DIRECTIONS FOR THE FUTURE
2012-2016 NBOME Strategic Plan
I am very pleased to present the NBOME’s 2012-2016 strategic plan, Directions for the Future. Thank you for taking the time to read about the NBOME, our goals for the future and how we plan to achieve them. As always, your feedback is most welcome.”

—John R. Gimpel, DO, MEd, President and Chief Executive Officer
The NBOME’s Mission

To protect the public by providing the means to assess competencies for osteopathic medicine and related health care professions

Each year, thousands of osteopathic medical students and physicians take examinations created by the National Board of Osteopathic Medical Examiners (NBOME). Whether doing a self assessment, being tested by their medical college or residency program, or taking licensure examinations, the NBOME assures its assessment tools are valid, reliable and osteopathically distinctive. They are created by the collective contributions of leading minds in osteopathic medicine and medical assessment - members of the NBOME Board, staff and hundreds of members of our National Faculty.

NBOME examinations are ultimately aimed at achieving our mission: protecting the public. In fact, everything we do at the NBOME – from training standardized patients to providing great client services to developing a world-class technology team – is aimed at improving our ability to provide high quality assessment services for the osteopathic profession and related health care professions. We are proud of the reliable, quality assessment tools we produce that help ensure the public is treated by competent, caring health care professionals. Likewise, we are proud to partner with our key stakeholders – the osteopathic educational system, osteopathic governance, medical regulatory bodies across the country and other health-related organizations – to achieve our common goals.

This five-year strategic plan – Directions for the Future – represents the framework we will follow to achieve our mission, guided by our core values and our vision. The NBOME is happy to share it with you.
The NBOME’s 2012-2016 strategic plan – Directions for the Future – is the result of a thorough and comprehensive process led by the NBOME’s Board of Directors. For more than a year, the NBOME Board – guided by its Executive Committee and Board Chair, Dr. Janice Knebl – incorporated input from a broad spectrum of key stakeholders. These include:

- NBOME Staff at all levels
- NBOME National Faculty
- The NBOME Liaison Committee, which consists of representatives from the following:
  - American Association of Colleges of Osteopathic Medicine
  - American Association of Osteopathic Examiners
  - American Osteopathic Association (AOA)
  - AOA Council of Interns and Residents
  - Association of Osteopathic Directors and Medical Educators
  - Council of Osteopathic Student Government Presidents
  - Federation of State Medical Boards
  - Organization of Program Directors Associations/Council of Medical Specialty Societies
  - Student Osteopathic Medical Association

As the information was gathered and refined, the Board leadership was aided by five strategic teams of NBOME staff members, led by the NBOME Executive Leadership serving as Strategic Champions. The NBOME Board is grateful for the contributions of all those involved and appreciates the commitment demonstrated. It is proud to endorse and approve this plan.

The NBOME’s 2012 – 2016 strategic plan serves as our compass and will guide our efforts over the next five years. It delineates the NBOME’s strategic direction and will help guide critical decisions regarding the allocation of resources, including both capital and human resources.

The NBOME strategic plan articulates a shared vision for building the partnerships necessary to work together toward common goals. It also provides the framework for establishing a more detailed set of specific tactical initiatives, and outlines a clear path for advancing from our current position to our vision for the future. This strategic plan, and the focused goals designed to achieve its implementation, will help the NBOME achieve its vision to be the global leader in assessment for osteopathic medicine and related health care professions.

Working together, we are committed to:

- Creating an environment that rewards innovation and positions the NBOME to be flexible and adaptive to the changing educational, clinical, legislative, regulatory and economic trends
- Providing leadership in creating and delivering competency assessment products and services that serve the collective interest of all involved, and foster alignment with our stakeholders
- Constantly reinforcing our commitment to continuous quality improvement and driving a culture of excellence and accountability that delivers real value
- Partnering with others as appropriate, taking responsibility to set a course for the delivery of high quality, competency assessment products and services across the osteopathic education, training and practice continuum

As we look to define the future direction of the NBOME, we will be guided by our mission and vision and steer clear of distractions that could cloud our resolve to do what is right in protecting the public and serving the osteopathic profession and related health care professions. Above all, the NBOME must and will remain true to its mission, vision and values.
The NBOME’s Vision

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

NBOME Core Values

**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.

**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.

**Accountability | Owning Our Outcomes**
We are responsible and accountable for our behaviors, actions, and outcomes – we all own the success of our One NBOME Team, and take personal and professional responsibility.

**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.

**Collaboration | Working Together**
We operate as a team in a climate of trust, respect and cooperation toward each other, our constituents, and our partners.
The NBOME included student and resident representation in the planning stages as it worked to develop this NBOME Strategic Plan 2012-2016. With student membership on the NBOME Liaison Committee and regular presentations from NBOME President & CEO, Dr. Gimpel, and other NBOME representatives, our input and suggestions were highly taken into consideration. We are very pleased with this opportunity to assist the NBOME in fulfilling its mission to protect the public.”

—Sally Mathew, Osteopathic Medical Student IV
National Chair, Council of Osteopathic Student Government Presidents
CONTINUUM OF COMPETENCY ASSESSMENT

EXPAND COMPETENCY ASSESSMENT ACROSS THE OSTEOPATHIC MEDICAL EDUCATION, TRAINING AND PRACTICE CONTINUUM.

The Continuum of Competency Assessment emphasizes the importance of developing new, relevant and authentic assessments for osteopathic physicians. Over the next five years, the NBOME looks forward to developing new assessments for physicians across the continuum, including medical students, residents and practicing physicians. Movements such as OsteopathicContinuousCertification and Maintenance of Licensure allow the NBOME to develop assessment tools that will really benefit individual physicians and the osteopathic profession as a whole.”

— Erik Langenau, DO | STRATEGIC CHAMPION
Vice President for Continuous Professional Development and Innovation

Explore the need for osteopathically distinct assessment instruments for applicants to COMs.

Develop Enhanced COMLEX-USA with assessments and blueprints that reflect greater authenticity and the current practice of osteopathic medicine.

Develop new assessment instruments (that are not part of the COMLEX-USA series) for medical students as they continue through their training.

Develop new assessment tools (that are not part of the COMLEX-USA series) for residents and fellows as they continue through their training.

Develop and implement plans to position the NBOME as a leader in post-initial licensure assessment through the design of products and services to meet the requirements of osteopathic continuous professional development.

Explore the development of a portfolio or repository of information.

Being part of an innovative and dynamic organization provides avenues for professional development and for individual growth. As I strive for excellence in my work, I am afforded the opportunity to collaborate with administrative leadership and senior staff alike to help achieve the NBOME’s goals. Recognizing that our mission to protect the public through competency assessment of osteopathic physicians underpins everything we do brings me incredible satisfaction, and it is an honor to be part of the NBOME team.”

— Renalin J. Malvar,
Executive Assistant for Cognitive Testing
PERFORMANCE EXCELLENCE

INTEGRATE PERFORMANCE EXCELLENCE ACROSS THE ORGANIZATION IN OUR PRODUCTS, PROCESSES AND SERVICES.

"Our concerted efforts to improve performance permeates all aspects of NBOME governance through daily operations. It includes internal activities as well as interactions with our many outside customers and stakeholders. By focusing on improving the satisfaction of both our internal and external clients, we will set higher standards and achieve higher goals. Performance Excellence embodies all that is the future of the NBOME. Through these processes, we are continually striving to improve how we accomplish our mission."

—Larry Turner | STRATEGIC CHAMPION
Vice President for Administration & Chief Operating Officer

Information Technology is critical to achieving the NBOME’s mission. The NBOME Technology team is fully engaged and focused on new opportunities and continuous quality improvement to help support the many exciting initiatives in our five-year strategic plan, and to ensure the highest level of quality to our clients. Our new data center demonstrates this commitment, as do the resources dedicated to client services and development of new assessment tools. I am proud of what we have accomplished to date and am excited about the future contributions of the team.”

—Steve Basile,
Director for Information Technology

Deliver value (high quality and effectiveness) for our customers and stakeholders by integrating a plan for performance excellence across all areas of the organization.

Deliver highest-quality assessment services by integrating performance excellence across the organization.

Deliver highest-quality service to our customers and stakeholders, both internal and external, by integrating a plan for performance excellence in customer services.

Deliver excellence in technological services by integrating a plan for performance excellence in technological services across the organization.

Manage organizational performance with key financial performance indicators and a balanced score card.
I am privileged to be a part of an organization that emphasizes the importance of its values, and I see them demonstrated in my many areas of involvement at the NBOME. Through the Finance Committee I see accountability in action. Through the Liaison Committee I see collaboration in action. Through the Nominating Committee, I see integrity and excellence, as we strive to appoint the best and the brightest from our profession to help achieve the NBOME’s mission and vision.”

—Wayne R. Carlsen, DO
Board Vice-Chair

Transform the development of the NBOME National Faculty.

Cultivate excellence in our workforce by attracting and retaining enthusiastic, committed employees who embody NBOME’s mission, vision and values.

Enhance internal collaboration across the organization.

Fortify the NBOME Board of Directors and continue to foster Board effectiveness and engagement.

Engaging the NBOME workforce includes not only NBOME staff, but also the NBOME Board and our hundreds of National Faculty members. Personal and professional development, collaboration, recognition – these are all important priorities. We are helping our workforce to hone management skills, and work effectively both internally and externally with our partners and stakeholders. Our focus is on developing innovative, transformational leaders who are committed to achieving the goals outlined in our strategic plan.”

—Crystal Wilson, MEd | STRATEGIC CHAMPION
Assistant Vice President for Human Resources
COLLABORATION

STRENGTHEN COLLABORATIVE EFFORTS IN ASSESSMENTS, RESEARCH AND PATIENT SAFETY ACROSS THE CONTINUUM OF OSTEOPATHIC EDUCATION AND PRACTICE.

“At the NBOME we work every day with representatives from osteopathic medical schools, residency programs accredited by the American Osteopathic Association and the Accreditation Council for Graduate Medical Education, state medical boards and specialty societies, as well as many others, to offer assessment services for osteopathic medical students and physicians. Over the next five years, those relationships will be strengthened and others forged. The public has put its trust in the NBOME as a leader in assessment for osteopathic medicine and other health care disciplines, and it is through collaboration that we will continue to meet this mandate.”

—Jeanne Sandella, DO | STRATEGIC CHAMPION, Vice President for Clinical Skills Testing

Advocate for the use of osteopathic distinctive assessments for osteopathic medical students and physicians.

Partner with organizations and individuals to increase research on medical education and assessments.

Promote patient safety across the continuum of osteopathic education and practice.

Partner with other educational/assessment organizations for assessment and development.

Develop relationships with sources outside NBOME for specialty services critical to the delivery of our examinations.

“I feel privileged to work for an organization that recognizes the contributions of every employee in achieving our mission of protecting the public. And I have the opportunity to convey our values – most especially our core value of patient safety – through my work training and supervising Standardized Patients (SPs) for the COMLEX-USA Level 2-Performance Evaluation. Our SPs portray cases which accurately reflect real-life situations in doctor offices and hospitals across the US, and this is essential to our ability to effectively assess physician competencies in a clinical setting. It is truly gratifying to play a role in that and know we are contributing to our mission.”

—Margot Young, Standardized Patient Trainer
5 INTERNATIONAL GROWTH & DEVELOPMENT

EXPAND OUR PRESENCE AND PARTICIPATION IN THE INTERNATIONAL ARENA.

“In the last decade, the NBOME has forged relationships with colleagues in the areas of regulation, licensure and assessment for osteopathic medicine and related health care professions. Contributions to international peer-reviewed professional journals and presentations made at international conferences by NBOME representatives have enhanced the reputation of the NBOME worldwide. With the growth of osteopathic medicine and osteopathy worldwide, opportunities to expand NBOME’s mission globally are likely to emerge. Exciting initiatives in the international arena provide the opportunity for the NBOME to learn from others around the world, as well as for the NBOME to contribute beyond the US borders.”

—John R. Gimpel, DO, MEd | STRATEGIC CHAMPION
President & Chief Executive Officer

Promote the NBOME internationally by establishing targeted professional and business relationships with international health care, educational testing and medical regulatory organizations.

Determine the need for osteopathically distinctive assessment instruments for international health care, educational testing, and medical regulatory organizations.

“It doesn’t matter whether you’re the NBOME president, a client services representative, or play any role in between. What I’ve come to realize about the NBOME is that all contributions count – as long as they are helping to achieve our mission of protecting the public. Regardless of where they originate, good ideas are given a chance to make a difference.”

—Alex Massa,
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