



Strategic Planning: Goals, Objectives & Action Steps

Executing successful and meaningful events or activities requires a great deal of planning, delegation, and follow through. Translating our ideas in a meaningful way for others to understand and implement requires clear communication, strong relationships, detailed plans, and high levels of accountability. Understanding the impact, value and success of our strategic plan and leadership each year, requires very honest self-critiques and evaluation processes. This five-year strategic plan (2018-2023 term) requires us to know what we are working toward, and the steps we need to take to begin.

Phase I of the Strategic Planning process occurred during the FPA Leadership Retreat. This document is a compilation of the breakout groups and ideas shared so they are organized into our four priorities. The goals and objectives still need to be flushed out and comprehensively organized so we can delegate out tasks. There is some duplication between the priorities, goals and objectives but as this is our team's responsibility, it requires our oversight and review. It is imperative you take some time to do so before Saturday August 25th.

The action steps need to be determined by the Council Chairs and their teams (during the second half of the Leadership Council Meeting on Saturday August 25th). As we prepare for Phase II of the Strategic Planning process (finalized draft including action steps), I am asking the leadership to review our original thoughts and please provide comments where necessary in the Google Docs file to ensure what we present to the council members for our working draft is the structural skeleton we want. Please review this draft and note any feedback in comments. I will have those organized and ready to present to the Councils as we will begin our day (Aug 25th) coordinating in breakouts to work toward finalizing the core and adding task assignments. The finalized draft must be ready to present to the FPA BOD on Sunday, August 26th to be voted and approved so implementation can begin. This draft will serve as the 'heads up' for the BOD to preview, with details and changes presented once the Councils finish their work.

Goals should reflect what we want to achieve in the next five years. They are the outcomes that support the pillars or priorities of the vision and mission of the Association. Goals put the strategic focus into a working plan for the Leadership.

Objectives are the statements of intent related to specific goals and are written in quantifiable and measurable statements to demonstrate progress and achievement. They communicate levels of responsibility and are SMART (specific, measurable, attainable, realistic, and time-bound.)

Action Steps are the specific actions that will be taken, identifying what roles exist for the Councils, Ad Hoc Committees, or other designated members of the Leadership to implement the objectives. Action steps may be modified as they are associated with the charges for each President and are a dynamic process within the Strategic Plan.¹

¹ Approved by the FPA Board of Directors, August 26, 2018

**Florida Pharmacy Association Strategic Plan
2018-2023**

Priority 1	Workforce Development	Council / Entity	Target Date
Goal 1	To serve as the premier source of workforce development for members of pharmacy practice through innovative and timely training, education, and programming		
Goal 2	To evaluate the profitability of the current CE programming structure and determine opportunities for enhancement		
Goal 3	To enhance programming to address the priority needs for technicians, student pharmacists, and pharmacist		
Objective 1:1	To promote and facilitate the development of and guidance for innovative practice models through workshops, CE programs, certifications, and trainings and the appropriate number of programs for the association to be profitable	Educational Public Professional	1 -2 years
Objective 2:1	To increase Home Study CE offerings for technicians and pharmacists	Educational Public Professional	1 year
Objective 3:1	To develop required Florida BOP Pharmacy Law CE for technicians, students, and pharmacists	Educational Professional CE Broker FL BOP	1 year
Objective 3:2	To establish pharmacy technician educational programming and professional development tracks/workshops that increase capacity, performance, and sustainability within the pharmacy profession, patient care services, and practice/business models	Educational Public Professional	2 -3 years
Objective 1:2	To explore feasibility and development of post-graduate training opportunities, practice specialization, and certifications for member growth and development	Educational Public Professional	2 – 3 years
Objective 1:3	To cultivate pathways for Association members to seek opportunities as National Practice Fellows	Educational Public Professional	1-2 years
Objective 3:3	To develop New Practitioner Programming that addresses the transitional needs of recent graduates [1]	Educational Public Professional Membership	2 -3 years

Objective 3:4	To develop Intermediate and advanced-level Practitioner Programming addressing career development and professional enhancement needs for practicing pharmacists	Educational Public Professional Membership	1-2 years
Objective 1:4	To enhance technician and student pharmacist educational programming and professional development workshops that increase capacity, performance, and interaction the pharmacy profession	Educational Public Professional Student	1-2 years

Priority 2	Infrastructure	Council / Entity	Target Date
Goal 1	To assess and evaluate the current infrastructure of the Association to identify priority areas of opportunity and need to enhance the perceived value of Membership		
Goal 2	To develop an Ad Hoc Committee to perform a structural and financial evaluation to address priority concerns for the FPA Office		
Goal 3	To enhance the website and address components of rebranding the Association to strengthen the membership		
Goal 4	To enhance accountability of the leadership and support to the staff regarding workload and the strategic plan		
Goal 5	To develop a continuity plan for the position of the EVP including recruitment, training, transition, and consulting during the process		
Objective 1:1	To develop the framework and process for implementation of an Academy model or structure within the FPA to address the growing needs of the Association relative to Special Interest Groups or Areas of Practice.	Membership - Ad Hoc Committee Organizational Professional GAPhA	1 year
Objective 3:1	To perform a needs assessment to evaluate effects of changes relative to organizational growth and structural development	Professional Organizational	1 year for development, perform annually and at Strategic Plan
Objective 4:1	To update and develop policies and procedures/guidance documents for performing needs assessment, evaluation processes for services, projects, programs, strategic plan, website analytics/restructuring, social media outreach, leadership development, legislative activity, etc.).	GAC Professional Organizational Membership	1-2 years

Objective 2:1	To develop the process of evaluation for renovation or relocation of the FPA House (office) using outside expertise and consulting regarding real estate, legal, financial, urban planning, historical building vetting, etc.	Budget & Finance EVP Ad Hoc Committee	1-2 years
Objective 1:2	To enhance the policy and procedures for communication, accountability, and engagement between the Association and Local Units ** Officer/Regional responsibilities, measures of accountability, levels of engagement, reporting, surveying (assessing) impact of changes.	Speaker Vice Speaker Regional Directors Professional Organization	1 year
Objective 1:3	To evaluate and enhance the frequency, modality, transparency, and expedited approval processes for all forms of communication between the Association, membership and community at large.	GAC Organizational Professional Public Membership	1 year
Objective 3:2	To enhance the FPA Website to address the need for rebranding, engagement, communication, accessibility of resources, advocacy, and other means of representation	Public Professional GAC Membership Educational Organizational EVP Ad Hoc Committee	1 year
Objective 1:4	To evaluate the opportunities and establish the process for dual memberships with local units or other priority organizations supporting the Academy structure or other vetted models	Budget & Finance Membership Organizational	1-2 years
Objective 1:5	To explore the risk and benefit of the FPA attaining a CLIA waiver to support patient care outreach initiatives	Professional General Council	1 year
Objective 3:3	To develop a means for timely communication of priority information, membership engagement needs, updates and other critical means of communication	Public Professional GAC	1 year initiate Then sustain
Objective 5:1	To identify other state organizations to initiate the planning and development of a transition plan for EVP	Professional EVP Ad Hoc	2-3 years
Objective 4:2	To develop a systematic training and organizational onboarding for members of the leadership to enhance awareness of governance documents, roles and	Professional Educational Organizational	1 year

	responsibilities, and increase accountability to the Association while serving in the role of leadership		
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Priority 3	Advocacy, Policy & Legislative Action	Council / Entity	Target Date
Goal 1	To strengthen the policy, advocacy, and legislative processes to reflect proactive approaches and rebranding of the Association		
Goal 2	To increase the visibility of the FPA in the legislative process and communication among the Association for active engagement		
Goal 3	To enhance the impact of grassroots advocacy and meaningful relationships with legislators in partnership with our lobbying team		
Objective 3:1	To increase and enhance Association engagement in grassroots advocacy and outreach	GA Public Professional Adams Street Advocates	1 year
Objective 2:1	To develop policies and procedures and enhance media relations for the Association	GAC Public Adams Street Advocates	1 year
Objective 1:1	To develop and promote advocacy resources to member of the Association through development of Advocacy Toolkit, Town Hall meetings, and Webinars/Workshops for members of the Association to increase	GAC Adams Street Advocates Public	1 -2 years
Objective 2:2	To explore and implement methods of innovative communication – apps, messaging, etc. through development of a communication platform that can be assessed and objectively evaluated	GAC Membership Public	1 -2 years
Objective 1:2	To define and disseminate the FPA’s policy and best practices on local lobbying efforts of the members to enhance impact and outreach of GAC and Legislative Plan, as well as direction and guidance of lobbying team (Adams Street Advocates)	GAC Adams Street Advocates Membership Public	1-2 years

Objective 2:3	To enhance the process, coordination, communication, and delegation of roles, responsibilities, focus and policies/procedures for Florida Pharmacists' Legislative Days and Health Fair	GAC Membership Public Health Fair Committee	1 year
Objective 1:3	To improve communication and alignment of political action fundraising	GAC Professional Organizational Membership Adams Street Advocates	

Priority 4	Sustainability	Council / Entity	Target Date
Goal 1	To pursue areas of innovation that enhance benefits of membership to meet the needs of the Association		
Goal 2	To evaluate and enhance current revenue lines and develop strategies to increase non-membership dues income		
Goal 3	To rebrand the Association and web site to draw in members, enhance navigation and become the premier resource of pharmacy related information.		
Goal 4	To develop a leadership pipeline to ensure strengths of candidates and capacity of the Association		
Objective 2:1	To increase value and financial benefit of vendors for CE Programs and/or Convention	Professional Public	1 year
Objective 3:1	To evaluate and enhance our draw for attendance at CE programming	Public Professional Membership	1-2 years
Objective 1:1	To develop services and approaches to new practice models and establish best practices to enhance businesses and clinical care outcomes to market to the Membership as a benefit	Membership Public Professional	1-2 years

Objective 2:2	To evaluate the reserves and investments of the Association to optimize earning, discuss innovative opportunities, and determine need for new directions for growth and viability of the FPA	Budget & Finance BOD	1 year Annually
Objective 1:2	To optimize and delegate members of the Association leadership to support staff to achieve priority initiatives, activities and programs	All	1 year
Objective 4:1	To increase the leadership transitions for the Association from various avenues (local units, student pharmacist, young practitioners, established practitioners, etc.)	Membership Professional Public	1 – 2 years
Objective 3:1	To identify and appoint liaisons to other organizations using past presidents and other vetted leaders within the membership for purposes of collaboration, to garner support for our agenda, and to identify potential opportunities for grants or research to promote the Association	Professional President President-Elect	1 – 2 years
Objective 4:2	To identify content experts to serve on task force, workshops, testimonies, and in other capacities to ensure continuous representation of the Association and priorities of the FPA	Professional GAC Membership	1 year (current term) then ongoing
Objective 3:2	To identify and vet members of the Association (current and past leaders) to serve in roles of appointment or as liaisons to other organizations to enhance partnerships, coalitions, and opportunities to collaborate on key legislative efforts	Professional Organizational Membership Officers BOD	1 year
Objective 4:3	To identify key stakeholders for Telehealth Alliance and develop strategies to protect the profession, enhance clinical capacities, and improve patient outcomes as members of the health care team	Professional Organizational Membership Public	1 year implement Then sustain years 2-5
Objective 4:4	To strengthen the mentorship by current and former members of leadership to increase candidates for roles as officers, regional directors, council chairs and members of Ad Hoc and standing committees	Membership Professional Organizational	1-2 years