**REVISIONS SUGGESTED by WJD 10.07.13**

Strategic Plan



American Holistic Veterinary Medical Foundation

October 6, 2013

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**HISTORY**

The primary aim of the American Holistic Veterinary Medical Association has always ~~had the aim of promoting~~ been to promote education and research in holistic veterinary medicine (also known as Complementary and Alternative Veterinary Medicine, integrative veterinary medicine, and as integrative holistic veterinary medicine). A successful scholarship program for veterinary students interested in holistic veterinary medicine was launched, and funds were collected for research through the Memoriam program.

In 2007, the American Holistic Veterinary Medical Foundation was incorporated in Maryland as a separate organization, ~~but~~ although initially ~~there was no separate corporate activity~~ they operated as a single corporate entity. In 2011, the Foundation initiated ~~activated~~ its Board and moved to California, operating as a ~~foreign~~ separate corporation in that state. In 2012, a corporate partner contributed 2-for-1 matching funds for the Foundation’s first big fund drive, which brought in over $600,000.

Since then the Foundation has created the following:

* Artists for the Foundation
* Professional advisory group
* Twitter feed
* Facebook page
* Huffington Post column
* Awarded 8 research grants
* Increased funding available for scholarships
* “Animal Teachers” feature on website
* Website blog
* Website Animal Stories
* In addition, a one-time grant was advertised in order to identify FIVE to SEVEN veterinary professional schools ~~to target~~ that would commit to building exceptional programs in integrative and alternative veterinary medicine and research. (10 potential colleges were identified.) Programs now exist at Colorado State University ~~CSU~~, Tufts University, University of Florida, Louisiana State University ~~LSU~~, University of Tennessee, Washington State University, and Western University. There is interest at North Carolina State University and University of California at Davis.



**MISSION AND VISION**

The ***Mission*** of the Foundation

The Foundation was established to receive and administer funds for research and education in all aspects of integrative medicine, especially as it pertains to ~~that part~~ the discipline which is called variously, holistic, alternative, or complementary veterinary medicine, or CAVM. The Foundation concentrates on 3 aspects of CAVM: scholarships for veterinary students ~~who are~~ interested in this branch of veterinary medicine, research in this ~~aspect~~ discipline of veterinary medicine, and support for the use of and education in this ~~branch~~ discipline in veterinary schools.

The ***Vision*** of the Foundation

The Foundation focuses on funding quality research and education in topics of ~~complementary and alternative veterinary medicine~~ CAVM in an effort to advance the discipline of Integrative Veterinary Medicine. By helping with the development of ~~developing~~ excellent Integrative Veterinary Medicine programs in veterinary schools, the Foundation will be instrumental in supporting and creating One Medicine, a more holistic approach to healing that can transform and enlighten our professional  approach to health.





Strengths Weaknesses

Opportunities Barriers ~~Threats~~

SWOT Analysis [I don’t think that the word “threats” standing out like this beside an adorable photo is a wise word choice]

Strengths and weaknesses are internal measures, focusing on the Foundation itself, whereas ~~threats and~~ opportunities and barriers are external measures, focusing on the world at large. Any actions by the Foundation should concentrate on building on strengths and exploiting opportunities, while at the same time resolving weaknesses and avoiding barriers ~~threats~~. Strengths can also be weaknesses, as seen below.

**Internal**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **STRENGTHS** | Notes: | **WEAKNESSES** | | Notes: |
| 1. Staff | Long time history and institutional knowledge | 1. Only one staff member has experience with charitable groups, grant process | | Member is supplying info/forms to prepare AHVMF for grant process |
| 1. Website | Updated regularly; feeds Facebook page | 1. Website | | New material primarily from one member; a lot of responsibility for limited internal resources |
| 1. Membership potential | C&B calls for membership; good database of potential members | 1. No membership procedures in place | | Policy & procedures needs to be developed for membership; membership committee would help |
| 1. Finances | Currently no debt or concerns of financial difficulty for current needs | 1. Finances | | 2 donors responsible for 2/3 of funds. Need to develop additional large sources; may lose one source |
| 1. Committed Leadership | Contribute voluntarily in many ways | 5. Limited “grooming” of future volunteers | | Need to continue engaging younger members |
| 1. Effective, functioning Board | Strive to accomplish many goals each year | | 6. Volunteer/member utilization not robust | Volunteer mgmt is weak |
| 7. Potential Vendor/Sponsor relationship | Some discussion with a few vendors; at least 2 do support students | | 7. Managing vendor/ sponsor relations and recruitment is limited to one person (or small group) | Have potential to recruit many more vendors/sponsors; need to expand responsibility and decision-making in this area |
|  |

**External**

|  |  |  |  |
| --- | --- | --- | --- |
| **OPPORTUNITIES** | Notes: | **~~THREATS~~ BARRIERS** | Notes: |
| 1. Good Relationship with other organizations. Huge potential for collaboration | Identify needs and potential partners; assess existing programs in which AHVMF may be able to participate | 1. EBM group | Constant need to assess differences and commonalities |
| 1. Good general relationship with universities | Continue to be transparent and promote frequent communication with them | 1. Need more visibility and credibility | Target all opportunities to “brand” AHVMF |
| 1. Pet owners | Huge numbers of clients to educate and expose to holistic vet profession/practices, etc. | 1. Pet owners | Need broader understanding of holistic vet practices/ benefits, etc. |
| 1. Generational diversity | Brings broad scope of knowledge, skills and member input | 1. Generational diversity | Difficult to please all segments/ demographics |
| 1. Public awareness – Public Health and environmental issues, globalization/growing awareness of CAM | Potential for broader branding and education of holistic vet practices | 1. Economy | Members have less money and time to devote to association memberships, clients cut back on pet care |
| 1. Follow up on donations | Consistently show appreciation for their contribution; e.g. letter to editor | 1. Pharmaceutical industry | Agenda can be a barrier to good quality research |

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**I. Support and Promotion of the Foundation**

**Goal:** ~~To be~~ A group whose organized efforts result in an expanding sphere of influence in creating effective and organized scientific research of allied CAVM modalities, as well as ~~and~~ the dissemination of ~~such~~ the research results. The ultimate goal of the Foundation is to improve medical knowledge and ~~medical~~ education, student scholarship, and patient outcomes as achieved by use of ~~gentle~~ compassionate, effective holistic and integrative veterinary medical modalities, conducted in accordance with the Articles of Incorporation and By-Laws of the AHVMA Foundation.

**Objective: Establish and maintain policies to keep Foundation on solid financial footing**

* Expand list of major donors
* Hire grant-writer
* Apply for external grants
* Reach out to ancillary industries and other charitable institutions to partner in related areas
* Create membership categories, dues, membership benefits
* Reach out to donors to become members
* Establish events as additional method of generating donor income

**Objective:** **To effectively target** **~~Examine~~ the primary modalities ~~present~~ utilized in our Association ~~in order to target them effectively~~.**

(Acupuncture, TCM Herbal, Western Herbal, Chiropractic, Classical Homeopathy, Homotoxicology, Flower Essences, Biological Therapy (use of living agents such as bacteria, fungi, leeches, bees, etc.), Reiki, Cranio-Sacral Therapy, Osteopathy and other modalities involving use of energy medicine)

* Review list yearly
* Identify specific modalities to target

**Objective: PR and Marketing Program - Barbara Royal and Richard Palmquist**

* Create a history of the Foundation and post it to the web site.
* ~~Improve~~ Update the biographies of all Board Executives and Officers as well as Advisory Council Members
* Create press releases and keep the Foundation in the news.
* Time funding and study approvals so that people can see the good works of the Fundation and will continue to provide support. ~~us.~~
* Advance and expand the One-in-A-Million campaign. Use it to build strong public support and involvement.
* Artists for the Foundation - push this group and get artists and celebrities forwarding our purpose and ideas into society while generating support for our work.
* Expand contributors for the following:
  + Twitter
  + Facebook
  + Internet media, Hollywood Today, etc...
  + Huffington Post
  + Print papers and magazines
  + Television
* Survey our donors and ask them to identify the most important areas to research - right now we suspect that is vaccine reform, cancer, allergy, ~~and~~ chronic GI disease, and pain. Be sure we fund such projects.
* Develop ambassadors from Allied groups ~~ambassadors~~

**Objective: Internal Personnel Contact List - ED in charge** –

* Keep an updated list of all Board, Advisory, and Council members and their contact information. ~~updated~~
* E-mails ~~groups~~ for each group with the BOD able to see all traffic, if desired.

**Objective: Financial Responsibility Project - Treasurer Larry Bernstein In-Charge with ED assisting**

* Regular, monthly P&Ls to do the following:
  + Examine the restricted donations and list them in an itemized fashion.
  + Examine the remaining money that is purposed and list those purposes.
  + Determine a reasonable amount of money for operations and as a ~~to~~ “set aside” for emergencies.
  + Determine the remaining amount available for research and development grants.
  + Develop programs to expand our money to the 20 million dollar target - more donors, more matching funds, and more people offering free and discounted services to the Foundation in exchange for our good works and reputation.

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**II. Education**

**A. Veterinary schools**

**Objective:** To sponsor and develop the science of biologically appropriate veterinary nutrition.

* Identify school(s) interested in this approach
* Encourage their applications for funding faculty, fellowships, research
* Assist them in obtaining outside funding

**Objective:** To ~~enable the birth~~ help create and support ~~of~~ seminal academic veterinary professional research and educational centers which work in Translational research to bring scientific advances to patient ready techniques.

* Identify school(s) interested in this approach
* Encourage their applications for funding faculty, fellowships, research
* Assist them in obtaining outside funding

**Objective:** **Veterinary School Project - Richard Palmquist In-Charge**

* Identify how to target the veterinary professional schools ~~which~~ that indicated interest in CAVM, as identified by the one-time grant award.
* List appropriate personnel at each school from administrative to research and academic who are interested in our goal. Strive to create on-the-ground liaison between a qualified CAVM clinician and the program.
* Develop individualized plans for each school and begin to assist them in research and education in the areas where they have expertise. Plans should include the following centers:
  + acupuncture
  + biological nutrition
  + chiropractic
  + Western herbalism
  + Chinese herbalism
  + bioregulatory medicine
  + homeopathy
  + integrative oncology
  + rehabilitation
  + others ?? (acupressure, massage etc)
* Develop CAVM curricula for these schools and counsel them on that aspect.
* Offer distance learning electives that are evidence-based and useful to students, ie CIVTedu.org.
* Help connect students with school programs.
* Help create interdisciplinary cooperative research programs between these institutions.
* Connect private donors with the programs that assist their purposes in accordance with the goals and purposes of the Foundation.
* Generate a source of evidence-based medical citations for each modality so that researchers and schools have easier access to these materials.
* Develop a policy for Colorado State University (David Twedt is a friend and the FDN has funded his herbal research, which was positive but remains unpublished. Why is it not published ? )

**B. Veterinary students**

**Objective: Student Holistic Club Enhancement Program - Marge Lewter, input from Jen Burton and AHVMA membership committee chair**

* Help student holistic clubs fund various CE efforts and see their officers get appropriate support during professional school and after graduation through employment.
* Build online libraries and support centers on our web site.
* Create collections of student papers on these subjects.
* Create PowerPoint and web-based lectures introducing each modality on the FDN web site.

**Objective: Increase availability and number of scholarships in CAVM available for Veterinary Students - Marge Lewter In-Charge**

* Post scholarships and names, requirements for each to the web site.
* Notify professional schools and appropriate undergraduate schools so guidance counselors are aware of these resources.
* Contact Chi Institute, IVAS and other groups to see if they want a scholarship created and how they would fund it.
* Continue scholarship Silent Auction/Raffle program with AHVMA

**Objective:** **Pre-Professional School Development Program - Barbara Royal and Richard Palmquist with Natasha Lilly working on this.**

* Develop a pilot project at Cal Poly San Louis Obispo, CA that will mentor and funnel interested and talented students into the profession.
* Establish guidelines to ensure this meets standards of charitable donations

**C. Veterinarians**

**Objective:** To unify our profession in its efforts to find solutions and assist animal healthcare.

* Target JAVMA and AVMA organizational bodies to educate them on CAVM
* Target state boards and ASVMAE to lift extreme restrictions/interpretations of EBM

**Objective:** To create interest and support for unbiased scientific investigation used to find solutions to real health problems in people and animals, especially to drive young people to research or professional science-based careers.

**Objective:** To increase the abilities of veterinarians to improve medical knowledge and patient outcomes achieved by use of ~~gentle~~ compassionate, effective holistic and integrative veterinary medical modalities.

* Identify and promote quality research in CAVM

**Objective:** To expand the influence of alternative medical modalities on the broader field of medicine and healing.

* Identify areas where superior results are being obtained or promised.
* Find at least two people who are competent in each modality, and who are willing to participate in documenting their successes and wish to improve their fields.
* Select one problem or therapeutic agent and obtain at least one properly completed Case Report showing the benefit in this one case.
* Support the development and submission of appropriate Case Reports for publication in AHVMA journal or other veterinary medical journals, as is appropriate for the content of the Case Report. This ~~case report~~ article then serves as the basis for further work in that field. If possible, also publish a well done Case Report in a conventional publication such as AAHA, AVMA, or other medical journal. ~~such as Lancet or the AMA journal.~~ [there are so many to choose from]
* Attempt to get groups involved in allied modalities ~~groups~~ to create representatives who can coordinate their individual group’s activity along this line. ~~Now we have an Artist's Group that is forming. Other group possibilities involve Pure Bred groups, Industry groups, etc, etc.~~
* Publish the findings or summary of such work at least yearly in the Journal and web site so that our members have cutting edge material to make decisions regarding case planning and therapeutic selection.
* Encourage the membership to continually update their knowledge and treatment in accordance with best outcomes.
* Design larger trials where possible to further document success and outcomes and publish these in high quality veterinary or medical journals so that the data is included in the conventional medical literature.
* Attempt and identify associations with brilliant minds in both alternative and conventional practice to forward this healing work.

**Objective:** To improve the availability and economic strength of CAVM practice, its practitioners, and employees.

**Objective:** To use our knowledge and influence to improve health care for both animals and humans everywhere.

* On website
* Through social media

**Objective:** To create an organizational environment that is truly integrative and respectful of all aspects of healing and health care practices.

**Objective:** To inform professional groups, governmental officials and the lay public of advancing integrative veterinary health research so that they may be properly informed in developing policies influencing the field of veterinary and human health.



**III. Research**

**Objective:** To find effective methods of dealing with problems which plague conventional medicine such as therapeutic damage to metabolism, suppression of vital systems, and poor outcomes in certain areas of clinical practice such as allergy, chronic inflammation, oncology and gastrointestinal disorders.

* Develop and prioritize a list of such problems

**Objective:** To find knowledge which assists in bridging understanding between fields of practice, and thereby improves our ability to work ~~in~~ with a concerted effort to improve animal and human health.

* Develop alliances among colleges with CAVM departments

**Objective:** To identify those practice modalities which are most effective and those which are less effective, as well as those practices which may cause more harm than benefit, so that clinicians may better select agents for use in therapeutic programming ~~in~~ for their practices.

* Support research
* Create ~~critical~~ in-depth review articles of conventional methods

**Objective:** To find cures where possible and improved therapies and methods of ~~symptom~~ controlling signs and symptoms.

**Objective:** To use the scientific method to reform and modernize vaccination policy.

* Support Rabies Challenge Fund and similar research activities

**Objective:** To develop new methods of research and validation that are effective, less destructive of animal life and useful in ~~evaluating~~ enhancing integrative veterinary techniques.

* Identify the place for various types of *in vitro* research
* Campaign to return Case Studies to an accepted place in Evidence-Based Medicine

**Objective:** To create novel educational programs for veterinary and pre-veterinary students that allow for the selection and development of gifted individuals with a purpose of pursuing CAVM practice and research. (See Education Section)

**Objective: Research Development and Administration of Grant Program-Jean Dodds In-Charge**

* Develop a program to promote and obtain high quality study proposals and funding sufficient to get this work ~~in progress~~. Underway.
* Work with allied groups to get agreement ~~for~~ on the type of clinical studies we seek.
  + Clinical settings: Case Studies
  + Non-invasive laboratory animal research must be carefully considered in our grant proposal process, as experimentally-induced animal model studies are not allowed
  + Support *in vitro* methods of examining genetic and epigenetic effects as important sources of understanding the mechanisms of action of our agents
* Invite Mark Rishniw from VIN to the Research Evaluation Group. (He has offered to participate)
* VIN's founder, Dr. Paul Pion, who is supportive of our efforts in this area, should be contacted ~~for support~~ in order to help garner professional talent ~~from there~~ ~~with his blessings~~ and build consensus and support.
* Search out a nutritionist who will support evaluation of biologically appropriate diets and training. ~~Susan Wynn? (she has declined invitations earlier~~) [I think Joe Bartges/ Donna Raditic would be more appropriate here and they are both committed to our goals]
* Support research that benefits the public good, i.e. the Rabies Challenge Fund.
* Collect identities of qualified researchers, initially preferentially at schools we are assisting in development, so we make them opinion leaders of this field.
* Contact these people, invite them to submit studies for grants, and determine what research grants they could submit.
* Review and fund appropriate studies.