



Strategic Planning Retreat
Crowne Plaza Little Rock
Draft Report
October 16, 2010

A strategic plan guides an organization for a span of three to five years. It is a key document to ensure continuity through leadership transitions. It guides committees and influences the budget. It should be monitored at least annually for progress. In recent years that board has met annually to develop programs of work assigned to committees and staff.

The Arkansas Pharmacists Association was founded in 1882. Today it has more than 2,000 members. Its programs and structure include a buying group, foundation and political action committee. The IRS has designated the association as a 501(c)(6) organization, exempt from federal income tax.

Planning Participants

The following members of the board of directors and staff participated:

Mike Smets, President; Garry Bass, President-Elect; Dennis Moore, Vice President; Jan Hastings, Richard Hanry, Treasurer; Past President; Eddie Glover, District 1; Danny Ponder, District 3; Lynn Crouse, District 5; Stephen Carroll, District 6; John Vinson, District 7; Christy Campbell, District 8; Mike Stover, Area IV; Julie Hixon-Wallace, Harding College; and Celia Proctor, Harding Student. Staff members included Mark Riley, Executive Vice President; Scott Pace, Associate Executive VP; Barbara McMillan, Director of Administrative Services and Meetings; and Debra Wolfe, Director of Public Affairs.

Bob Harris, CAE, facilitated¹.

Mission and Vision Statements

The **mission** is the purpose or reason for existence, usually one sentence answering “who we are, who we serve, and what we do.” APA’s mission reads:

The mission of this Association shall be to promote the public health and welfare; to unite the eligible practitioners of pharmacy for mutual encouragement, assistance and improvement; to develop, maintain and encourage compliance with a Code of Ethics and

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Code of Professional Conduct which will serve as a guide for the professional conduct of the Membership and provide for the delivery of a professionally acceptable level of comprehensive pharmaceutical services; to provide for the continuing education of the membership; to assure the viability of the profession; to assist the University of Arkansas College of Pharmacy in its effort to achieve and maintain academic excellence; to establish viable liaisons with other health related professions and organizations in order to provide for mutual assistance; and unless it is contrary to good public policy, to serve the best interest of the membership.

It was noted that the submission on IRS Form 990 in 2008 included this statement:

Serve member pharmacists; promote public health and welfare; assure the viability of the profession and establish viable liaisons with other health related professions and organizations.

Mission Statement (Recommended)

The mission of the Arkansas Pharmacists Association is to advance a professional and business environment for our members to be successful and fulfilled in serving patients.

A **Vision Statement** is an aspiration of the successful outcome of the association. The board recommended use of a vision statement:

The voice of pharmacists as health care providers in Arkansas.

Five Goals

After reviewing the committee structure, income sources and the goals of other pharmacists associations, the board set five goals. Goals may be equated with the “core competencies” of the organization.

- I. *Membership* Involvement and Relevance
- II. *Advocacy* and Government Relations
- III. Professional and Public *Awareness* of Pharmacy
- IV. Pharmacy *Practice* in Primary Care and Health System Reform
- V. *Association* Strength

Goals and Strategies 2011 – 2014

I. **Membership Involvement and Relevance** – Provide programs, services and opportunities that benefit pharmacy professionals in their careers.

Committee Alignment or Goal Champion: _____

- A. **Professional Awareness CE Hour** – Work towards mandatory CE hour of awareness of profession through attendance at association update meeting. (Similar to the North Dakota model which mandates membership by law.)
- B. **Recruitment Strategies**
 - 1. Set metrics for annual membership growth in the various categories.
 - 2. Offer incentives and campaigns for members to enroll members.
 - 3. Promote a “Sense of Belonging²” by informing pharmacists of the importance of *organized pharmacy* in Arkansas and how important it is to join, participate and respond in order to advance and protect pharmacy.
- C. **Membership Staff Position** – Consider creation of a staff position for Membership Development and Marketing.
- D. **Mentoring New Members** – Consider pilot program to establish mentoring system for new members to be sure they understand and benefit from joining APA; test at the district level with District 8 president taking the lead and submitting a plan to the board.
- E. **The Essential Resource** – Develop and provide an array of information, education and services that support the lifelong learning and *success* of pharmacists, i.e. financial, planning, business, stress management, etc.
- F. **Focus on Students** – Emphasize opportunities for networking, exchanges and encouragement of students.
- G. **Focus on Young Pharmacists** – Promote opportunities and resources to encourage and support the success of new pharmacists.

² Sense of Belonging – see example of “The Ideal Member” in the appendix.

II. Advocacy and Government Relations – Protect and advance the practice of pharmacy, reimbursement and professional standing.

Committee Alignment or Goal Champion: _____

A. Grassroots Advocacy

1. Increase pharmacists understanding and involvement in advocacy and government relations.
2. Keep members informed of lawmakers who support or vote for pharmacy issues.
3. Utilize database and software to enhance member communications, correlation to their elected officials, member resources, etc.
4. Promote the significant investment by APA in advocacy, government affairs and the skilled lobbying team.
5. Keep members informed of the rationales and positions taken by APA.

B. Legislators and Regulators

1. Maintain awareness of lawmakers, especially newly elected members, on pharmacy issues.
2. Continue Pharmacy Day on the Hill for lawmaker awareness
3. Maintain relations with Board of Pharmacy.

C. Political Action Committee – Continue highly effective state PAC on behalf of pharmacy.

D. Positions Development

1. Use Government Affairs Committee or board of directors to create policy positions and/or white papers of support.
2. Aggressively³ promote positions that support pharmacists, realizing that not all positions will be favorable.

E. Patient Advocacy – Develop program similar to P2C2 to engage patients as

³ Rogue approach.

advocates for pharmacy services and cost savings.

- F. **Collaboration** – Maintain a leadership role in collaboration and coalitions that benefit pharmacy.
- G. **Federal Issues** – Monitor national issues of importance to pharmacy and maintain relations with the Congressional Delegation.
- H. **Reimbursement and Third Party Issues** – Monitor and protect pharmacy payment processes.

III. **Professional and Public Awareness of Pharmacy** – Promote the value and role of pharmacists in driving cost savings.

Committee Alignment or Goal Champion: _____

- A. **Marketing and PR Plan** – Propose a multi-year marketing and PR plan with adequate budget and clear performance measures. (Previously allocated up to \$100,000 annually.)
- B. **Economic Impact of Pharmacists**
 - 1. Increase awareness of the value and role of pharmacists as a respected patient and community *service* (as opposed to a *product*.)
 - 2. Promote the impact of pharmacists driving down health care costs for employers and patients.
 - 3. Demonstrate the savings when pharmacists are involved in the health care process and reforms.
- C. **Screening Opportunities** – Use the patient screening devices to promote patient-pharmacist relations (i.e. health fairs at the local level.)
- D. **Free Publicity** – Continue to generate free publicity to benefit APA and the profession.
- E. **Ethical Practices** – Promote APA ethical practices and standards.

IV. Pharmacy Practice in Primary Care and Health System Reform – Protect and expand the roles of pharmacists in health care.

Committee Alignment or Goal Champion: _____

A. Practice Expansion

1. Identify opportunities that pharmacists can administer.
 - a) Class III drugs.
 - b) Immunizations and vaccines without oversight.
 - c) Independence in administration.

B. Health Care Reform – Monitor government and business implementation of national health care reform.

C. Patient Records and EHR

1. Advocate for access to health care records with patient approval.
2. Advocate for patient directed health care records.
3. Be sure pharmacist electronic systems are integrated with electronic health records under health care reform implementation.

D. Sovereignty

1. Promote sovereignty of pharmacists in all settings.
2. Correlate responsibility with authority, considering liability, etc.

V. **Association Strength** – Maintain a powerful association able to serve the members and protect the profession in Arkansas.

Committee Alignment or Goal Champion: _____

A. **Committees**

1. Review, charge and align committees with the goals in the strategic plan.
2. Use task forces for short term projects.

B. **Revenue** – Diversify revenue sources.

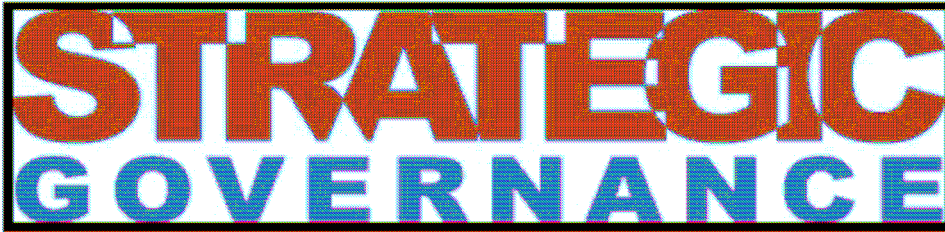
1. Explore ability to process claims through the association.

C. **Professional Staff** – Maintain and allocate sufficient resources to hire staff and consultants to advance the goals herein and protect the pharmacy profession.

D. **Board of Directors**

1. Develop an archives and board documents site on the website
2. Consider the board seat of the Harding College so that the dean can designate and appointee.

Board Commitment to the Strategic Plan (example)



Commitment to the Strategic Plan

After developing the strategic plan, there is a need to commit to its purpose and success.

Immediate steps after the planning retreat:

- Circulation of the final *draft* for review.
- At an upcoming board meeting, adoption of strategic plan as the official mission, goals and strategies, by a motion of the board.
- Promotion of the plan to members, prospects and stakeholders.
- Monitoring and reporting on the plan by appointing a "Strategic Plan Champion" or several "Goals Champions."
- Review and alignment of committees, with clear and specific charges assigned to committee chairs; each year.
- Annual evaluation of strategic plan's progress at the board's retreat.
- An update of the plan every three to five year.

With these steps in place, the board agrees to govern itself in a strategic manner:

1. Respect for the mission statement and set goals --- avoiding "mission drift" where discussions and proposals simply don't fit in the strategic plan (lack of resources, trying to be all things to all people, etc.)
2. Reliance on the strategic plan's goals and strategies to drive the board agendas, discussions, delegation and the work of the board and committees.
3. Linkage between board and committees working to advance the plan; committees having been assigned precise performance measures, targets and goals by the board.
4. Empowerment by board members and staff that if non-strategic issues arise at the board table, it is OK to query how that is relevant to the mission and strategic direction.
5. Accountability for the commitments made by leadership and staff to complete efforts in a timely and high quality manner.

Signature _____ Date _____

Strategic Plan Commitment Form 10-09

Promoting a “Sense of Belonging”

The Ideal Member

I pledge that I will be an ideal member by:

- Investing time to help fulfill the mission
- Taking advantage of the opportunities and programs to better my organization and myself.
- Staying informed about available resources and reading the association’s materials.
- Volunteering my unique knowledge, resources and experience to the organization; and knowing when I’m too busy to be a good volunteer.
- Promoting the association to others in my industry/profession, so as to expand the power of unity.
- Keeping contact information current to enable the association to fully utilize my membership for the common good.
- Promoting the highest principles in the profession/industry.
- Treating staff with professional respect, recognizing that paying dues does not make them my employee.
- Respecting the volunteer leaders for their contributions --- even if I might not agree.
- Maintaining professional, transparent, collegial relationships with fellow members.
- Offering timely input on issues and public policy development, including responding to calls for action and surveys.
- Supporting the grassroots advocacy efforts with my time and dollars.
- Understanding and participating in elections and governance opportunities.
- Ensuring that dues renewal is a part of the culture and budget of my organization.
- Recognizing that the members are the association—it is not something separate from us, or a business from which we buy services—and that without our investment and participation the advancements cannot be achieved.

Signature X _____ Date _____