ACIH Chronicle of Accomplishments

2019

**ACIH Executive Director settles in at SCU** The Southern California University of Health Sciences (SCU) was selected by the ACIH board in 2018 to house ACIH and subsequently our Executive Director, Alyssa Wostrel, MBA, has set up the physical office space onsite at SCU. Ms. Wostrel resides in Los Angeles and is on campus on a regular basis, interacting with faculty, staff and administration on behalf of ACIH’s mission regarding interprofessional education and practice. SCU’s in-kind support of ACIH has also generously included development, marketing and graphic design and library research expertise, as well as meeting room space. ACIH was granted the space to hold its annual in-person board meeting at SCU from June 2-3, 2019, during which SCU’s Zoom meeting platform was also utilized by those board members who attended remotely. Many thanks to SCU for its steadfast support of our mission and for the opportunity to have a presence and home on such a lovely and friendly campus, and where IPE-C is taking place daily in classrooms on campus.

**Global Forum holds information-gathering meeting in Irvine, CA** In January, 2019, ACIH participated in a Global Forum event “Information Gathering on the Social Determinants of Mental Health and Wellbeing from HPE to Practice” in Irvine, California at the National Academy of Sciences and Engineering Beckman Center, to discuss past work on stress, burnout and well-being of health professionals across the education continuum and to look ahead to 2019 when the forum will explore the role of education and the health professions in addressing the social determinants of mental health and mental health disparities. ACIH’s Global Forum representative, Liza Goldblatt, PhD, MHA/PA, an ACIH founding board member, previous Chair and Interim Executive Director, served on the panel at this event, highlighting the importance of education of the integrative disciplines pre and post-grad on the key topics of wellbeing, resilience and burnout, which also served to link the discussions at this event to the April 2018 Global Forum workshop on the same topic.

2018

**ACIH moving its national office to Southern California University of Health Sciences** From our inception in 2004, the Executive Director worked virtually, and for ACIH to create more sustainability and visibility, the Board, with input from staff, decided to move the office onto one of our member campuses in order to further our mission and vision. Housing at a university will bring benefits to both ACIH and the host university.
National Academy of Medicine Global Forum on Innovations in Health Professional Education – April 26-27, 2018 Workshop - “Systems Approach to Alleviating Work-induced Stress and Improving Health, Well-being, and Resilience of Health Professionals Within and Beyond Education” ACIH leaders are taking a major role on planning and participating in the workshop. In addition to being on the planning committee, John Weeks, former ACIH ED and Liza Goldblatt were successful in having Mary Jo Kreitzer, PhD, RN (Consortium leader) co-chair the planning committee and Adi Haramati, PhD and Maryanna Klatt, PhD (both long-time Consortium leaders) are on the planning Committee.

The April 2018 workshop is a culmination of some of our major work with the Global Forum as we focus on educating the 50+ national health professional organizational representatives about the disciplines we represent and how we contribute to building resilience, health and well-being. The Global Forum workshops and publications are free to download.

Leadership Team complete for the collaborative course ACIH is developing with the Academic Consortium for Integrative Medicine and Health (the ‘Consortium’). ACIH is currently working with the Consortium to create a 36-hour hybrid course that will focus on training the ACIH disciplines last year students, residents and practitioners to work in integrative conventional medical in and out-patient settings. In addition, this course will include a training component in IPE/CP for all the health professionals who work in the integrative medicine and health settings and there will be a module that focuses on the philosophies, education and scopes of practice of the disciplines ACIH represents. 30 hours will be online and 6 hours in person. The Leadership team consists of Consortium representatives Margaret Chesney, PhD, (Consortium past board chair), Maryanna Klatt, PhD, (Consortium Board member), Ray Teets, MD, (Former chair of the Consortium Education Working Group), founding ACIH board member Elizabeth Goldblatt, ACIH Board members Iman Mjad, MD, LAc and Bill Meeker, DC, MPH, and John Pan, MD (George Washington University) (Pictured below, in order listed).

Many thanks to Bill Egloff, Crane Herbs, and NCCAOM for funding the development of the initial phase of this project.
The Academic Collaborative for Integrative Health (ACIH or the ‘Collaborative’) announces our new Executive Director - Alyssa Wostrel, MBA. Alyssa comes to the Collaborative with extensive knowledge of the disciplines that the Collaborative represents, as well as strong leadership experience in both the non-profit and for-profit worlds. Her prior experience includes being the Executive Director of the Integrative Health Policy Consortium (IHPC) from 2012-2016, a sister organization of the Collaborative. Wostrel led the significant expansion of the 501c-4’s organization and was successful in more than doubling the membership. She was instrumental in developing, funding and launching IHPC’s "CoverMyCare" campaign in support of the full implementation of Section 2706, the Non-Discrimination Provision of the Affordable Care Act. During her tenure, IHPC successfully funded and launched its first publication, "Integrative Health and Medicine: Today’s Answer to Affordable Healthcare" intended for policymakers, legislators and insurance executives.

Wostrel brings years of executive level corporate experience in sales, marketing and medical education with leading homeopathic manufacturing companies. In 2005, she founded a consulting company 1M Integrative Solutions through which she has worked with a wide spectrum of organizations on various healthcare and related policy and strategic issues. Her personal background includes a significant interest in and experience with integrative medicine and health.

Rosenthal Presents at IM4US Conference In June, Beth Rosenthal, MPH, MBA, PhD, ACIH Director of Working Groups: Research, Education, Clinical, participated in the Integrative Medicine for the Underserved (IM4US) conference in Washington, DC. Beth was on the IM4US Planning Committee in 2017, and Alyssa Wostrel, MBA, ACIH Executive Director, is on the IM4US Planning Committee for the 2019 conference, which will be in the San Francisco Bay Area.

Beth presented in a 3-1/2 hour pre-conference workshop "Interprofessional Leadership in Integrative Health and Medicine: Fostering justice and equity in team-based care". This workshop was created with John S. Finnell, ND, MPH, LAc (ACIH RWG member), Isabel Roth, MS, DrPH, and Heather Carrie, MAS (ACIH Policy Committee member). Beth also presented in a Research Session, talking about findings and recommendations from work she is involved in with colleagues Anthony Lisi, DC (former ACIH CWG member and Hannah Gravrand, DC, MS.

New Executive Committee and Officers Elected In 2018, during our October board meeting, ACIH held its first annual election for Executive Committee officers per our revised bylaws. JoAnn Yanez, ND, MPH was elected Chair, Dale Healey, DC, PhD Vice Chair, Stan Dawson, DC, LMBT, Treasurer, with Stacy Gomes, Ed.D, M.A.Ed. and John Scaringe DC, EdD Executive Committee members at large. The new Executive Committee and officers will begin their terms in January 2019. Outgoing chair David O’Bryon, JD, CAE will continue to serve on the executive committee as the Past Chair.

Safiya McCarter Elected to ACIH Board MEAC-nominated Safiya Mc Carter, ND, MSAOM was elected to the board at the October meeting. Dr. McCarter serves as adjunct faculty at Bastyr University for the School of Naturopathic Medicine and Co-Director for the Center for Social Justice and Diversity at Bastyr.
George Family Foundation and NCMIC Foundation grants fund ACIH participation in 2019 and 2020 Global Forum In December, 2018, ACIH was awarded a multi-year grant from the George Family Foundation for the continuation of our membership with the National Academy of Medicine’s Global Forum in 2019 and 2020. The George Foundation granted ACIH $30,000 in 2019 and $15,000 to be applied to 2020 contingent on a match, which has subsequently been granted to ACIH by NCMIC. We are deeply grateful to both the George Family Foundation and NCMIC for the opportunity to continue our membership and engagement with the Global Forum, which has had so many important and impactful outcomes for our professions to date.

ACIH takes leading role in planning of Global Forum workshop ACIH played a leading role with others on the planning committee for an “off-cycle” National Academy of Medicine’s Global Forum workshop December 4-5 in Washington DC on the critical and timely topic of the “Nonpharmacological Approaches to the Treatment of Pain,” which provided subject matter experts representing the integrative disciplines with an important vehicle through which to share evidence-based approaches to nonpharmacological treatment with conventionally oriented researchers, payors, academics and practitioners. In addition, the CMS, DOD, VA were represented by leading speakers at this workshop, which generated great interest and enthusiasm to ensure implementation of the nonpharmacological approaches to pain to address the multifactorial challenges of comprehensive integrative pain management. Many thanks to the Foundation for Chiropractic Progress for their sponsorship of our participation at this event, as without their support, ACIH would not have been able to have a voice at the table at this off-cycle workshop.

2017

Focusing on Infrastructure To prepare for the new ACIH Executive Director (ED) and new location of our home office, the ACIH Board of Directors decided that 2017 would be dedicated to focusing on our infrastructure as well as our work with the Global Forum and the Consortium. We revised the Bylaws, reviewed all policies, all board committees and their charters, revised our Clinician’s and Educator’s Desk Reference, we merged our Center for Optimal Integration website into our main ACIH website, featuring PERL and PIHTA as core projects, created our strategic goals for 2017-2018 and conducted a successful ED (link here) and location search.

ACIH Adds Voice to Coalition that Requests FDA Withdraw Guidance on New Dietary Ingredients ACIH added its voice to a set of four other leading educational, practitioner and policy organizations in a letter to the US Food and drug administration opposing a scheme for regulating “New Dietary Ingredients.” The letter stated, in part, that the draft guidance would “interfere with the care received by the millions of patients served by our members.” It was signed by ACIH Chair David O’Bryon, and by leaders of four other organizations: ACIH member, the Association of Accredited Naturopathic Medical Colleges; and: American Association of Naturopathic Physicians; American College for Advancement in Medicine; the Integrative Health Policy Consortium (representing 20 Partners for Health organizations). The guidance was also opposed by multiple industry organizations. An article on the ad hoc coalition’s work is here.
ACIH’s Goldblatt Co-Authors National Academy of Medicine Paper Since 2012, ACIH’s interim executive director Elizabeth A. (Liza) Goldblatt, PhD, MPA/HA has been involved in multiple projects related to IPE/CP and on emphasizing health and wellbeing at the Global Forum on Innovation in Health Professional Education. In 2017, a National Academy of Medicine discussion paper was published entitled *A Multifaceted Systems Approach to Addressing Stress Within Health Professions Education and Beyond*. The paper laid some of the ground-work for an anticipated 2018 workshop that ACIH has had the leadership role in creating.

NCIPH Course Made Available The Academic Collaborative for Integrative Health’s Executive Director, Liza Goldblatt, is on the leadership team of the National Center for Integrative Primary Healthcare (www.nciph.org). In January 2017, NCIPH announced that the 45-hour interprofessional integrative health online curriculum, called Foundations in Integrative Health (FIH), for primary care educational programs is currently open to educational training programs. In late February or early March 2017, the course opened to individuals. The individual enrollment option allowed health professionals, educators and students not affiliated with an educational training program to enroll. Continuing education credit is available for the individual enrollment option (including CME, CNE, and CE for Pharmacy). Both versions of the course (either for an educational program, or for an individual), were available online free of charge through August 31, 2017. The course is now available at a moderate fee.

ACIH announces the National Academies Health and Medicine Division Global Forum on Innovations for Health Professional Education will hold a 1.5-day public workshop in spring 2018. ACIH’s role at the Forum is two-fold 1) to educate the over 50 national health professional organizations that are members of the Global Forum about the disciplines that ACIH represents and about integrative medicine and health, and 2) to encourage health professional educators to put more emphasis on disease prevention and on creating health and well-being. We are delighted that in the spring of 2018, the Global Forum in collaboration with the National Academy of Medicine will hold a 1.5-day public workshop on “A Systems Approach to Alleviating Work-induced Stress and Improving Health, Well-being, and Resilience of Health Professionals Within and Beyond Education.”

The 1.5-day public workshop will explore systems-level causes and downstream effects of job-related stress affecting all health professions working in learning environments both clinical and classroom settings. On May 18, 2017, ACIH held a webinar on the Global Forum and the upcoming workshop with Patricia Cuff, MS, MPH, Mary Jo Kreitzer, PhD, RN, Sandeep Kishore, MD, PhD and Elizabeth Goldblatt, PhD, MPA/HA. John Weeks, previous ACIH Executive Director was Dr. Goldblatt’s alternate at the Global Forum. We thank him for his years of service in that role. David O’Bryon, JD, ACIH Board Chair has taken Mr. Week’s place.

ACIH signed on to a collaborative project to educate practitioners nationwide to the potential of integrative, non-pharmacologic approaches to pain management. Under the leadership of Margaret Chesney, PhD, a past chair of the Consortium who is an adviser to the Integrative Health Policy Consortium (IHPC), and Bob Twilliman, PhD, with IHPC, the four organizations produced a one-page handy resource entitled “Non-Pharmacological Approaches to Pain Management and Well-Being.” This project includes a 5-step process for practitioners: Assess Patient’s Pain and Well-Being; Set Goals Jointly with Patient; Educate the Patient About Integrative Pain Management; Develop a Treatment Plan with the Patient; Assess Potential
Challenges; and Follow Up, Troubleshoot, and Modify Treatment Plan as Needed. The Academy of Integrative Health and Medicine is the fourth party.

PIHTA Project Publishes Three Profiles of Integrative Patient Centered Medical Homes. The ACIH Project for Integrative Health and the Triple Aim (PIHTA) released new content on Integrative Patient-Centered Medical Homes. The project, led by Jennifer Olejownik, PhD, includes three in-depth profiles of individual clinics led by naturopathic physicians as well as a cross-case synopsis that identifies trends, themes and findings. Two are affiliated with the teaching clinic of ACIH member National University of National Medicine. The entire project is now accessible here. The project was made possible through generous support from the North American Board of Naturopathic Examiners and Visual Outcomes.

2016

Academic Collaborative for Integrative Health

A New Name – The Academic Collaborative for Integrative Health The Board of Directors at its January 2016 meeting voted to change its name from the Academic Consortium for Complementary & Alternative Health Care (ACCAHC) to the Academic Collaborative for Integrative Health (ACIH or “The Collaborative”). The Board and staff, with input from the ACIH community, had been discussing a name change for the last year. The new name evokes the essence of the disciplines ACIH represents, which includes a focus on health and well-being as well as the treatment of a wide variety of diseases and conditions that are approached from a collaborative, team-based patient/person-centered care. In addition, the organization is a functioning collaborative, as the core membership includes 18 national organizations representing councils of colleges, accreditation organizations recognized by the U.S. Department of Education, and certification/testing agencies, as well as emerging disciplines and traditional world medicines and individual college/program members. The new name – the Academic Collaborative for Integrative Health – reflects the organization’s purpose and vision.

ACIH Nominees Patricia Herman and Cynthia Price Chosen for NIH Advisory Council ACIH through its Research Working Group is delighted to announce two new members on the Advisory Council to the NIH National Center for Complementary and Integrative Health. ACIH submitted CVs of 15 top-quality candidates. Congratulations to RWG members Patricia Herman, ND, PhD and Cynthia Price, PhD, LMP
National Center for Integrative Primary Healthcare (NCIPH) Publishes Competencies The Health Resources and Services Administration (HRSA) funded the National Center for Integrative Primary Health (NCIPH: www.nciph.org) has published competencies to support their mission. ACIH is involved through Elizabeth A. Goldblatt, PhD, MPA/HA's participation as a member of the $1.8-million project's Interprofessional Leadership Team, pictured. She has brought in ACIH teams of chiropractors, naturopathic doctors, acupuncture and Oriental medicine practitioners to inform the process. Their contributions can be access by clicking through here. The project is sponsored by the University of Arizona Center for Integrative Medicine and the Academic Consortium of Integrative Medicine and Health. The 45-hour pilot course for all primary care providers in Integrative Health started in January 2016 and will be available to the larger community after June 2016.

Elevated Role for Health, Self-care, Wellbeing and Resilience - and ACIH! - at the Global Forum for Innovations in Health Professional Education The April 20-22, 2016 sessions at the National Academy of Sciences of the Global Forum on Innovation in Health Professional Education showed significantly more attention to the themes that the ACIH board prioritized for its now 4.5 years of work. ACIH’s membership in the Forum, sponsored by the Health and Medicine Division (formerly the Institute of Medicine), is represented by the team of executive director Elizabeth A. Goldblatt, PhD, MPA/HA and former executive director John Weeks.

The April gathering included significant informal and formal engagement with health, wellbeing, and resilience - some in the context of the significant stress, burnout and suicide concerns in health professional education, and practice. JoAnn Yanez, ND, MPH, ACIH vice chair and executive director of the Association of Accredited Naturopathic Medical Colleges was present as was Beth Pimentel, ND, representing president’s level member Maryland University of Integrative Health.

Is Self-care and Wellbeing in ACIH Member Accreditation Guidelines? As part of the preparation for the meeting, the ACIH team engaged a survey of accrediting agency document to see whether ACIH fields, and some others, included any reference to the importance of self-care. Both the Commission on Massage Therapy Accreditation and Council on Naturopathic Medical Education have some requirements on these most important areas.

ACIH at the 2016 International Congress for Integrative Medicine and Health ACIH was a partner organization for the May 17-20, 2016 International Congress for Integrative Medicine and Health in Las Vegas. The Congress was sponsored by our colleagues at the Academic Consortium for Integrative Medicine and Health (ACIMH). The ACIH Board met in Las Vegas on Monday, May 16th and focused on strategic planning as well as heard reports from the Samueli Institute, the ACIMH (with whom
we are doing three collaborative projects moving forward) and from representatives from the University of Arizona National Center for Integrative Primary Care (www.ncipc.org). Several from the ACIH community presented at the Congress including Gerry Clum, DC, on the "The History of Discrimination in Integrative Health Care and What to Do About It;" ACIH Research Working Group RWG member James Whedon, DC on "Unwarranted Variation in Coverage for Integrative Healthcare Services". The ACIH Executive Director was part of a pre-Congress workshop on the National Center for Integrative Primary Healthcare - Enhancing Interprofessional Integrative Health Education. RWG member Patricia Herman, ND, PhD, co-led a discussion on "Policy and the Economics of Integrative Medicine" and Meg Jordan, PhD with ACIH Associate Member California Institute of Integral Studies was part of the panel "Mindfulness and Relational Neuroscience: The Real Foundation for Health Coaching." Belinda (Beau) Anderson, RWG member, Liza Goldblatt, Stacy Gomes, ACIH Executive Committee member and Ben Kliger, ACIH Council of Advisors presented on the "Application of ACIH Competencies for Optimal Practice in Integrated Environments: Lessons." ACIH Hospital Based Massage Therapy (HBMT) "Hospital Based Massage Therapy: Competencies and Standards of Practice" was presented by Dale Healey, MK Brennan, Carolyn Tague and ACIH Assistant Director Beth Rosenthal. Liza Goldblatt chaired plenary session 05 and introduced the plenary speaker Dr. Barbara Brandt, a national leader in IPE/CP. John Weeks, former ACIH Executive Director presented on "The Movement toward Values-Based Medicine and the Triple Aim: Is It Increasing Interest in Integrative Health Services?" Patricia Herman also presented on "Determining Appropriateness of Manipulation and Mobilization for Chronic Low Back and Cervical Pain in the Patient Centered Care Era" and James Whedon on "Who Needs Quality Measurement for Integrative Healthcare?" Lastly, ACIH was invited to be part of the Final Plenary Session "Future Directions: Looking Forward Together." This was the first time ACIMH included four areas – education, clinical, research and policy at one Congress.

** Credentialing AOM Professionals** In November 2016, the National Certification Commission for Acupuncture and Oriental Medicine (NCCAOM) and ACIH completed a one-year project on a resource to assist medical delivery organization to credential acupuncture and Oriental medicine (AOM) professionals.

"Credentialing AOM Professionals for Practice in Healthcare Organizations" was completed in fall of 2016 and is now available on the ACIH website - https://integrativehealth.org/publications/. Authors are John Weeks, Stacy Gomes, EdD, ACIH Executive Committee member and Elizabeth A. Goldblatt, ACIH Executive Director with NCCAOM team of Iman Majd, MD, EAMP (Lac) and CEO Kory Ward-Cook, PhD, CAE. This document includes inputs from 27 AOM professionals and delivery organization administrators who have been responsible for credentialing members of this profession.

**2015**

**Addressing the NIH NCCAM Advisory Council Imbalance** ACIH responded to the decreasing number of members from its professions on the Advisory Council of the National Center for Complementary and Integrative Health (NCCIH). A Research Working Group team created a letter and board chair Elizabeth A. Goldblatt, PhD, MPA/HA and vice-chair David O’Bryon, JD co-signed the letter and met with the NCCIH director. The request included submission of 15 CVs of experienced researchers from ACIH fields. ACIH strongly supports the NCCIH’s statement that skilled clinicians are critical to NCCIH fulfilling its public health agenda.

**Opportunities for Integrative Health under the Triple Aim** ACIH’s Project for Integrative Health and the Triple Aim published survey results that showed leaders of integrative medicine programs associated with academic health centers are finding more inclusion from their parent health systems with shifts toward a
values-based delivery system, under the Affordable Care Act. Results were reported in a commentary in Global Advances in Health and Medicine and in a posting of the patient experience research and advocacy organization The Beryl Institute.

**Partnership with the Academy of Integrative Health and Medicine** Following a full-day meeting between ACIH Executive Committee members and leaders of the Academy of Integrative Health and Medicine (AIHM), an ACIH team led by Stacy Gomes, EdD, partnered with AIHM’s educators to develop educational content that will be used as part of multiple AIHM programs. The Westreich Foundation supported this work.

**Partnership on the Education Track for the 2016 International Congress** ACIH was invited by Academic Consortium for Integrative Medicine and Health (ACIMH), representing over 60 medical schools, to serve as its partner on the educational track for the May 2016 International Congress for Integrative Medicine and Health. Michael Wiles, DC, Med is serving as ACIH’s co-chair for the education content of the program with Elizabeth Goldblatt, PhD, MPA/HA, Mitchell Haas, DC, MA and Melanie Henriksen, ND, LAc, APRN on the Program Committee.

**Post-Graduate Training (PGT) Report** This report covers the status of residencies/PGT in the 5 licensed IHM disciplines (how they are managed, what organizations are involved, guidelines on how to start programs) along with ideas for increasing opportunities in IHM fields. The authors found that there are significant variations in PG Ts among the IHM disciplines, and where there are opportunities, there is a shortage of number and types of opportunities. This report is meant to be a living document and brief updates will be posted on the ACIH website periodically.

**Project for Inter-Institutional Education Relationships (PIERs)** Members of the ACIH Clinical and Education Working groups compiled descriptions of what their institutions are doing related to inter-institutional education relationships. The reports are written to a standard template. The goal is to foster optimal inter-institutional and interprofessional relationships that bridge the gaps in education and practice between diverse integrative health and medicine (IHM) academic institutions, and between these institutions and other healthcare institutions and organizations.

**Participation in the National Center for Integrative Primary Healthcare (NCIPH)** The University of Arizona Center for Integrative Medicine (AzCIM), in collaboration with the Academic Consortium for Integrative Medicine and Health received a HRSA grant to establish the National Center for Integrative Primary Healthcare (NCIPH). ACIH Co-Executive Director, Elizabeth A. Goldblatt, PhD, MPA/HA is a member of the NCIPH leadership team. The ultimate goal of the NCIPH is education of interprofessional, patient/person centered teams that will utilize the principles of IH in delivering primary care. The NCIPH supports the incorporation of competency- and evidence-based Integrative Health Care (IH) curricula into educational programs in a movement toward integrative interprofessional patient care. The NCIPH is developing competencies, curricula and best practices taking into consideration the determinants of health including physical and social environment, individual health behaviors and health services as they relate to the practice of IH to affect health outcomes. Please see the center website for more information www.nciph.org.
**Advocating for NIH Investment in CIM Institutions** Members of ACIH’s Research Working Group, led by Co-Executive Director Martha Menard, PhD, LMT, co-authored a study of NIH investment in CIM institutions from 2010-2014. Based on data taken from the NIH RePORT database, RWG members made recommendations to the National Center for Complementary and Integrative Health for their 2016-2020 strategic plan regarding the need for continued investment in CIM institutions to build research capacity and create research infrastructure. The study and its recommendations were published in the July 2015 issue of the *Journal of Alternative and Complementary Medicine*. The full open access article can be found [here](#).

**Leadership Transitions** In July, Elizabeth A. Goldblatt, PhD, MPA/HA and Martha Menard, PhD, LMT became co-executive directors. David O’Bryon, JD, CAE, the president of the Association of Chiropractic Colleges was elected interim chair of ACIH. Mr. O’Bryon is a founding member of ACIH and served as vice-chair since ACIH’s inception. Dr. Goldblatt is also one of the founding board members of ACIH and served as the organization’s chair from 2008 to 2015. She is an educator, past president of the Council of Colleges of Acupuncture and Oriental Medicine (CCAOM), and previous president of an AOM college. Dr. Menard is a clinician, researcher and educator who has held multiple leadership positions with the massage therapy community and several volunteer roles with ACIH since 2008. Since its inception in 2004, ACIH has developed into an independent, interprofessional, collaborative organization that now includes 58 member organizations and institutions from the integrative health and medicine professions and is involved in multiple collaborative projects throughout the country.

**Further Philanthropic Investment** The NCMIC Foundation pledged an annual $10,000 donation for 2016-2018. With this $30,000 award, the foundation’s investment in ACIH since 2008 now totals over $100,000. Louis Sportelli, DC, guides the Foundation. Dr. Sportelli has been President of NCMIC Group, Inc. since 1995. Dr. Sportelli served as President of the World Federation of Chiropractic (WFC) from 1998 to 2000 and served as chair of the board of the American Chiropractic Association (ACA) from 1989 to 1990. The Foundation sponsored ACIH’s leaders and the potential primary care contributions of chiropractors, naturopathic doctors, acupuncture and Oriental medicine professionals, and direct entry midwives at the Association of American Medical College’s 2010 workforce meeting. The Foundation also provided support for the printing and distribution of ACIH’s influential *Never Only Opioids* policy paper.

**New Executive Committee and Officers Elected** During its October meeting, the ACIH Board of Directors named new members to its Executive Committee and elected officers. New EC members include Stacy Gomes, EdD, MAEd; Dale Healey, DC, PhD; John Scaringe, DC, EdD; and JoAnn Yanez, ND, MPH. Officers elected are David O’Bryon, Chair; JoAnn Yanez, Vice-Chair; Kory Ward-Cook, PhD, MT (ASCP), CAE, Treasurer; and John Scaringe, Secretary. Stacy Gomes and Dale Healey will serve as members at large with Pamela Snider, ND, founding board member and former executive director. The new Executive Committee and officers will begin their terms in January 2016. Outgoing EC members Jan Schwartz, MA, BCTMB, Secretary, and Marcia Prengrubei, ND, are founding
members of ACIH and will remain on the board. The ACIH community is delighted that they will remain active members of the ACIH Board.

2014

Project for Integrative Health and the Triple Aim (PIHTA) ACIH began a significant project to support all stakeholders in seeking the best uses of the values, practices and disciplines associated with integrative health and medicine amidst the emerging values-based healthcare movement. The Project for Integrative Health and the Triple Aim corresponds to the focus of Competency #6 (Institutional Healthcare Culture and Practices) of ACIH’s Competencies for Optimal Practice in Integrated Environments. Project Manager is Jennifer Olejownik, PhD.

Association of American Medical Colleges (AAMC) Conference Executive director John Weeks was invited by the AAMC to present on ACIH’s disciplines in a plenary panel at the AAMC’s 16th Annual Workforce Research Conference. Via a grant from the NCMIC Foundation, ACIH presented a poster on the PIHTA initiative, and provided copies of ACIH’s white paper Meeting the Nation’s Primary Care Needs to all 200 workforce experts in attendance.

Interprofessional Action: All Together Better Health #7 At this significant international conference on interprofessionalism, ACIH presented outcomes of an ACIH survey on the extent of interprofessional education in ACIH fields, its priorities as a functioning interprofessional collaborative, and a poster on the PIHTA initiative.

Publication of PAINS Never Only Opioids Policy Brief and Pain Recommendations Members of ACIH’s Task Force on Integrative Pain Care, created a policy brief for the 40-organization coalition PAINS entitled Never Only Opioids: The Case for Early Use of Non-Pharmacological Approaches and Practitioners in the Treatment of Patients with Pain. The influential paper also included a two-page set of Recommendations for Policy Makers.

Special Project: IHM definitions, IPE in Clinical Education in ACIH Professions In 2013, the Leo S. Guthman Fund began a multi-year commitment to a special Clinical Working Group project focusing on interprofessionalism in the ACIH disciplines. The project led to a series of presentation and publications, including “A Qualitative Analysis of Various Definitions of Integrative Medicine and Health” and “The Extent of Interprofessional Education in the Clinical Training of Integrated Health and Medicine Students: A Survey of Educational Institutions,” each published in Topics for Integrative Health Care. In the former, the authors reported the usage and context of terms occurring in IHM definitions by groups hypothesized to have the greatest current impact on the evolving field, concluding, among other things: “Leaving disciplines and health professionals out of the definition effectively leaves out the rich experience and context of the discipline, and devalues interprofessionalism.” Beth Rosenthal, PhD, MPH, MBA and Anthony Lisi, DC led this project.

Advancing the Role of ACIH Professions in Meeting the Nation’s Primary Care Needs
In a culmination of a partnership that began in 2010, ACIH produced the 80-page white paper entitled Meeting the Nation’s Primary Care Needs: Current and Prospective Roles of Doctors of Chiropractic and Naturopathic Medicine, Practitioners of Acupuncture and Oriental Medicine and Direct-Entry Midwives. Presentations on the content have been made in multiple environments including International Congress for Educators in Complementary and Integrative Medicine (2012), UCLA (2013), and the Association of American Medical Colleges (2014). This project was led by Michael Goldstein, PhD, MPH and John Weeks, ACIH executive director.

Introducing Health and Wellbeing at the IOM Global Forum
Through leadership of ACIH’s Global Forum on Innovation in Health Professional Education member Elizabeth A. Goldblatt, PhD, MPA/HA, ACIH’s core message in transitioning the workforce into one focused on health creation was introduced in a forum workshop on Establishing Transdisciplinary Professionalism for Health. ACIH invited integrative nursing leader Mary Jo Kreitzer, PhD, RN, FAAN as a presenter and discussion leader. ACIH has had a continuing role in promoting dialogue on the theme of self-care, resilience, health and wellbeing in health professional education theme of health.

The Project to Enhance Research Literacy (PERL)
The PERL initiative is a collaboration between ACIH and the seven ACIH member institutions that received NIH R-25 education grants on evidence-informed practice and subsequently with multiple ACIH member organizations. PERL provides a huge body of resources and webinars to support ACIH educators and clinicians in engaging evidence issues more significantly in their education and practice. PERL corresponds to Competency #5, “Evidence-Based Medicine and Evidence-Informed Practice” of ACIH’s Competencies for Optimal Practice in Integrated Environments. A key initiative in this project, funded significantly in 2014-2015 through successive one-year grants from the Josiah Macy Jr. Foundation, has been a webinar series on evidence informed practices. Project manager is Deb Hill, MS.

Working Group Series: Recorded Webinar Presentations
ACIH’s Research, Clinical and Education Working groups began regularly recording presentations in their meetings and then posting them here for public use. The breadth of topics below show the collaboratively prioritized themes across the ACIH professions:

Clinical Working Group – “Integrative Medicine as a Team Service,” November 2013 (Tague); “Inter-Institutional Collaboration: Palmer College of Chiropractic and Local MT Institution,” December 2013 (Boesch); “Inter-Institutional Collaboration: Canadian College of Naturopathic Medicine and Brampton Teaching Clinic,” January 2014 (Zeifman & De Groot); “The State of Residencies in Integrative Disciplines: Panel Presentation,” February 2014 (Panel: Naturopathic medicine: Melanie Henriksen, ND, LAc, CNM, Natural College of Natural Medicine, Marcia Prenguber, ND, University of Bridgeport); Acupuncture and Oriental Medicine; Chiropractic: Ron Boesch, DC, DACNB (Palmer College of Chiropractic); Ian McLean DC,
DACBR (Palmer College of Chiropractic); Massage Therapy: Pete Whitridge, LMT (Florida School of Massage); Direct entry Midwifery: Mary Yglesia (Bastyr University); “Clinical Integration at Bastyr University,” April 2015 (Johnson); “Southern California University of Health Sciences experience at the Interprofessional Education Collaborative,” October 2014 (Sackett & Kadar); with the Project to Enhance Research Literacy, “Evidence Informed Practice (EIP) Panel,” November 2014 (Facilitated by Deb Hill, MS with Henriksen, Dion, Rodqers, Sackett & Zeifman); “Preparing Students to be Practice Ready,” May 2015 (Lauttamus); “CAM in Military Community,” June 2015 (Crowder-Moger)


**Education Working Group** – “Interprofessional Education at National Health Sciences University,” February 2014 (Cohen); “National Center for Interprofessional Education and IPE at Northwestern Health Sciences University,” September 2014 (Healey & Wiles); “Clinical Integration,” April 2015 (Johnson); “Interprofessional Student Education: Exchange Program between Albert Einstein College of Medicine and PCOM,” June 2015 (Gomes & Anderson)

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**2012**

*Institute of Medicine (IOM) Global Forum on Innovation in Health Professional Education* In January 2012, the ACIH Board of Directors chose to become a founding co-sponsor of the Institute of Medicine Global Forum on Innovation in Health Professional Education. ACIH is the sole integrative health-focused sponsor of the forum, joining over 30 councils of colleges and professional associations from medicine, nursing, public health, pharmacy and other disciplines. Elizabeth A. Goldblatt, ACIH’s Chair is the representative to the Global Forum; John Weeks is her alternate. ACIH’s priority is to collaborate with the other forum members to explore innovations associated with graduating students who are expert in assisting individuals and communities toward wellness, self-care, personal empowerment, prevention and health promotion. ACIH’s participation from 2012-2017 is made possible via a generous philanthropic investment from a foundation that chooses to remain anonymous. **Recognized as Supporting Member by IPEC** When ACIH leaders learned in 2011 of the *Core Competencies for Interprofessional Collaborative Practice* published by the Interprofessional Education Collaborative (IPEC), ACIH leaders Mike Wiles, DC, MEd and Jan Schwartz, MA led an effort that merged the ACIH Competencies with this document. ACIH then secured endorsement of the new Competencies from the ACIH council of college members. This led to IPEC recognition of ACIH as a supporting member of its national interprofessional initiative.

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*International Congress for Educators in Complementary and Integrative Medicine* Following an invitation from long-time adviser and promoter of interprofessional action Adi Haramati, PhD(R in photo along with ACIH’s Education Working Group Co-Chair Mike Wiles, DC and Shelley Adler, PhD, ACIMH/CAHCIM), ACIH engaged a co-sponsorship with ACIMH/CAHCIM and Georgetown University for the first *International Congress for Educators in Complementary and Integrative Medicine* October 24-26, 2012. The Congress drew over 350 educators, researchers and clinicians. Multiple ACIH presentations were the subject of papers subsequently included in a report on the conference. Education and Clinical Working Group members were involved in a variety of presentations.

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[Image of Mike Wiles, Shelley Adler and Adi Haramati]
including: “Competencies for Public Health and Interprofessional Education (IPE) in the Accreditation Standards for the Licensed CAM Disciplines,” “Naturopathic Residencies: Creating Interdisciplinary Education for Integrative Health Care,” “Hospital Based Massage Therapy: Competencies and Standards of Practice,” “Interprofessional Education (IPE) in the Complementary, Alternative, and Integrative Practice Programs: A Composite Portrait from Two Surveys, and an IPE Product Marketing Campaign,” and “Integrated Clinical Services at Accredited Complementary and Alternative Health Care Academic Institutions.”

Organized Participation in the National Center for Interprofessional Practice and Education (NCIPE) With the announcement the HRSA and foundation-funded NCIPE, ACIH organized its communities to sign-up and participate, posted resources and began routinely promoting webinars and other NCIPE resources to ACIH’S growing list of participants. NCIPE director Barbara Brandt, PhD refers to ACIH’s work in the IPE environment this way: "ACIH's work in interprofessional education is impressive, timely, a model to shine a light on."

Partner and Steering Committee of HRSA-Funded IMPriME ACIH was invited to serve as a partner organization of the HRSA-funded Integrative Medicine in Preventive Medicine (IMPriME) project of the American College of Preventive Medicine. Two ACIH executive committee members served on the IMPriME Steering Committee that developed competencies and a community of learners.

2011

Meeting with NCCIH Leaders on National Research Strategy An interprofessional ACIH team met in February 2011 in a two-hour session at NCCIH headquarters in Bethesda, Maryland with NCCIH director Josephine Briggs, MD and members of her executive team. The focus was the research priorities of ACIH professions. ACIH has promoted whole system, real world research, cost studies, and research capacity building in the licensed integrative health disciplines. ACIH Research Working Group (RWG) Co-Chairs Carlo Calabrese, ND and Greg Cramer, DC attended, along with other RWG members.

Expansion of Philanthropic Investment Fulfillment of ACIH’s mission requires continuous expansion of the organization’s base of philanthropic partners. Work during the founding period of 2004-2009 was engaged via multi-year grants from ACIH’s founding philanthropic partner, Lucy Gonda. In 2008, parties close to ACIH such as National University of Health Sciences, NCMIC Foundation, and Bastyr University began making critically important, multi-year Sustaining Investor grants. Life University began a few years later. The Chicago-based Leo S. Guthman Fund made annual commitments beginning in 2008 through 2015. The Lia Fund provided five years of critical resources. In 2011, philanthropist and integrative health activist Ruth Westreich (pictured) launched ACIH further. She began advising ACIH in multiple ways while also providing grant support via the Westreich Foundation.
Collaboration Across Borders III Via a philanthropic investment from Lucy Gonda, ACIH created a significant presence for the integrative health and medicine professions and movement at the most significant North American interprofessional education gathering, ACIH presented on its Competencies, sponsored a booth and distributed 700 copies of the ACIH Desk Reference.

2010

Influential Participation in the IOM Pain Committee ACIH secured an invitation from the Institute of Medicine to ensure that ACIH member organizations would be represented on the IOM Committee on Pain Research, Care and Education. Pain expert Rick Marinelli, ND, MAOM, was nominated by ACIH. Marinelli played an important role in placing multiple references to integrative health content in the 2011 Relieving Pain in America: A Blueprint for Transforming, Prevention, Care, Education and Research and for being among the first of the committee members to articulate the need for a "cultural transformation in the way pain is perceived, judged and treated."

Workforce: ACIH’s Primary Care Project In a partnership led by UCLA’s Michael Goldstein, PhD and John Weeks, ACIH began a collaboration with leaders of its councils of colleges for chiropractic, naturopathic medicine, acupuncture and Oriental medicine and midwifery to explore creating a resource for all stakeholders on the substantial roles of these typically first-access professions in meeting the nation’s primary care needs.

National PAINS Initiative ACIH was invited to represent patient interest in integrative care in the Pain Action Alliance to Implement a National Strategy (PAINS) led by the Kansas-based Center for Practical Bioethics. ACIH leaders Vince De Bono, DC and then Martha Menard, PhD, LMT represented ACIH on the PAINS Steering Committee and participated in regional meetings, focusing attention on the role of non-pharmacological approaches.

Development of the NIH NCCAM 2011-2015 Strategic Plan The ACIH Research Working Group (RWG) led by Greg Cramer, DC, PhD (L) and Carlo Calabrese, ND, MPH (R) led ACIH into extensive dialogue with the NIH NCCAM (now NCCIH) on the agency’s strategic plan. ACIH focused on the “real world research” that is likely to most inform the ability of consumers and other stakeholders considering services from these disciplines. In letters, phone conferences and a face-to-face meeting, ACIH underscored the importance of looking at whole practices, at cost issues and in building the capacity of these disciplines to participate in the research endeavor.

Patient-Centered Outcomes Research Institute (PCORI) Via leadership of the Research Working Group (RWG), ACIH provided public comment on the new agency established under the Affordable Care Act. Two ACIH leaders were part of a panel on integrative health and medicine at a September 2011 Listening Session for the PCORI Board of Governors. RWG founding co-chair and member emeritus, Christine Goertz, DC, PhD, was appointed to serve on the PCORI Board.
Competencies for Optimal Practice in Integrated Environments  ACIH engaged an 18-month process involving over 50 professionals from 8 disciplines to create a document entitled *Competencies for Optimal Practice in Integrated Environments*.

2009

Joint ACIH Meeting with Executives and Working Groups of ACIMH/CAHCIM Since its founding, ACIH has fostered collegial relationships with CAHCIM/ACIMH. An early highlight post-NED was a May 2009 joint executive committee and working group gathering of roughly 40 people from each organization followed by a reception and dinner. Various ACIMH leaders are on ACIH Council of Advisers.

Clarified Priority Projects ACIH board and working groups met in a strategic planning retreat at Northwestern Health Sciences University to identify core, shared, multi-year projects. Three key areas were identified: 1) supporting students, educators, clinicians and other stakeholders in working optimally in integrated environments; 2) supporting educators in developing more evidence-informed education (via a collaboration with schools that received NIH-NCCAM R-25 grants to enhance evidence-based programs); and 3) engaging the national dialogue to foster interprofessional education/care.

Publication of a Critically Needed Educational Tool ACIH, in collaboration with volunteer author teams, mainly from its Councils of Colleges member organizations, created the *Clinicians’ and Educators’ Desk Reference on the Licensed Complementary and Alternative Health Care Professions* to support all practitioners and educators in understanding the value of the whole practices of ACIH’s professions. This fundamental interprofessional tool, with a second edition in 2013, has been widely heralded across multiple disciplines.

Impact on IOM’s Summit on Integrative Medicine ACIH secured an invitation from the Institute of Medicine (IOM, now National Academy of Medicine) staff to ensure that the ACIH professions linked to 350,000 licensed practitioners would be represented on the Planning Committee for the February 25-27, 2009 *Summit on Integrative Medicine and the Health of the Public*. The meeting was funded through the Bravewell Collaborative. The ACIH nominee appointed, chair Elizabeth Goldblatt, PhD, MPA/HA, was the only person from non-MD/nursing professions on the planning team. The meeting was significantly more multi-disciplinary and inclusive in part through Goldblatt’s representation of patient interest and the full scope of practitioners involved in integrative health and medicine. The ACIH participation helped move the focus from “integrative medicine” toward the more inclusive “integrative health.”
2008

**ACIH Incorporated and Elizabeth Goldblatt Becomes Chair** ACIH incorporated as a separate 501c3 organization. Leading AOM educator Elizabeth A Goldblatt, PhD, MPA/HA, the former president of Oregon College of Oriental Medicine and past chair of the Council of Colleges of Acupuncture and Oriental Medicine became ACIH’s second chair.

**Organized Interprofessional Working Groups** ACIH set policies to maintain balanced interprofessionalism in organizing the three multidisciplinary committees that are a center of ACIH activity. These are the Education Working Group, the Clinical Working Group, and the Research Working Group. Beth Rosenthal, PhD, MBA, ACIH Assistant Director, focuses her work supporting these groups.

**Organized Interprofessional Special Interest Groups (SPIGs)** In order to foster mutual understanding and to enhance the abilities of our distinct organizations, ACIH convened SPIGs among its members in these interest areas: Councils of Colleges, Accreditation Agencies, Certification and Testing Organizations and Traditional World Medicines/Emerging Professions.

**Supporting the Emergence of Yoga Therapists** The leaders of the ACIH Traditional World Medicine (TWM) member International Association of Yoga Therapists (IAYT) began a multi-year process of utilizing the skills and experience of numerous ACIH personnel and member organizational leaders’ expertise as resources in their campaign to create council of schools, accreditation and certification structures. The IAYT-ACIH relationship has exemplified the ACIH intent in including emerging integrative health professions that are engaging in self-regulatory and regulatory processes.

2007

**John Weeks Becomes Executive Director** NED director and ACIH co-founder Weeks, the publisher-editor of the *Integrator Blog News & Reports*, became ACIH’s second executive director.

**Published Response on “Competencies in Integrative Medicine”** Publication of a peer-reviewed paper that underscored the importance of integrating disciplines and practitioners, not just therapies, in “integrative medicine”. *(Response to a Proposal for an Integrative Medicine Curriculum, Journal of Alternative and Complementary Medicine, November 1, 2007, 13(9): 1021-1034)*

**Researching Competencies for Integration** In a grant-funded project from the National Certification Commission for Acupuncture and Oriental Medicine (NCCAOM), ACIH carried out and subsequently reported two surveys on competencies of licensed acupuncturists for practice in MD-dominated settings. This initiated a core engagement of ACIH around emerging needs of educators and practitioners in integrated settings.
2006

Research Conferences, Ongoing Dialogue with Integrative Medicine Educators established ACIH was a Participating Organization for CAHCIM’s May 2006 North American Research Conference on Complementary and Integrative Medicine (NARCCIM). ACIH leaders served on key planning committees, and submitted and delivered multiple programs and posters on ACIH surveys and initiatives. Co-hosted first ACIH/CAHCIM face to face gathering between CAHCIM Steering Committee and ACIH Executive Committee, 20 members gathered and acknowledged the importance of ongoing relationship at this reception.

ACIH secures three year ACIH Membership and Dues commitments from eighteen ACIH organizations going forward.

Shift to Independence ACIH leaders, with IHPC’s blessing, chose to begin the process of transforming from being a project of IHPC to an independent 501c3 organization. The step was powered by a $100,000 commitment over four years from ACIH’s founding philanthropic partner Lucy Gonda.

Presentations and Publications Since 2006, ACIH’s projects, and research have been the subject of over two dozen papers and presentations in journals and scientific meetings. See the Presentations, Posters and Publications available here.

2005

Founding ACIH Strategic Meeting was held at Southern California University of Health Sciences, where Dr. Reed Phillips was president. Twenty academic leaders from 7 disciplines and 18 organizations were invited to work on themes for NED and to further explore and plan ongoing collaboration and development of ACIH. This was the inaugural meeting of a series of interprofessional face-to-face Board Retreats in which members of these institutions and professions would learn from, about and with each other in a classic interprofessional manner; and engage in organization planning and collaborative initiatives. These retreats have been organized regularly since the first meeting in Feb 2005: May 2006, October 2007, July 2 2008, May 2009, May 2010, June 2011, May 2012, October 2012, June 2013, June 2014 and June 2015. These meetings fuel the growth and activity of the 18 national organizations and by 2015, an additional 41 individual accredited programs, colleges and universities are committed to continuous collaboration as dues-paying members of this shared collaboration.

ACIH adopts vision, mission, values, goals, structure and strategic priorities in February 2005; begins two-year organization plan.

Elections held: Founding Executive Committee is Reed Phillips, PhD (Founding Chair), Liza Goldblatt, PhD, MPA/HA, David O’Bryon JD, CAE, Jan Schwartz, MA, LMT, Don Warren ND, Pamela Snider ND (ED), John Weeks.

Interprofessional Definition of Integrative Medicine for CAHCIM/ACIMH.
A team of ACIH Board members collaborates with members of the CAHCIM to change the definition of
“integrative medicine” to an interprofessional definition that better respects the integration of not just modalities but also of “healthcare professionals and disciplines.”


**National Education Dialogue (NED)** ACIH Board members led multiple projects and task forces, participated extensively in planning for the NED (2004-2006), an initiative that involved over 60 integrative health and medicine educators from 12 disciplines that focused on ACIH leaders and those of the CAHCIM/ACIMH. These included development of model interprofessional curricula, a Delphi survey, definitions and values, a survey on the extent of interdisciplinary relationships, and reports on best practices published in the NED Progress Report (2005). The NED was funded substantially by Lucy Gonda, directed by Weeks working closely with Snider and ACIH Task Force leaders Jan Schwartz, MA, LMT, Liza Goldblatt, PhD, MPA/HA, Dan Sietz, MS, and Patricia Benjamin, PhD.

### 2004

**The Academic Collaborative for Integrative Health (ACIH)** began March 2004 as an initiative of the Integrative Health Policy Consortium (IHPC). The organization was originally named the Academic Consortium for Complementary and Alternative Health Care (ACCAHC), the current name being adopted in 2016. ACIH formed shortly after several conventional academic health centers organized the Consortium of Academic Health Centers for Integrative Medicine (CAHCIM, recently renamed the Academic Consortium for Integrative Medicine and Health (ACIMH). ACIH was created, via philanthropic investment from Lucy Gonda, to 1) facilitate collaboration between educators from conventional and IHM institutions and 2) advance the shared vision and mission of IHM academic organizations. The National Education Dialogue to Advance Integrated Health Care: Creating Common Ground (NED) initiative was established (with support from Ms. Gonda) to facilitate and engage discussion between integrative academic leaders including ACIHM, and ACIH.

**ACIH launches and Pamela Snider ND becomes Founding Executive Director** Pamela Snider, ND, IHPC Vice Chair, and former Bastyr University Associate Dean becomes ACIH Executive Director and Co-Founder.

**Academic Leaders and Organizations From Diverse Professions to Build ACIH** Executive director Pamela Snider, working with John Weeks, director of IHPC’s NED, began interviewing and conferring with selected representatives of diverse disciplines, focusing on academic leaders from the five licensed integrative health and medicine professions and national academic organizations of chiropractic, acupuncture and Oriental Medicine, naturopathic medicine, massage therapy and direct-entry midwifery, all recognized by the U.S.
Department of Education. These five disciplines and representatives from their councils of colleges, accreditation commissions/agencies and certification/testing agencies formed the foundational board members of ACIH. From its inception, the ACIH Board also included emerging professions and traditional medicines to be inclusive and support professional formation. These interviews form the basis of ACIH’s vision, mission, values and strategic goals.