

# LEAD Strategic Plan

2026-2029

At its core, LEAD strengthens NBOME's unwavering commitment to public protection, patient safety, and competencies fundamental to the distinctive practice of osteopathic medicine as well as for related health care professions. Plan initiatives advance fairness, relevance, and excellence in assessment, ensuring that more patients can access high-quality osteopathic medical care throughout the US and around the globe.

## By 2030, NBOME will:

- 1** Deliver assessments enhanced by secure, defensible AI technologies, improving quality, timeliness, and efficiency.
- 2** Operate a modernized MyNBOME platform that simplifies engagement, strengthens security, and expands data access.
- 3** Support national adoption of osteopathic competency-based assessment models across the continuum, furthering the evidence for the validity for stated uses.
- 4** Provide richer data, research, and insights to educators, regulators, and health care partners.
- 5** Demonstrate organizational leadership through active listening and clarity, increasing trust and strengthening relationships.

# Strategic Plan 2026-2029

## Core Value Statements

### ◆ PATIENT SAFETY: Our Primary Goal

We pledge our priority to uphold the public's trust for safe and high-quality health care from the individual patient to the global population.

### ◆ ACCOUNTABILITY: Owning Our Outcomes

We are responsible and accountable for our behaviors, actions, and outcomes—we all own the success as one team and take personal and professional responsibility.

### ◆ COLLABORATION: Working Together

We operate as a team in a climate of trust, respect, and cooperation toward each other, our constituents, and our partners.

### ◆ INTEGRITY: Doing the Right Thing, the Right Way

We carry out our mission with actions, communications, and standards that are always honest, professional, and fair with the highest regard and respect for individuals.

### ◆ EXCELLENCE: Doing Our Best

We strive to achieve the highest quality in our work, in our relationships, and in our service—embracing change and continuously improving and learning.

### ◆ DIVERSITY, EQUITY, AND INCLUSION: Opportunity for All

We value the diversity of all people and their backgrounds, commit to representing their needs and advocating for equity and inclusion in our policies, products and services.



## MISSION

To protect the public by evaluating competencies for the distinctive practice of osteopathic medicine and advancing assessment across related health care professions.



## VISION

To be the global leader in assessment for osteopathic medicine and related health care professions.



## CORE VALUES

Patient Safety, Integrity, Accountability, Diversity, Equity and Inclusion, Excellence, Collaboration.

# Strategic Plan 2026-2029

## Four Pillars

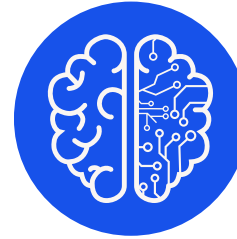


### LEADING BY LISTENING AND ADVOCATING

Institutionalize active listening, clarity, and responsiveness to ensure stakeholder perspectives continue to meaningfully inform priorities, decisions, communications, and advocacy efforts.

#### GOALS:

- Establish regular stakeholder forums to gather input, share updates, identify actionable recommendations, and communicate back to stakeholders.
- Implement active listening training for leadership and staff to continue to strengthen engagement and responsiveness.
- Develop and apply clear decision-making protocols that document stakeholder input and rationale for major initiatives.
- Strengthen consistency and clarity in messaging across the Board, National Faculty, staff, and all stakeholders.
- Advocate with state medical and osteopathic medical licensing boards and regulatory authorities to ensure COMLEX-USA is recognized and accepted as the licensure examination pathway for osteopathic physicians.



### ENHANCING ASSESSMENT THROUGH TECHNOLOGY AND AI

Leverage advanced technologies and artificial intelligence to safely, securely, and ethically modernize NBOME's practices in assessment development, delivery, scoring, reporting, and stakeholder experience.

#### GOALS:

- Operationalize AI in test development, scoring, and related processes with appropriate governance to ensure human oversight and valid use.
- Modernize digital platforms, including the MyNBOME portal, to support data sharing, credentialing, stakeholder engagement, and operational efficiency.
- Continually strengthen cybersecurity, interoperability, and system integration to protect data integrity and public trust.
- Improve efficiency, scalability, and user experience while maintaining psychometric rigor.

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## Four Pillars

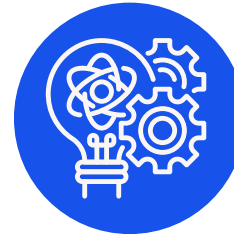


### ADVANCING COMPETENCY-BASED ASSESSMENT FOR OSTEOPATHIC MEDICINE AND RELATED HEALTH CARE PROFESSIONS

Lead the development, implementation, and validation of competency-based assessments for osteopathic medicine and related health care professions that support readiness, professional identity, and patient-centered care across the continuum.

#### GOALS:

- Expand adoption and validation of clinical skills and competency-based assessment models, including C3DO, CCV, and related initiatives.
- Successfully deliver major enhancements to COMLEX-USA Levels 1 and 2-CE (test question modifications) and Level 3 (transition to 1 day administration).
- Publish FOMCD 2026 in a scholarly journal and engage National Faculty in integrating the new competency framework into blueprints and test development for NBOME assessments.
- Explore residency readiness profiles and micro-assessments to support transitions across the education and training continuum.
- Enhance formative, multi-source feedback to support early identification of learner needs and targeted development, ultimately improving patient care.
- Continue campaign with other osteopathic medical leaders (including AOA-COCA, AACOM & ASOMR) to strengthen osteopathic professional identity formation and advocate for licensing examination parity in graduate medical education.
- Develop a decision framework to consistently evaluate and respond to service requests for consultation or assessment services from related health care professions.



### DRIVING RESEARCH AND DATA INNOVATION

Harness NBOME data, research capacity, and partnerships to add to the validity evidence for the uses of assessment, inform educational programs, support continuous improvement, and demonstrate impact.

#### GOALS:

- Build and maintain a secure enterprise environment for data analysis and research, including closed AI applications.
- Increase peer-reviewed scholarship related to assessment, outcomes, and osteopathic practice.
- Strengthen data-sharing partnerships and dashboards to support educators, learners, and regulators.
- Use research and data insights to inform policy, guide assessment design, and demonstrate impact.