

ASHP Strategic Plan January 2013

Strategic Priorities and Goals

Our Patients and Their Care

- Improve medication outcomes
- Advance pharmacy practice
- Help the pharmacy workforce meet patient needs
- Provide professional development
- Advocate for laws, regulations & standards that improve patient care
- Expand pharmacy practice in ambulatory & primary care

Our Members and Partners

- Maintain a high level of member satisfaction
- Grow membership
- Support state affiliates' work to improve patient care & advance pharmacy practice
- Connect members with sections, forums & state affiliates
- Partner with stakeholders & customers
- Publish timely & innovative resources
- Improve the quality of our web resources
- Work internationally to further our mission & priorities

Our People and Performance

- Encourage staff excellence, teamwork & innovation
- Foster staff community, empowerment & satisfaction
- Ensure a financially sound organization
- Maintain effective & energized governance
- Effectively manage organizational infrastructure
- Foster high-performance staff leadership

Vision

ASHP's vision is that medication use will be optimal, safe, and effective for all people all of the time.

Mission

The mission of pharmacists is to help people achieve optimal health outcomes. ASHP helps its members achieve this mission by advocating and supporting the professional practice of pharmacists in hospitals, health systems, ambulatory clinics, and other settings spanning the full spectrum of medication use. ASHP serves its members as their collective voice on issues related to medication use and public health.

Our Patients and Their Care

Goal 1

Optimize patients' medication outcomes in and across all settings of care

Key Objectives

1. Work assertively to help members improve patient care outcomes in hospitals, clinics, and other ambulatory care settings.
 2. Help members improve medication outcomes by enhancing medication care transitions in and between all settings.
 3. Leverage ASHP's core strength in drug information and informatics to support optimal clinical decision-making and development of effective medication-use systems.
 4. Advocate for improvements in the medication information available to patients, enhanced patient education and counseling about medications, and stronger patient medication adherence efforts.
 5. Ensure an adequate and safe supply of drugs by advocating for supply chain improvements and providing information to members on supply chain issues.
3. Foster the creation of effective outcomes and productivity benchmarking tools and resources to allow for and achieve the most effective use of pharmacy resources.
 4. Provide education and resources to help pharmacists and pharmacy technicians assure the quality of the medication-use process in their workplaces, including procurement, storage, distribution, preparation, handling, formulary management, and other essential pharmacy services.
 5. Advance efforts to use pharmacy technicians and information technology more effectively in hospitals and health systems.
 6. Provide education and resources to help pharmacists maximize their leadership skills and abilities.
 7. Continue to develop and disseminate guidelines, best practices, and professional policies that help pharmacists improve the safety, efficiency, and effectiveness of the medication-use process and patient care.
 8. Encourage accreditation of pharmacy practice settings by the Center for Pharmacy Practice Accreditation.

Goal 2

Advance pharmacy practice in hospitals, health systems, and ambulatory care settings

Key Objectives

1. Encourage and stimulate the implementation of the ASHP-ASHP Foundation Pharmacy Practice Model Initiative through the provision of education, tools, and research.
2. Educate the public, health care administrators, other health care professionals, and policymakers about the unique roles and value of health-system pharmacists.

Goal 3

Facilitate the preparation of the pharmacy workforce to meet the current and future needs of patients

Key Objectives

1. Enhance the quality of the residency training experience by improving the ASHP residency accreditation process and standards.
2. Enhance the quality of the technician training experience by improving the ASHP accreditation process and standards.
3. Expand the number of accredited pharmacy residency and accredited pharmacy technician training programs.

4. Advocate that all pharmacy technicians complete an ASHP-accredited training program and become certified by the Pharmacy Technician Certification Board.
5. Promote and support board certification of specialists by identifying emerging specialty practice areas that are aligned with postgraduate training programs, developing preparatory education, and providing recertification programs.
6. Collaborate with key stakeholders on workforce planning.

Goal 4

Support the continued competence of pharmacists and pharmacy technicians through the provision of contemporary professional development

Key Objectives

1. Provide contemporary professional development that gives pharmacists the tools they need to succeed as practice and health care evolve.
2. Offer educational programs using multiple formats (e.g., live, web-based, via learning management system) to make those programs more accessible.
3. Provide pharmacy technicians with a dedicated ASHP web portal for professional development.
4. Offer education and professional development regarding safe and effective use of health information technology for pharmacists, pharmacy technicians, and other health care providers.

Goal 5

Advocate for changes in laws, regulations, and standards that will improve patient care

Key Objectives

1. Help ASHP state affiliates influence laws and regulations related to pharmacy practice, the pharmacy technician workforce, the safe and effective use of information technology, and medication use to improve the quality of and increase access to patient care.
2. Work in partnership with other pharmacy organizations and stakeholders to obtain provider status for pharmacists federally, at the state level, and through private payers.
3. Leverage key provisions in the Affordable Care Act and educate members on the implementation of pharmacy-related provisions, including accountable care organizations, medical homes, and value-based purchasing programs.
4. Advocate for laws and regulations that will improve the medication information available to patients, enhance patient education concerning their medications, and promote patient medication adherence efforts.
5. Advocate for pharmacy technician licensure by all states.
6. Advocate for best practices related to medication use and the role of pharmacists to The Joint Commission, National Quality Forum, and other key quality improvement, standards development, and health professional organizations.
7. Advocate for a marketplace for pharmaceuticals that promotes the quality of patient care by ensuring access to affordable medications.
8. Track, identify, and utilize trends in pharmacy practice to support advocacy efforts, education, and product development.
9. Advocate with policymakers, standards-setting organizations, and other stakeholders for adoption of technologies, standards, and practices that improve the quality of patient care.

Goal 6

Expand pharmacy practice in ambulatory clinics and other primary care settings

Key Objectives

1. Foster member efforts to enhance, expand, and recognize the patient-care services provided by pharmacists in ambulatory clinics and other primary care settings.
2. Work to establish pharmacists as one of the primary health care providers managing chronic diseases with medications.
3. Offer education, professional development, and networking opportunities for pharmacists practicing in ambulatory care clinics and other primary care settings.
4. Convene a consensus conference to study and make recommendations to enhance the ambulatory care services provided by pharmacists.

Our Members and Partners

Goal 1

Maintain a high level of member satisfaction

Key Objectives

1. Increase net promoter scores for all ASHP members.
2. Offer signature programs that meet the needs of target member component groups and promote those programs to those groups.
3. Expand and enhance opportunities to actively involve ASHP members through in-person and virtual engagement (e.g., as social media resources, poster reviewers, or journal reviewers).
4. Build ASHP brand loyalty and member satisfaction by targeting strategic segments of members with relevant ASHP messages and resources.

Goal 2

Grow ASHP membership

Key Objectives

1. Increase member recruitment through focused identification of prospects and targeted marketing.
2. Increase member retention.
3. Increase the conversion rate of student members.

Goal 3

Help ASHP state affiliates facilitate efforts to improve patient care and advance pharmacy practice

Key Objectives

1. Implement innovative strategies to maintain and strengthen ASHP affiliates.
2. Increase participation of state affiliates in partnerships with ASHP, including advocacy and professional practice priorities such as advancement of the Pharmacy Practice Model Initiative.

Goal 4

Improve member affinity with ASHP through the work of component groups

Key Objectives

1. Expand the number of tools, resources, and educational experiences that will assist members in meeting their professional needs throughout the continuum of their careers.
2. Enhance collaboration among pharmacy schools, state affiliates, and ASHP.

Goal 5

Develop and maintain productive partnerships with external stakeholders and customers

Key Objectives

1. Foster and improve ASHP relationships with partner pharmacy organizations.
2. Increase outreach to organizations of other health care professionals to promote interprofessional patient care.
3. Effectively partner with health care accreditation bodies, quality improvement organizations, and other key stakeholders.

Goal 6

Produce an innovative and timely professional journal, website, drug information compendium, and other publications that meet the needs of members and other customers

Key Objectives

1. Effectively monitor, anticipate, and fulfill the information needs of members and customers.
2. Sustain or increase member and customer satisfaction with content and format options.
3. Vigorously pursue technologic advances to serve members and customers.

Goal 7

Improve the discoverability of ASHP digital content assets

Key Objectives

1. Identify emerging technologies and best practices in information architecture, content generation, and use of metadata to provide a more effective search and retrieval experience for members, customers and visitors to ASHP websites.
2. Continue to develop applications that enable key external audiences to discover ASHP content.

Goal 8

Engage in international efforts that support ASHP's mission and priorities

Key Objectives

1. Expand the presence of ASHP's products in the international market.
2. Increase the number of ASHP accredited of pharmacy residency programs outside the United States.
3. Share ASHP initiatives with international pharmacy colleagues through active engagement efforts at meetings and events and through other communication channels.

Our People and Performance

Goal 1

Sustain a working environment that encourages excellence, supports teamwork, and breeds innovation

Key Objectives

1. Ensure an ongoing corporate strategy that rewards and supports innovation, excellence, and teamwork to benefit members.
2. Engage in continuous quality improvement for all major ASHP programs and initiatives.
3. Continue to develop programs to ensure that all staff members understand pharmacy practice in hospitals and health systems in order to best serve and relate to members.
4. Recruit and retain qualified staff to advance ASHP's goals and objectives.

Goal 2

Maintain a strong sense of staff community, staff empowerment, and workplace satisfaction

Key Objectives

1. Maintain a workplace culture that encourages, recognizes, and rewards staff achievements and excellence.
2. Empower staff to recommend and develop opportunities for improvement.
3. Provide professional development for staff.
4. Promote fairness, teamwork, recognition, and active participation by staff to achieve a purposeful and positive work environment.
5. Continue to offer wellness programs for staff that foster lifelong healthy behaviors.

Goal 3

Maintain effective financial management

Key Objectives

1. Assure a fiscally responsible annual budget process that accurately forecasts revenues and expenses, prioritizes allocation of resources in alignment with strategic priorities, and ensures a strong financial basis for ASHP operations.
2. Meet or exceed budgeted revenue goals, while keeping expenses at or below budget.
3. Ensure a competitive compensation policy and plan for staff at all levels of the organization.
4. Continue to develop new revenue-generating products and services to support member needs and sustain financial viability.

Goal 4

Maintain effective and energized governance

Key Objectives

1. Convene a task force to review and make recommendations regarding ASHP's membership organizational structure and policymaking process.
2. Provide ongoing development of Board members and officers on governance best practices.
3. Identify and cultivate future leaders and encourage their active participation in ASHP.
4. Provide continuing opportunities to ASHP's past officeholders and appointees to contribute to ASHP activities and initiatives.
5. Expand opportunities for members to participate in ASHP governance through greater use of technology.

Goal 5

Effectively manage organizational infrastructure

Key Objectives

1. Effectively leverage technology solutions to enhance operational excellence.
2. Maintain the physical structure and value of the ASHP building for both ASHP and its tenants to maximize revenue generation.
3. Maintain a comprehensive corporate compliance program.

Goal 6

Foster high-performance leadership and management by staff

Key Objectives

1. Empower staff to respond directly to member inquiries and resolve problems.
2. Utilize staff committees and staff membership on decision-making bodies to engage staff.
3. Continue to identify, embrace, and promote new and emerging management and leadership best practices.
4. Foster opportunities for staff to enhance leadership skills and abilities, and to apply them to their day-to-day work.