naturopathic Physicians; (c) expanding membership of AANP; (d) building and consolidating relationships with Board, members, staff and allied organizations to increase membership satisfaction and engagement; (e) improving internal operations; (f) overseeing and managing the operations of the Association to achieve goals and objectives; (g) increasing the scope of practice and reimbursement opportunities for NDs within licensed states and on a Federal level; (h) growing the revenue stream of the Association and maintaining fiscal integrity; and (i) increasing public awareness of naturopathic medicine.

***Measures of Success:*** The Executive Director/CEO's success in the position will be measured by demonstrated progress in the following areas:

1. Improved relationships with members, affiliates and the Board of Directors
2. Advancement of the legislative/advocacy agenda of AANP
3. Strong working relationships with allied professional organizations
4. Increased membership
5. Achievement of financial goals
6. Focused, engaged staff to achieve organizational goals and implement activities
7. Expansion of public awareness and public relations campaigns
8. Successful annual convention