



The Strategic Plan of the American College of Clinical Pharmacy

2020 Strategic Plan of the American College of Clinical Pharmacy

(Endorsed by the ACCP Board of Regents on September 28, 2020)

In 2019 and 2020, the American College of Clinical Pharmacy Board of Regents (hereafter, the “Board”) formally revisited and updated the College’s strategic plan as part of its ongoing planning process. Like past planning efforts, the Board employed this approach to develop, implement, and monitor an integrated strategic plan for the organization. The process requires a shared vision of organizational direction and the recognition that the individual missions of the College’s three interrelated corporate entities – ACCP, the ACCP Foundation, and Pharmacotherapy Publications, Inc. – all contribute to achieving this vision in unique ways.

In developing this update, the Board reviewed the three critical issues identified in the 2017 strategic plan and, having affirmed their continuing relevance and applicability across the organization as a whole, developed new or revised strategic directions for each critical issue while setting forth new objectives for each strategic direction. Critical issues are *current* questions or concerns determined to be vital to the College’s success in achieving its mission. They are not intended to reflect every component important to achieving ACCP’s mission. Rather, they are meant to capture the issues most important over the short- to mid-term. Strategic directions are statements of intent designed to express the organization’s approaches to addressing a critical issue. In some strategic planning models, they are called “goal statements.” Objectives are specific, achievable, and time-specific actions or outcomes intended to contribute to the accomplishment of a strategic direction.

The Board also sought to identify any new or emerging critical issues that should be added to the plan. Although Board members found no new, overarching critical issues, they developed many new strategic directions and objectives. In addition, the Board folded into the update any strategic directions and objectives still

deemed relevant from the 2017 plan. Figure 1 provides an overview of the updated plan’s focus and primary goals (i.e., the three critical issues and their respective strategic directions).

Core Values and Mission

The College’s strategic plan is built on the organization’s core values and mission. All organizations – both for-profit businesses and professional associations like ACCP – are guided by their values and mission. Although many organizations have never taken the time to examine and articulate the nature of their values and mission, truly successful organizations are often distinguished by having done so.

Values are beliefs, often deeply held, regarding what is important. They consist of principles, standards, and qualities considered inherently worthwhile or desirable. All individuals have a value system that determines what they stand for, how they judge the world around them, and how they examine and interpret their experiences. Most effective and enduring organizations also have clearly identified values upon which they formulate, and against which they judge, their actions. Clarifying an organization’s values helps ensure its actions are principled, consistent, and clear. An organization’s mission reflects its core purpose and articulates its fundamental reason for being – which then guides the organization in its long-term endeavors.

Box 1. ACCP's Core Values

- Passion for extending the frontiers of clinical pharmacy.
- Dedication to excellence in patient care, research, and education.
- Commitment to challenge the status quo, state our beliefs, and act on them.
- Integrity, honesty, reliability, and accountability.
- Commitment to embrace diversity and inclusion.
- Courage to lead while remaining responsive to the needs of members.

Box 2. ACCP's Mission

The American College of Clinical Pharmacy's purpose is to improve human health by extending the frontiers of clinical pharmacy.

Through strategic initiatives, partnerships, collaborations, and alliances, ACCP:

- Provides leadership, professional development, advocacy, and resources that enable clinical pharmacists to achieve excellence in practice, research, and education.
- Advances clinical pharmacy and pharmacotherapy through the support and promotion of research, training, and education.
- Promotes the generation of innovative science, development of successful practice models, and dissemination of new knowledge to advance pharmacotherapy and patient care.

A Vision for Pharmacy and ACCP

A dynamic and forward-looking organization also establishes a long-range vision for itself and then works to make that vision a reality. ACCP's vision, first articulated during the College's 2002 strategic planning process, has been reaffirmed and/or updated in subsequent new strategic plans and updates, including reaffirmation during the 2020 update. Consistent with ACCP's core values and mission, the vision should be attainable but should also fall well outside an enterprising organization's comfort zone. Moreover, this vision should

be sufficiently bold and exciting to stimulate progress for many years to come. Finally, the vision should have a relatively long-term horizon, looking as far as 10–30 years into the future.

In developing the 2020 update, the Board reaffirmed ACCP's core values (Box 1) formally recognizing and expressing a long-held but not previously explicitly stated value – the College's commitment to embrace diversity and inclusion. Box 2 details ACCP's mission, which the Board also reviewed and validated. Similarly, in its review of the College's existing vision statements for the profession of pharmacy (Box 3) and ACCP (Box 4), the Board validated that they were generally consistent with the organization's current view of the future. In both cases, the slightly modified vision statements are accompanied by a series of brief descriptors to help determine what achieving the vision will entail. These accompanying statements also provide a general road map to suggest the accomplishments needed to make this vision a reality.

ACCP's Strategic Plan Update

Box 5 details the 2019–2020 timeline and chronology of steps that led to development of the 2020 plan, which will guide the organization for the next few years. The plan remains focused on the three critical issues that formed the basis for the previous strategic plans (2010, 2013, and 2017). Expressed concisely, the 2020 plan concentrates on how ACCP will continue to *develop*, *advance*, and *position* clinical pharmacists within the current health care environment.

- Develop refers to the College's provision of

Box 3. ACCP's Vision for the Profession of Pharmacy

As health care providers responsible for high-quality patient care, pharmacists will be accountable for medication optimization.

The following indicators are suggested to demonstrate progress toward achieving this long-term vision.

- Most pharmacists will provide direct patient care and participate in other clinical activities.
- Formal postgraduate residency training will be required to enter direct patient care practice. Pharmacists providing direct patient care will be board certified.
- Pharmacists will be accountable for engineering and overseeing a fail-safe medication use system, managing the pharmacotherapy of individual patients, and serving as the primary source of

medication-related information.

- Pharmacists will be responsible for developing, managing, and integrating medication distribution systems. Pharmacy technicians and automated systems will perform most prescription/order fulfillment functions.
- Pharmacists will consistently strive to influence legislative, regulatory, and health care policy development to increase medication optimization.
- Pharmacists will serve essential roles in developing most guidelines involving pharmacotherapy.
- Pharmacists will frequently serve as principal investigators, generate research that guides drug therapy, and compete successfully with other health care professionals for research funding.
- Pharmacists will be the primary drug therapy educators of health care professionals, patients, and consumers.

Box 4. ACCP's Organizational Vision

The American College of Clinical Pharmacy will drive positive changes in health care as the professional organization most influential in advancing clinical pharmacist roles and responsibilities to optimize pharmacotherapy.

The indicators that follow are suggested to demonstrate progress toward achieving this vision. They are provided to make the vision more vivid and to suggest directions for ACCP and its members over the next decade.

- The College will be at the forefront of the profession, with a membership that fully represents the diversity of clinical pharmacists engaged in practice, research, and education.
- The College's members will be leaders in developing and implementing excellent clinical practice, research, and education throughout the world.
- The vast majority of ACCP's members providing direct patient care will have completed residency training and will be board certified, reflecting the preparation and credentials necessary to practice in patient-centered, team-based settings.

- ACCP members will serve as principal investigators for important clinical trials and other research that positively impacts pharmacotherapy and practice. They will compete successfully with other health care professionals for research funding.
- The College will be the leading health professional organization advancing clinical pharmacy research and researcher development.
- Other health professional organizations, local and national policymakers, and the news media will frequently seek out ACCP and its members for expert opinions on issues related to pharmacotherapy, medication optimization, and clinical pharmacy.
- Legislative, health policy, and regulatory measures – initiated by ACCP often in collaboration with other advocacy groups – will increase the optimization of pharmacotherapy through improvements in medication access, safety, and effectiveness.
- ACCP's educational programs and publications will be used by members of all health professions as essential sources of pharmacotherapy-related information.

effective methods to help clinical pharmacists *accomplish continuous professional development* across the entire spectrum of its membership.

- **Advance** details ACCP's efforts to *achieve recognition of the value of clinical pharmacists* by payers, regulators, and the scientific/professional community throughout the world.
- **Position** refers to the College's work with constituencies external to the profession to *establish and affirm the credibility of clinical pharmacists* as clinicians, educators, and researchers and to provide resources that support clinical pharmacists' pursuit of these roles.

In keeping with ACCP's organizational practice, the plan determines how most of the College's professional, human, and financial resources are applied. Pursuing a given strategic direction (i.e., achieving the stated goal) by meeting the defined objectives will address a given critical issue. More specific initiatives may be required to achieve each objective. The target date for meeting a given objective is by the end of the year listed in each.

Although the 2020 plan articulates ACCP's current focus, including the issues *most critical* to the organization, it does not address all of the College's current and future initiatives and priorities. ACCP's identification of these initiatives and priorities is a

member-driven process. Therefore, to maintain the College's responsiveness to environmental changes, solicit ongoing member input on its future, and provide a more rapid organizational response to this input, ACCP will continue to employ its ongoing strategic planning process (Figure 2). It is hoped that this approach will provide opportunities for *all* ACCP members to submit input and feedback regarding the College's direction. Forthcoming articles and announcements in the *ACCP Report* will feature ways in which members can contribute to this ongoing planning process. In addition, members can submit specific input at any time on ACCP's feedback page at accp.com/feedback/index.aspx.

CRITICAL ISSUE 1: How can ACCP promote the development of clinical pharmacists as practitioners, educators, and researchers?

Strategic Direction 1.1: Promote the acquisition of the knowledge and skills needed to pursue research and scholarship in clinical pharmacy practice and education/training.

Objective 1.1.1 By 2021, offer clinical traineeships in specialized areas of practice that enable clinicians

Our Purpose

To help clinical pharmacists best serve patients and society.

Our Focus

Develop, advance, and position clinical pharmacists to fully contribute their unique expertise to the care of the patients they serve.

Our Priorities

Develop Clinical Pharmacists

ACCP will promote the development of clinical pharmacists by:

- Promoting the acquisition of the knowledge and skills needed to pursue research and scholarship in clinical pharmacy practice and education/training.
- Providing opportunities to develop knowledge and skills in precision medicine that advance clinical practice, education, and research.
- Promoting the acquisition of knowledge and skills needed to establish new, innovative clinical/consulting services or other new enterprises.
- Providing new, unique opportunities for professional development.
- Ensuring that ACCP employs practices that embrace diversity, equity, and inclusion to fully achieve its mission.

Advance Clinical Pharmacists

ACCP will advance clinical pharmacists by:

- Leading the implementation of CMM as a fundamental mechanism for achieving medication optimization.
- Supporting clinical pharmacy in community pharmacy settings.
- Enhancing the growth and evolution of clinical pharmacy worldwide, consistent with the ACCP Definition of Clinical Pharmacy.
- Fostering the development of leaders to advance clinical pharmacy's future.

Position Clinical Pharmacists

ACCP will position clinical pharmacists by:

- Developing and contributing to evidence-based guidelines that influence practice and impact patient care.
- Communicating and disseminating the value of clinical pharmacists in achieving medication optimization.
- Establishing strategic collaborations that increase opportunities for clinical pharmacists to influence research, payment policy, and clinical practice.

Figure 1. Overview of the 2020 ACCP strategic plan.

to develop new/enhanced practice-related research skills.

Objective 1.1.2 By 2021, determine the feasibility and demand for a new professional development curriculum designed to prepare clinical pharmacists to conduct clinical pharmacy practice research in their respective settings.

Objective 1.1.3 By 2021, determine the feasibility and demand for a new professional development curriculum designed to prepare clinical pharmacists to conduct research in pharmacy education and training.

Strategic Direction 1.2: Provide opportunities to develop knowledge and skills in precision medicine that advance clinical practice, education, and research.

Objective 1.2.1 By 2021, promote and disseminate existing programs and publications to support expansion of pharmacogenomic-driven precision medicine practice and research.

Objective 1.2.2 By 2022, incorporate precision medicine as an integral component of ACCP professional development programs at both foundational and application levels.

Objective 1.2.3 By 2021, establish clinical traineeship opportunities for ACCP members seeking to implement pharmacogenomic-driven precision medicine practice.

Strategic Direction 1.3: Promote the acquisition of knowledge and skills needed to establish new, innovative clinical/consulting services or other new enterprises.

Objective 1.3.1 By 2022, evaluate, promote, and disseminate existing ACCP tools and programs that enhance the knowledge and skills needed to establish new, innovative clinical/consulting services or other new enterprises.

Objective 1.3.2 By 2022, determine the feasibility of creating new opportunities for members to develop the abilities needed to establish innovative clinical/consulting services or other new enterprises.

Objective 1.3.3 By 2023, develop programming or other opportunities to introduce entrepreneurial fundamentals and concepts.

Strategic Direction 1.4: Provide new, unique opportunities for professional development.

Objective 1.4.1 By 2021, explore the creation of professional development programs for non-residency-trained pharmacists seeking to pursue careers in

clinical pharmacy.

Objective 1.4.2 By 2022, pursue the creation of professional development programs for clinical pharmacists entering career transitions.

Objective 1.4.3 By 2023, evaluate the outcomes of programs developed in 1.4.1 and 1.4.2 above.

Strategic Direction 1.5: Ensure that ACCP employs practices that embrace diversity, equity, and inclusion to fully achieve its mission.

Objective 1.5.1 By 2021, foster complex/difficult conversations about equity, respect, diversity, and inclusion across the organization.

Objective 1.5.2 By 2021, provide education for members, leadership, and staff on harassment, discrimination, and unconscious bias.

Objective 1.5.3 By 2022, develop a strategic diversity, equity, and inclusion plan that includes steps to promote respect and address instances of bias or inappropriate behavior.

Objective 1.5.4 By 2023, disseminate best – and unsuccessful – practices implemented through the strategic diversity, equity, and inclusion plan.

CRITICAL ISSUE 2: How will ACCP advance clinical pharmacists as patient care providers, educators, and researchers?

Strategic Direction 2.1: Lead the implementation of comprehensive medication management (CMM) as a fundamental mechanism for achieving medication optimization.

Objective 2.1.1 By 2022, encourage/support the inclusion of CMM as the core process of care in professional degree curricula and PGY1 residency training.

Objective 2.1.2 By 2022, promote deliverables from CMM initiatives that address high priority needs of those engaged in CMM implementation.

Objective 2.1.3 By 2023, develop ACCP resources to facilitate implementation of CMM practice across the care continuum.

Strategic Direction 2.2: Support clinical pharmacy in community pharmacy settings.

Objective 2.2.1 By 2021, create enhanced opportunities within ACCP for clinical pharmacists practicing in community pharmacy settings.

Objective 2.2.2 By 2022, identify, document, and expand collaborations between community pharmacy-based pharmacists and office/clinic-based pharmacists.

Objective 2.2.3 By 2022, support research focused on the impact of collaboration of community pharmacy-based pharmacists and office/clinic-based pharmacists.

Strategic Direction 2.3: Enhance the growth and evolution of clinical pharmacy worldwide, consistent with the [ACCP Definition of Clinical Pharmacy](#).

Objective 2.3.1 By 2021, explore strategies to expand and advance clinical pharmacy outside North America.

Objective 2.3.2 By 2022, determine the need and demand among international audiences for ACCP programs focused on medication optimization.

Objective 2.3.3 By 2023, determine the demand among international audiences for ACCP professional development programs focused on research and scholarship.

Strategic Direction 2.4: Foster the development of leaders to advance clinical pharmacy's future.

Objective 2.4.1 By 2022, establish leadership training opportunities designed to develop future ACCP leaders.

Objective 2.4.2 By 2022, initiate a new ACCP Academy "leaders of tomorrow" program for those who previously completed the Academy's Leadership and Management Certificate Program or who have acquired equivalent experience.

Objective 2.4.3 By 2022, explore the feasibility of establishing a clinical pharmacist "leadership sabbatical experience" at ACCP's Washington or Lenexa offices for mid-career clinical pharmacists.

Objective 2.4.4 By 2022, explore the feasibility of offering experiential education/training opportunities through ACCP's Washington or Lenexa offices for students and residents.

CRITICAL ISSUE 3: How will ACCP position clinical pharmacists to optimally collaborate with other health professionals/patients and fully contribute their expertise to direct patient care?

Strategic Direction 3.1: Develop and contribute to evidence-based guidelines that influence practice and impact patient care.

Objective 3.1.1 By 2021, establish an educational

program for members seeking involvement in evidence-based pharmacotherapy and clinical practice guideline development.

Objective 3.1.2 By 2021, implement a standardized process to identify member experts to serve as reviewers of treatment/practice guidelines submitted to ACCP for organizational endorsement.

Objective 3.1.3 By 2023, increase the number of member experts that ACCP has recommended or nominated for placement as authors or panel members on interprofessional therapeutic or clinical practice guidelines and document the number of experts chosen.

Objective 3.1.4 By 2023, formalize a partnership with at least one medical society and jointly publish a pharmacotherapy guideline or consensus statement.

Strategic Direction 3.2: Communicate and disseminate the value of clinical pharmacists in achieving medication optimization.

Objective 3.2.1 By 2022, execute a CMM dissemination plan including collaborative efforts with partner organizations highlighting the impact of clinical pharmacists on medication optimization.

Objective 3.2.2 By 2023, develop a joint statement with one or more medical societies citing the value of collaborating with clinical pharmacists to achieve medication optimization.

Objective 3.2.3 By 2021, develop a strategy to increase patient/consumer awareness of clinical pharmacists' contributions to medication optimization.

Objective 3.2.4 By 2023, achieve recognition by at least one national payer of the value of CMM in achieving medication optimization.

Strategic Direction 3.3: Establish strategic collaborations that increase opportunities for clinical pharmacists to influence research, payment policy, and clinical practice.

Objective 3.3.1 By 2022, establish at least one collaboration with a provider, payer, and research/researcher organization to increase their involvement with clinical pharmacists.

Objective 3.3.2 By 2023, form a strategic alliance to promote to payers and providers effective and scalable collaborations between community pharmacists and office/clinic-based pharmacists.

Objective 3.3.3 By 2022, work with ACCP members involved in NIH study sections, guideline panels, and similar interprofessional groups to develop methods/processes for increasing the number of members working with these entities.

Box 5. Timeline and Chronology of Steps Leading to ACCP’s 2020 Strategic Plan

- April – May 2019: Critical issues and perceived organizational strengths/weaknesses were solicited through the all-member ACCP “issues survey.” Board members completed and reviewed the results of a pre-planning board survey to further elucidate the College’s strengths, weaknesses, opportunities, and threats.
- April – July 2019: The Board conducted environmental scanning at the April and July board meetings.
- October 2019: During a 1-day focused session at the 2019 ACCP Annual Meeting, the Board revisited the College’s mission/vision and critical issues and identified ongoing and emerging strategic initiatives.
- December 2019: Input was solicited through a member survey focused on prioritization of potential strategic initiatives. The survey was segmented to ensure that all member segments were well represented and that cross-segment differences were identified when interpreting data.
- January 2020: The Board reaffirmed critical issues and drafted strategic directions during a 1-day focused session. Board members reviewed survey data in advance of this session. Then, having reviewed and discussed these data, the Board requested additional member input on the three strategic initiatives under consideration.
- March 2020: Qualitative member surveys focused on the three pending strategic initiatives were administered.
- April 2020: The Board finalized strategic directions and began drafting objectives during a 1-day focused session. Board members reviewed qualitative member survey data and completed a board survey on pending initiatives in advance of this meeting.
- July 2020: The Board finalized objectives during a 1-day focused session.
- August 2020: A near-final draft of the plan was submitted for full Board review and comment.
- September 2020: The Board approved the final plan.
- September 2020: The 2020 ACCP strategic plan was released.



Figure 2. Summary of ACCP’s ongoing strategic planning process.

BOD = Pharmacotherapy Publications Board of Directors
 BOR = ACCP Board of Regents
 BOT = ACCP Foundation Board of Trustees