

****DRAFT** PAI REIMAGINED RECOMMENDATIONS (26 JUNE 2026)**

Patient Care	Pharmacy Workforce	Technology and Innovation	Public and Global Health	Financial Performance
R1. Pharmacists integrate shared decision-making into care delivery where every treatment plan is shaped with patients, honoring their beliefs, values, and agency.	R11. Pharmacy leaders cultivate a culture of individualized continuous professional development to establish clear career pathways that advance competencies and prepare the pharmacy workforce for evolving patient needs, care models, and technology-enabled practice.	R5. Pharmacy teams have real-time interoperable access to universal medical records and medication-use data across all care settings to lead safe, coordinated, and accountable comprehensive medication management.	R13. The pharmacy workforce leads in emergency preparedness and response planning, including securing lifesaving medications, empowering response teams, and ensuring uninterrupted patient care through every disaster and public health crisis.	R9. Pharmacy exercises authority in organizational decisions shaping partnerships and healthcare collaborations to ensure appropriate medication use.
R2. The pharmacy workforce leads interdisciplinary medication reconciliation and optimizes medication management to support safe, seamless, and sustainable care across the continuum.	R12. The pharmacy workforce leverages and expands its scope of practice to align with evolving standards of care, including prescribing, therapeutic plan implementation, and advanced roles that enhance patient care and meet evolving healthcare needs.	R19. The pharmacy enterprise drives integrated, real-time predictive analytics across clinical and operational domains to improve medication safety, optimize evidence-based medication use, and scale data-driven decision-making.	R39. Pharmacists and pharmacy technicians are leaders in legislative and regulatory advocacy positioning pharmacy as a trusted expert shaping policies that advance access, value, and system sustainability.	R34. Pharmacy positions itself as an enterprise service line accountable for leading financial stewardship of medication use across all care settings advancing value-based care by optimizing therapeutic value, managing high-cost and complex therapies, and driving sustainable revenue growth, margin optimization, and improved outcomes.
R3. The pharmacy workforce partners with patients and the interprofessional care team to identify, assess, and mitigate barriers to medication access, adherence, health literacy, and other social determinants of health that impact healthcare quality outcomes.	R14. Pharmacists are credentialed and privileged through organization-based processes that verify qualifications, define scope of practice, ensure safe and quality patient care, support reimbursement across payment models, and maintain legal compliance.	R20. Pharmacy practice leaders lead the design, evaluation, and integration of emerging patient care technologies to enable proactive, personalized, pharmacist-led medication optimization across all care settings.	R40. Pharmacy leads patient-centered, cross-sector coalitions to accelerate practice innovation, shape local, state, and federal policy, strengthen the future workforce, and expand access to care.	R36. Senior executives of the pharmacy enterprise actively contribute to organizational sustainability by applying their expertise in areas such as business development, information technology, regulatory compliance, and supply chain performance.
R4. Patients have access to pharmacist expertise across all care settings.	R17. The pharmacy enterprise supports training and certification pathways for pharmacy workforce specialization in health information technology.	R21. The pharmacy workforce achieves role-based fluency in health information technology, analytics, automation, and artificial intelligence, supported by continuous, career-long development.	R43. The state or territorial board of pharmacy includes one or more pharmacy technician members.	R41. Hospitals and health systems support interprofessional, financially sustainable value-based care models that embed pharmacist patient care services into care delivery and payment structures, aligning reimbursement with quality, outcomes, and patient-desired impact.
R6. The pharmacy workforce provides whole-person care across the care-delivery continuum with an integrated enterprise postured to deliver comprehensive medication management.	R18. The pharmacy enterprise, in collaboration with stakeholders, applies a validated method to demonstrate the clinical, operational, and economic impact of its services.	R22. The pharmacy enterprise expands and integrates telehealth and digital care models to eliminate access barriers, enable continuous patient engagement, and deliver pharmacist-led patient care across care settings regardless of physical location.	R44. Pharmacists serve as trusted team members with accountability for evidence-based patient care and public health measures that improve population health.	
R8. Health systems champion innovative care models to ensure 24/7 access to advanced pharmacy services that extend safe, high-quality care across the care delivery environment, regardless of size and scope.	R28. Pharmacy technicians serve in advanced roles across all practice settings to enhance efficiency and access to care.	R23. Health-system pharmacy invests in scalable information technology, analytics, and data management infrastructure as core strategic capabilities that yield enhanced innovation; operational, financial, and clinical outcomes; practitioner productivity; and improved patient experience.	R45. Hospitals and health systems prioritize environmental stewardship by adopting sustainable practices in medication-use systems and delivery of healthcare.	
R10. Pharmacists lead the provision of comprehensive medication management and advocate for reimbursement of clinical services as recognized healthcare providers operating within the full extent of their authorized scope of practice.	R29. Health systems ensure pharmacy technicians meet standardized qualifications, including ASHP/ACPE accredited education and training, PTCB certification, state licensure or registration by boards of pharmacy, and seek additional qualifications to demonstrate task-specific competencies for advanced roles.	R25. Health-system pharmacy exercises robust oversight over information technology to ensure cybersecurity, data protection, system resilience, and continuity of medication-use operations.	R46. The profession embraces multi-state or national pharmacist and pharmacy technician licensure to help meet workforce demands while continuing to safeguard public health.	
R15. Pharmacists in all care settings are recognized as medication therapy providers, complemented by pharmacy technician expertise, enabling shared accountability for patient and population outcomes.	R30. Pharmacy departments foster career pathways that empower pharmacy technicians to take responsibility for advanced operational, technical, regulatory, and pharmacy practice support roles that expand pharmacy workforce capacity and capabilities.	R26. Pharmacy practice leaders advocate for interoperable, transparent, and user-centered health information technology ecosystems that enable seamless data exchange and coordinated medication management across the continuum of care.		
R32. Pharmacists advance precision therapeutics by integrating genomic, clinical, and real-world data to individualize therapy, improve safety, and optimize outcomes.	R31. Pharmacy technician scope of practice, including core competencies, is developed and defined for all pharmacy practice settings.	R27. Pharmacy establishes governance for the ethical, safe, and effective use of artificial intelligence across the medication-use process, ensuring transparency, accountability, regulatory alignment, and preservation of clinical judgment.		
R33. Pharmacists lead collaborative, evidence-driven medication stewardship programs to improve patient and population outcomes, reduce harm, and manage costs across all levels of care.	R37. The health system has a pharmacist executive who has authority and a reporting relationship consistent with other executive leaders in the organization, to oversee and influence enterprise-wide decision making.	R35. Pharmacy departments, in partnership with health systems and colleges of pharmacy, lead the support of interprofessional innovation centers to pursue breakthrough clinical research and national standards in areas such as patient experience, medication safety, clinical outcomes, operational efficiency, use of novel and emerging technologies, and fiscal resilience.		
	R38. Pharmacists lead interdisciplinary efforts to implement and evaluate medication-related quality measures in all care settings.			
	R42. Pharmacy practice leaders support early, stackable, career-connected technician pathways, including the incorporation of pharmacy technician certificate programs into high school health science curricula.			