



The Strategic Plan of the American College of Clinical Pharmacy

Updating the ACCP Strategic Plan

In 2016 and 2017, the American College of Clinical Pharmacy Board of Regents (hereafter, “Board”) formally revisited and updated the College’s strategic plan as part of its ongoing planning process. Like past planning efforts, the desired outcome of this approach is 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 Research Institute, and Pharmacotherapy Publications, Inc.—all contribute to achieving this vision in unique ways.

In accomplishing this strategic plan update, ACCP reviewed the critical issues identified in the 2013 strategic plan and, having determined that these issues were still relevant and applicable 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 in the short- to midterm time horizon. 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.

ACCP also sought to identify any new or emerging critical issues that should be added to the plan. Although no new, overarching critical issues were identified, many new strategic directions and objectives were developed. ACCP also folded into the update any strategic directions and objectives from the 2013 plan still deemed relevant. Figure 1 (see page 4) provides an overview of the updated plan’s focus and primary goals (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—whether for-profit businesses or professional associations such as ACCP—are guided by their values and mission. Although many organizations have never taken the time to examine and articulate them, truly successful organizations are often distinguished by the nature of their values and mission.

Values are beliefs, often deeply held, about what is important. They consist of principles, standards, or qualities considered inherently worthwhile or desirable. Everyone has 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 on which they formulate, and against which they judge, their actions. Clarifying an organization’s values makes it more likely that organizational actions will be principled, consistent, and clear. An organization’s mission reflects its core purpose and articulates its fundamental reason for being—such a mission should serve as a beacon to guide 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.
- 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 will establish a long-range vision for itself and then work 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. Consistent with ACCP's core

values and mission, such a vision should be attainable but should also fall well outside an enterprising organization's comfort zone. The vision needs to be sufficiently bold and exciting to stimulate progress for many years to come. Finally, such a vision should have a relatively long-term horizon, looking as far as 10–30 years into the future.

In developing this update, the Board revisited and validated ACCP's core values (Box 1) and mission (Box 2). The Board also reviewed College's existing vision statements for the profession of pharmacy (Box 3) and ACCP (Box 4) and found them generally consistent with the organization's current view of the future. In both cases, the updated vision statements are accompanied by a series of brief descriptors to help determine when the vision is achieved. These accompanying statements also provide a general road map to suggest what should be accomplished to make the vision a reality.

ACCP's Strategic Plan Update

Box 5 details the 2016–2017 timeline and chronology of steps that led to development of the 2017 plan that will guide the organization for the next few years. The plan remains focused on the three critical issues that formed the basis for the prior two strategic plans (2010 and 2013). Expressed concisely, the plan concentrates on how ACCP will continue to strive to *develop, advance, and position* clinical pharmacists within the current health care environment.

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 in the prevention and treatment of disease.

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.
- The standard of practice in any health care setting will hold pharmacists responsible for medication optimization.
- 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 be recognized as principal investigators for pharmacotherapy research, 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 in the prevention and treatment of disease.

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 innovative models of 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 frequently be recognized as principal investigators for important clinical trials and other research related to pharmacotherapy and practice. They will compete successfully for research funding to create and disseminate new knowledge that guides therapy.
- The College will be the leading health professional organization advancing clinical pharmacy research and researcher development.
- Other health professional organizations, local and national policy-makers, 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, effectiveness, and economy.
- ACCP's educational programs and publications will be used by members of all health professions as essential sources of pharmacotherapy-related information.

- Develop refers to the College's provision of 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 will determine how most of the College's professional, human, and financial resources will be applied. Pursuing a given strategic direction (i.e., achieving the stated goal) by meeting defined objectives is intended to address a given critical issue. A variety of more specific initiatives may be required to achieve each objective. In each case, the target date for meeting a given objective is by the end of the respective year listed in the objective.

Although this plan articulates the College's current focus, including the issues *most critical* to the organization, it does not address all the initiatives or priorities the College will pursue now or in the future. ACCP's identification of these initiatives and priorities is a member-driven process. Therefore, in an effort to maintain responsiveness to environmental changes, solicit ongoing member input into the College's future, and provide 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 provide input and feedback regarding the College's direction, far exceeding the number of members who provided input into previous strategic plans. Ways in which members can contribute to this ongoing planning process will be featured in forthcoming articles and announcements in the *ACCP Report*. In addition, specific input can be submitted at any time by accessing the ACCP website's feedback page at accp.com/feedback/index.aspx.

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:

- Delivering distinctive professional development programs for pharmacists practicing or pursuing clinical pharmacy.
- Providing opportunities to develop knowledge and skills in precision medicine that advance clinical practice, research, and education.
- Promoting acquisition of the knowledge and skills needed to pursue clinical pharmacy/ practice-based research.

Advance Clinical Pharmacists

ACCP will advance clinical pharmacists by:

- Driving the implementation of CMM as an essential component of medication optimization.
- Enhancing the growth and evolution of the clinical pharmacy discipline worldwide.
- 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.
- Communicating and disseminating the value of clinical pharmacists in achieving medication optimization.
- Expanding and scaling practice and research opportunities for clinical pharmacists.

Figure 1. Overview of the 2017 ACCP strategic plan.

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(Endorsed by the ACCP Board of Regents on July 25, 2017)

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

Strategic Direction 1.1: Deliver distinctive professional development programs for pharmacists practicing or pursuing clinical pharmacy.

Objective 1.1.1 By 2018, create new opportunities for clinical pharmacists to network and enhance/acquire the skills necessary to develop and improve their practices, both clinically and operationally.

Objective 1.1.2 By 2018, determine the feasibility of collaborating with intra- and interprofessional organizations to deliver novel, cutting-edge professional/interprofessional development programs for clinical pharmacy specialists.

Objective 1.1.3 By 2019, explore the feasibility of using new mechanisms/approaches to deliver ACCP's professional development curricula, networking opportunities, and other interactive activities.

Objective 1.1.4 By 2019, offer clinical traineeships in selected specialty or focused areas of practice for clinicians to develop new/enhanced skills and/or services.

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

Objective 1.2.1 By 2018, initiate at least one precision medicine education and training program for clinical pharmacists that emphasizes the application of pharmacogenomic and pharmacotherapeutic principles to personalized therapy for patients and patient populations.

Objective 1.2.2 By 2019, establish clinical traineeship opportunities for ACCP members seeking to implement pharmacogenomic-driven precision medicine practice.

Objective 1.2.3 By 2018 and going forward, incorporate precision medicine as an integral component of ACCP meeting programming at both foundational and implementation/application levels.

Objective 1.2.4 By 2017, pursue the addition of a precision pharmacotherapy track to the annual FIT/MeRIT training program for implementation in 2018, if deemed viable.

Objective 1.2.5 By 2018, determine the feasibility of establishing precision pharmacotherapy summer internship programs for pharmacy students (i.e., after the first or second professional year), with a goal of launching the program no later than 2019.

Strategic Direction 1.3: Promote the acquisition of the knowledge and skills needed to pursue clinical pharmacy/practice-based research.

Objective 1.3.1 By 2019, offer clinical traineeships in specialized areas of practice that enable clinicians to develop new/enhanced practice-based research skills.

Objective 1.3.2 By 2019, offer a new professional development curriculum designed to prepare clinical pharmacists to conduct practice-based research in their respective practice settings.

Objective 1.3.3 By 2018, determine the feasibility of creating a new professional development program focused on research and training in bioinformatics.

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

Strategic Direction 2.1: Drive the implementation of CMM as an essential component of medication optimization.

Objective 2.1.1 By 2018, complete an assessment of the learnings from the CMM grant to identify high-priority needs for those engaged in implementing CMM.

Objective 2.1.2 By 2018, informed by objective 2.1.1 and its applications to acute care, develop ACCP resources to facilitate implementation of CMM practice in any patient care setting.

Objective 2.1.3 By 2018, explore mechanisms for establishing collaborations between clinical pharmacists and community pharmacists/pharmacies that achieve medication optimization.

Strategic Direction 2.2: Enhance the growth and evolution of the clinical pharmacy discipline worldwide.

Objective 2.2.1 By 2018, establish regular modes of communication that inform the membership about international professional development opportunities and increase the number of member experts engaged in ACCP international activities.

Objective 2.2.2 By 2018, determine the feasibility of conducting mentored, small-group clinical skills and service development experiences for international clinical pharmacists.

Objective 2.2.3 By 2019, expand ACCP professional development programs for international audiences to include research and scholarship curricula.

Strategic Direction 2.3: Foster the development of future leaders to advance clinical pharmacy's future.

Objective 2.3.1 By 2018, 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 2.3.2 By 2019, establish a clinical pharmacist "leadership sabbatical experience" at ACCP's Washington and/or Lenexa offices.

Objective 2.3.3 By 2019, develop a proposal for an ACCP Executive Fellow Program in Clinical Pharmacy for new PGY1 or PGY2 graduates wishing to pursue a career in professional associations or related professional leadership activities.

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.

Objective 3.1.1 By 2018, establish a prerequisite training program for members seeking involvement in ACCP evidence-based pharmacotherapy and clinical pharmacy practice guideline development.

Objective 3.1.2 By 2018, involve member experts as authors or panel members in developing ACCP and/or interprofessional therapeutic or clinical practice guidelines.

Objective 3.1.3 By 2019, formalize a partnership with at least one external professional organization 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 2018, initiate a comprehensive, ongoing CMM dissemination plan.

Objective 3.2.2 By 2018, develop communications that highlight the impact of clinical pharmacists on patients' medication-related outcomes.

Objective 3.2.3 By 2019, develop a joint position statement with one or more medical societies citing the value of collaborating with clinical pharmacists to achieve medication optimization.

Strategic Direction 3.3: Expand and scale practice and research opportunities for clinical pharmacists.

Objective 3.3.1 By 2018, establish at least one collaboration with a provider, payer, and research/researcher organization to expand each organization's involvement with clinical pharmacists.

Objective 3.3.2 By 2019, achieve recognition by at least one national payer of the value of CMM in accomplishing medication optimization.

Objective 3.3.3 By 2019, gain recognition by at least one provider organization of the clinical pharmacist's value in achieving medication optimization.

Objective 3.3.4 By 2018, form a strategic alliance to promote to payers and providers effective and scalable clinical pharmacist–community pharmacist collaborative practices.

Objective 3.3.5 By 2018, 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 2017 Strategic Plan

- January – April 2016: The Board conducts environmental scanning at January and April board meetings.
- May – June 2016: Critical issues and perceived organizational strengths/weaknesses are solicited through the all-member ACCP “issues survey” and additional targeted surveys. Board members complete and review results of a pre-planning Board survey.
- July 2016: 1-day Board session revisits mission/vision and identifies potential new critical issues.
- August – September 2016: Input is solicited through targeted surveys of a cross-section of the membership to identify any additional critical or “horizon” issues.
- October 2016: ½-day Board session is held during the 2016 ACCP Annual Meeting. Board members review the targeted survey data in advance of this session, finalize critical issues, and begin developing strategic objectives. Nine focus groups involving about 100 members are held during the Annual Meeting to address areas related to the critical issues.
- November – December 2016: October focus group comments are compiled and reviewed by the Board.
- January 2017: “Working Draft” of critical issues and strategic directions is distributed for Board review.
- February 2017: 1-day Board session is held during the 2017 ACCP Winter Meeting to finalize strategic directions and begin developing plan objectives.
- March – April 2017: Updated strategic plan draft is developed, including tentative objectives and distributed to the Board.
- May 2017: ½-day Board session is held to revisit vision statements for ACCP and the pharmacy profession, and to finalize plan objectives. Near-final draft of plan is prepared.
- June 2017: Near-final strategic plan draft is provided for Executive Committee review during its June meeting.
- June 2017: Near-final draft of plan submitted for full Board review and comment.
- July 2017: Final plan approved by Board during the summer board meeting.
- August 2017: 2017 ACCP strategic plan released.

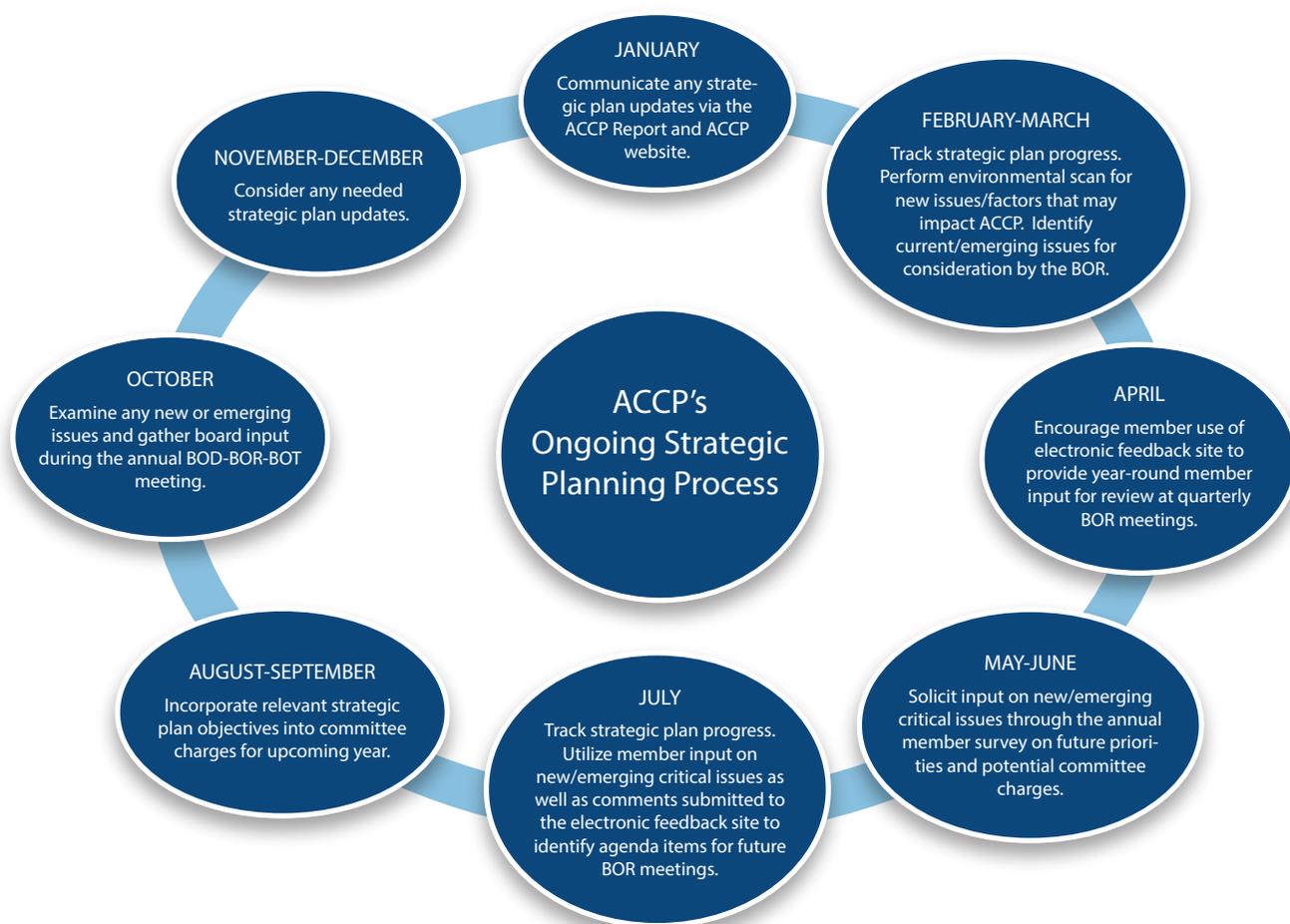


Figure 2. Summary of ACCP’s ongoing strategic planning process.

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