

# STRATEGIC PLAN 2021

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## VISION

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Pennsylvania pharmacists will be recognized, engaged, and fairly compensated as health-care providers.

## MISSION

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The Pennsylvania Pharmacists association, as the leading voice of pharmacy, promotes the profession through advocacy, education, and communication to enhance patient care and public health.

## VALUES:

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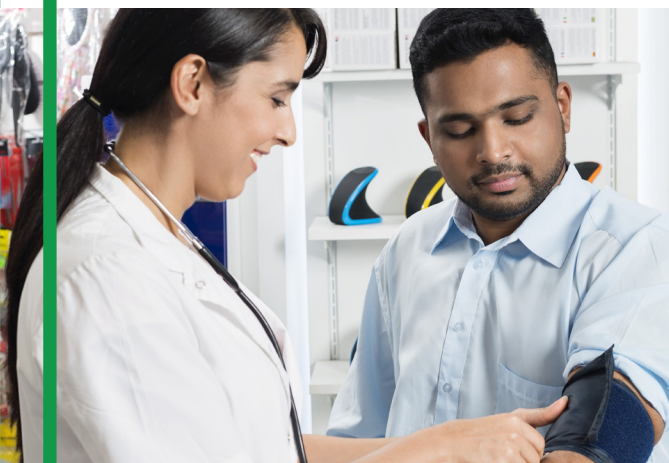
- We strive to always serve as a unified voice and constant advocate for the pharmacy profession.
- We exhibit a passion for the profession demonstrated in our interest in pursuing practice innovation and preserving the patient-pharmacist relationship.
- We understand our responsibility to be utilized as the leading resource for optimizing medication use by pharmacy professionals, patients, and health-care providers.
- We recognize the rich heritage of independent pharmacy ownership and work to preserve and promote this aspect of the profession.
- We view ourselves as valued health-care practitioners empowered and committed to improving patient wellness and controlling health-care costs.
- We respect the viewpoints of members across all practice settings and strive to engage all members actively considering all perspectives when setting policy and direction for the association.
- We believe in collaboration with a variety of partners in fulfilling our Mission.
- We communicate the achievements of members while promoting professional development, professionalism, and activism in our communities and professional organizations.
- We are a socially responsible, fiscally sound, effectively managed, member centered, and politically active organization dedicated to our Mission.
- We conduct our operations in a realm of transparency, respect, trust, and accountability.

## FOCUS AREAS

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- Membership
- Identity
- Advocacy

# #1 - FOCUS AREA: MEMBERSHIP



**SUPPORTING STATEMENT:** Over the past several years, pharmacy professionals throughout the Commonwealth of Pennsylvania have witnessed incredible change, including the untold story of just how impactful the pandemic will be in reshaping our industry. PPA chose to focus on membership as a key driver for the next 18 to 24 months to ensure its short and long-term viability, to support our members and to properly reflect and embrace the new faces and roles of pharmacists, their employees, and stakeholders.

## Goal Statement

Over the next 24 months, PPA will increase the quality and quantity of its membership by investing in staff, developing an annual and consistent recruitment and retention plan, increasing the diversity (defined as underrepresented minorities, practice settings, other pharmacy personnel including pharmacy technicians and other positions within and outside of pharmacy) of its membership, and creating no less than one new program aimed at improving the connection between members and the organization's value proposition.

## Strategies & Tactics

1. Expand our membership by first understanding our key demographics and then addressing our needs across multiple areas based on that understanding.
  - Collect and review member data to better understand who we are and who we are not
    - Develop a series of personas based on our research
    - Bundle personas into audiences, address specific needs and "value" systems within each audience
  - Utilize the ASHP residency directory to expand our reach
  - Increase our emphasis on technicians (content, training, etc.) pursuant to pending tech regulations being promulgated to support HB 770 and to help support the shortage of qualified pharmacy support staff

- Celebrate the diversity of our membership through marketing & communications
  - Obtain membership lists from other professional pharmacy organizations and communicate with those individuals
  - Create the PPA Liaison program to connect with students, via presentations at universities and other hosted events.
2. Create an organizational infrastructure to support different models for membership. Examples may include subscription based, multi-tiered model, lifetime, etc.
- Look at examples of a bundled membership, subscription-based membership and other plans offered with professional membership organizations
  - Advertise group organization fees
  - Targeted outreach to organizations that may benefit from organizational fees versus individual memberships
  - Execute an organizational assessment (through 3rd party to determine what is needed to support our membership and communication efforts (crossover with Identity)
  - Eliminate products / programs that no longer provide value to our customers
3. Develop annual retention and recruitment campaigns / template reflective of today's post-pandemic landscape.
- Map the member new member, existing member and prospective member experience to identify and execute no less than one improvement per year in each category
  - Formalize PPA mentor program
  - Recreate no less than one new member experience per year
  - Reevaluate our approach to pharmacy schools and local / regional associations
  - Intentionally integrate leadership and longstanding members with new members at all PPA engagements (online and in-person)

## #2 - FOCUS AREA: IDENTITY



**SUPPORTING STATEMENT:** Our brand must reflect our organization as we continue to navigate our changing environment. A focus on identity allows PPA to adapt to an evolving profession while addressing the very real need to change the perception of the pharmacist, supporting pharmacy personnel such as pharmacy students and pharmacy technicians, and our association.

### Goal Statement

Over the next 24 months, PPA will reinvent its brand, its identity and its value to its members and stakeholders by further clarifying the pharmacist role, by incorporating our advocacy efforts into our current brand, and by developing products and programs that serve all Pennsylvania-based pharmacy professionals.

### Strategies & Tactics

1. Establish a grassroots marketing campaign to create a bottom up, groundswell approach to raising awareness of our community.
  - Provide t-shirts for membership at meetings (Did you know?)
  - Establish a defined social media campaign with a focus on the expanding role of the pharmacist and other pharmacy personnel
  - Create a “mascot” an identity or person that is seen as a representative of this shift
  - Create our member recruitment elevator statement
  - A statewide, promoted “visit” tour
  - Provide members with value proposition information to give to their employers
  - Rewrite our narrative to be less transactional and more about our holistic approach to services

2. Design new and redesign existing programs and products to reflect and attract broader member categories.
  - More robust new practitioner program focused on tangible takeaways
  - A residents and fellow run program to help students with CE revision, letters of intent, etc.
  - Dedicated content for reciprocity and new licensure
  - Establish a place for pharmacy techs – content, member category, education
  - Create partnership plan with non PPA entities to build and establish support for legislative and regulatory initiatives
3. Conduct a brand and content audit inclusive of association's name, visual assets, communication plan, and member-focused content to serve as the foundation for a gap analysis for a new approach to communicating to our stakeholders.
  - Evaluate value propositions for all member categories (are they different enough?)
  - Review visual assets with the possibility of a rebrand
  - Inventory all content and programs to determine relevancy

## #3 - FOCUS AREA: ADVOCACY



**SUPPORTING STATEMENT:** The COVID-19 pandemic shed a spotlight on the pharmacy profession. Pharmacies did not close - pharmacists and their teams showed up for work, putting their own lives at risk – and they remain at the forefront of efforts to quickly and safely vaccinate our citizens. Pharmacists are essential healthcare providers who often do not earn direct payment for the services they provide, yet Pennsylvania statute does not recognize pharmacists as healthcare providers, and mechanisms for payment parity are largely non-existent. Many other healthcare professionals have little understanding or appreciation of what a pharmacist does or how they are trained, yet pharmacy teams are under tremendous pressure every day to address issues of health equity among those they serve in their communities.

### Goal Statement

To propagate, enable and support the evolving role of the pharmacy profession in promoting health equity and meeting the healthcare needs of the Commonwealth of Pennsylvania, while pursuing fair payment for the pharmacist services and ensuring safe work environments for our members.

### Strategies & Tactics

1. Diversify our advocacy plan so that we attract a wider range of pharmacists and others in our ecosystem.
  - Identify and begin to address key issues confronting each of our segments
  - Continually monitor key laws and regulations per segment; publicize and promote accordingly
  - Invite legislature into pharmacy
  - Properly engage our providers to ensure they can advocate with and on behalf of us.
2. Create a statewide research and advocacy project aimed at addressing the dynamic setting of today's pharmacy environment and the impact it is having on today's pharmacists and pharmacy personnel.
  - Review APhA / NASPA workplace survey to determine if additional survey(s) are required to better understand and address the burnout issue

- Document and publicize the various services being performed by today's pharmacist
- Use this data, and data from national survey, to advocate for pharmacists and pharmacy personnel