



Strategic Plan (January 2023 - December 2025)

VISION: NCAP will be recognized as the essential organization representing pharmacy in North Carolina, fostering the advancement of pharmacy practice to improve the health of the people we serve.

MISSION: NCAP exists to unite, serve and advance the profession of pharmacy for the benefit of society.

THE ASSOCIATION EXISTS TO:

1. Present a unified voice for pharmacy on social, political, and economic issues.
2. Provide a forum for exchange of innovative ideas among pharmacists, pharmacy technicians and student pharmacists.
3. Equip pharmacists, pharmacy technicians and student pharmacists with information, education and resources necessary for optimal patient care.
4. Anticipate future information and professional development needs for pharmacy practice.
5. Strengthen collaborative relationships among pharmacists, pharmacy technicians, student pharmacists, and other health professionals.

OPERATIONAL TENETS:

The undertakings of the Association are approved with the intent of fulfilling one or more of the following operational tenets, which provide a framework for accomplishing our mission, vision and purpose.

1. Building awareness about the Association, pharmacist, and technician roles.
2. Creating value for our members.
3. Generating a voice for the profession.

STRATEGIC GOALS:

1. Advance the profession of pharmacy through internal and external stakeholder engagement.
2. Advance the profession of pharmacy through educational activities.
3. Ensure sustainability and relevance of the Association through communication and outreach.
4. Ensure sustainability of the Association through membership.
5. Ensure sustainability and relevance of the Association through optimal governance and operations.



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Strategic Goal 1: Advance the profession of pharmacy through internal and external stakeholder engagement.				
Objective	Action	Outcome Measures	Timeline	Responsible Party
Obj. 1. Maintain an advocacy agenda needed to advance the profession, and enhance internal stakeholder engagement as a part of the agenda.	1.a.: Maintain means by which and a process for member involvement in the Association's advocacy work.	1.a.i.: Collection of member input from at least an annual solicitation for issues important to our members.	1.a.i.: Member solicitation occurs at least two to three months prior to the beginning of each legislative session. Information is shared with the Board of Directors to assist in their duty to approve the Associations annual advocacy agenda.	1.a.i.: Executive Director and NCAP Lobbyist
		1.a.ii.: Maintain an active member-led NCAP Policy & Advocacy Committee.	1.a.ii.: Call to volunteer to be published for members to serve on the Policy & Advocacy Committee to occur in late fall and early winter.	1.a.ii.: Executive Director and Policy & Advocacy Committee Chairperson
	1.b.: Communicate and promote an annual advocacy agenda	1.b.: Updates provided for the membership while General Assembly is in session via electronic news, special alerts, webinars, and/or calls to action.	1.b.: Monthly while the General Assembly is in session each year.	1.b.: Executive Director and NCAP Lobbyist
	1.c.: Assess the effectiveness of our advocacy work (or tactics)	1.c.i.: Annual evaluation of lobbyist performance	1.c.i.: Annually, near year-end and prior to renewal of annual contract.	1.c.i.: Executive Director, Policy & Advocacy Committee, NCAP Board of Directors
		1.c.ii.: Report of grass roots initiatives (eg., # of legislative events such as town halls, virtual or in-person legislative days, # of members in the General Assembly supporting our bills)	1.c.ii.: Report to the Board of Directors at least bi-annually.	1.c.ii.: NCAP Lobbyist and Executive Director



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	1.d.: Promote and assess the effectiveness of fundraising efforts for the advocacy fund and PAC; and educate members and other stakeholders on intent of each fund.	1.d.i: Number of promotional campaigns and/or advertisements 1.d.ii: Number and total dollar amount of contributions, as well as the number and amount of PAC distributions made.	1.d.i.: Annual report to the Board of Directors 1.d.ii.: Annual report to the Board of Directors	1.d.i: Executive Director, NCAP Staff, and Policy & Advocacy Committee 1.d.ii.: Executive Director and NCAP Lobbyist
Obj. 2. Raise visibility of the Association to stakeholders	2.a.: Foster relationships and increase awareness of the Association and its roles to internal and external stakeholders (egs., health systems, health plans, medical organizations). 2.b.: Utilize stakeholder advisory groups 2.c.: Increase and strengthen relationships with Pharma and other industry-related companies.	2.a.: Summarize potential and/or existing collaborations. Identify potential grants and partnerships. 2.b.: Priority issues / needs, stakeholders' roster, calendar of meetings, and meeting attendance report 2.c.: Total # of vendors, exhibitors, and sponsorships for events, as well as gather solicited feedback from companies.	2.a.: Reports on stakeholder engagement to be provided to the Board of Directors throughout the year via email updates and Board meetings. 2.b.: As needed--Establish and convene the group(s) as determined by agenda and profession priorities. 2.c: Annually	2.a.: Executive Director 2.b.: Executive Director and NCAP Board of Directors 2.c.: Executive Director and NCAP Staff
Strategic Goal 2: Advance the profession of pharmacy through educational activities.				
Objective	Action	Outcome Measures	Timeline	Responsible Party
Obj. 1. Utilize project teams	1.a.: Ensure project teams	1.a.: Project team rosters will	1.a.: Annually	1.a.: Executive Director and



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<p>to meet the educational needs of the membership through a combination of in-person and virtual programming.</p>	<p>are representative of diverse membership types for the association; and ensure team chairperson(s) is(are) oriented to fulfill their leadership roles.</p> <p>1.b.: Plan on-demand and live educational events which optimally engage members.</p>	<p>be developed by staff and distributed to identified team chairs; and date(s) established for orientation.</p> <p>1.b.i: Total # of attendees to meetings and events.</p> <p>1.b.ii.: Continue current workshop models as appropriate.</p> <p>1.b.iii: Produce a minimum of six on-demand webinars and one live meeting annually.</p>	<p>1.b.: Ongoing throughout the year</p>	<p>NCAP Staff</p> <p>1.b.: Education project teams, NCAP Staff, and Executive Director</p>
<p>Obj. 2. Maintain marketing of educational activities.</p>	<p>2.a.: Continue to implement targeted marketing of in-person and in particular generate a schedule for intermittent promotion of on-demand programming and resources.</p> <p>2.b.: Promote e-learning resources within the electronic news</p>	<p>2.a.: List of educational activities, identified audiences, and plan for outreach. Average # of attendees in current year compared to previous years</p> <p>2.b.: Review of <i>eNCAPsulated</i> publications to ensure inclusion</p>	<p>2.a.: Reports to the Board of Directors following in-person events, and an annual report to the Board of Directors on e-learning programming.</p> <p>2.b.: At least monthly, feature one or more of our on-demand e-learning programs.</p>	<p>2.a: NCAP Staff and Executive Director</p> <p>2.b. NCAP Staff</p>
<p>Obj. 3. Monitor and assess participant feedback and educational effectiveness.</p>	<p>3.a.: Create, recruit, and maintain registry of existing and potential speakers</p> <p>3.b.: Develop a process to solicit speaker and program feedback for NCAP-accredited programming,</p>	<p>3.a.: Speaker registry</p> <p>3.b.: Written policy and procedures for NCAP Staff</p>	<p>3.a.: In place by March 2023</p> <p>3.b.i.: Policy and procedures written by April 2023.</p> <p>3.b.ii.: Staff training on policy and</p>	<p>3.a.: NCAP Staff</p> <p>3.b.: Executive Director and NCAP Staff.</p>



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	<p>and retrieve timely feedback from accreditation partners for programming that we outsource for ACPE accreditation.</p> <p>3.c.: Develop a process for reviewing feedback, sharing evaluation feedback with speakers, and incorporating feedback into the Association's future educational endeavors.</p> <p>3.d.: Develop an educational topic map from needs assessment as well as a topic delivery tracking process to be incorporated into the Association's educational programming planning process.</p>	<p>3.c.: Written policy and procedures for programming evaluation review, future programming needs assessment, and sharing speaker feedback with speakers.</p> <p>3.d.: Needs assessment survey results, topic map, and topic delivery tracking documents.</p>	<p>procedures conducted by May 2023.</p> <p>3.b.iii.: Policy and procedure for soliciting or acquiring feedback on programming implementation to begin with 2023 Annual Convention and to then be ongoing.</p> <p>3.c.i.: Policy and procedures written by April 2023.</p> <p>3.c.ii.: Staff training on policy and procedures conducted by May 2023.</p> <p>3.c.iii.: Policy and procedures for educational programming evaluation review, future programming needs assessment, and sharing speaker feedback with speakers to begin with 2023 Annual Convention and to then be ongoing.</p> <p>3.d.i.: Needs assessment to be solicited as part of educational programming evaluations beginning June 2023.</p> <p>3.d.ii.: Topic mapping and topic-delivery tracking format and process developed by October 2023, and to be implemented for educational planning beginning with 2024.</p>	<p>3.c.i.: Executive Director</p> <p>3.c.ii.: Executive Director and NCAP Staff</p> <p>3.c.iii.: NCAP Staff</p> <p>3.d.i.: NCAP Staff</p> <p>3.d.ii.: Executive Director and NCAP Staff</p>
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Strategic Goal 3: Ensure sustainability and relevance of the Association through communication and outreach.

Objective	Action	Outcome Measures	Timeline	Responsible Party
Obj. 1 Continually assess	1.a.: Survey the	1.a.i.: Brief member surveys	1.a.: September 2023	1.a.i.: Executive Director and



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<p>and adjust communication media formats, platforms and content to meet members' needs.</p>	<p>membership regarding the timeliness, relevance, and usefulness, as well as solicit ideas for improvement regarding the Association's various communication media.</p>	<p>developed for each media type</p> <p>1.a.ii.: Surveys conducted</p> <p>1.a.iii. Survey results</p>	<p>1.a.ii.: Annually, by early 2024</p> <p>1.a.iii.: Annually, by 2024, survey results reviewed and incorporated into staff meeting discussions regarding media needs and impact. Any changes to format, frequency, or financial needs for media to be discussed with the Board of Directors as needed.</p>	<p>NCAP Staff</p> <p>1.a.ii.: NCAP Staff</p> <p>1.a.iii.: NCAP Staff, Executive Director and Board of Directors</p>
<p>Obj 2 Maintain a diverse social media committee with NCAP staff member as the lead.</p>	<p>2.a. Ensure social media committee continues to include representation reflective of the Association's membership.</p> <p>2.b.: Utilize social media management software to manage and assess reach for social media posts.</p>	<p>2.a.: Social Media Committee roster.</p> <p>2.b.: Reports retrieved from social media management software.</p>	<p>2.a. Continuously</p> <p>2.b.: Annually</p>	<p>2.a.: NCAP Staff and Social Media Committee Chairperson</p> <p>2.b.: NCAP Staff, Social Media Committee Chairperson</p>
<p>Obj 3 Ensure academy and forum leadership are oriented annually to available online tools and communities, and members are educated on use of community networks.</p>	<p>3.a.: Implement training for academy and forum leadership to utilize the online tools and community network</p> <p>3.b.: Create an informational video to inform the membership on how to use the community network and post on NCAP website.</p> <p>3.c.: Create a How-to 1- or</p>	<p>3.a.i.: Training session developed</p> <p>3.a.ii.: Orientation executed</p> <p>3.b.: Video created and posted</p> <p>3.c.: Instructional document</p>	<p>3.a.i.: 2023 to be initiated in January 2024</p> <p>3.a.ii.: Annually</p> <p>3.b: 2023</p> <p>3.c.: Develop in 2023, begin using</p>	<p>3.a.i.: Academy and Forum Leaders and Executive Director</p> <p>3.a.ii.: Academy and Forum Leaders and Executive Director</p> <p>3.b.: NCAP Staff</p> <p>3.c.: NCAP Staff</p>



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	<p>2-page pdf instructional document for association leaders regarding the online community network, e-list, and committee functionalities under their member profile</p> <p>3.d.: Create How to videos or quick reference documents 'how-to' tab on NCAP website for members (egs., how to get involved – how to update your profile – how to auto-renew, etc.)</p>	<p>3.d.: The new webpage designed, tab created, and videos or other quick reference options available through the webpage</p>	<p>with orientation of new academy, forum, and committee leaders in 2024.</p> <p>3.d.: June 2024</p>	<p>3.d.: NCAP Staff</p>
<p>Obj 4 Establish a plan for regular communication within the academies/forums.</p>	<p>4.a: Create a process and implement page in the NC Journal reserved for brief updates for academy and forum members.</p> <p>4.b: Create avenues for regular communication using eNCAPsulated and/or virtual communities.</p>	<p>4.a.i.: Procedures</p> <p>4.a.ii.: Published pages in journal issues devoted to housing the academies and forums' information</p> <p>4.b.: Communication administrative procedures for the academies and forums</p>	<p>4.a.i.: By March 2023</p> <p>4.a.ii.: Quarterly, beginning Fall 2023</p> <p>4.b.: Meetings to discuss academy and forum interface with their membership with options available through community e-lists, eNCAPsulated and other NCAP communication media. Meetings to be held by mid-2023. Procedures developed and adopted by the academies and forums in 2023 with NCAP Board of Directors updated on the procedures in 2023. Implementation of adopted communication procedures in place to begin in 2024.</p>	<p>4.a.ii.: NCAP Staff</p> <p>4.a.ii.: Academy and Forum Leaders</p> <p>4.b.: Executive Director, Academy and Forum Leadership, NCAP Staff, and NCAP Board of Directors.</p>
<p>Strategic Goal 4: Ensure sustainability of the Association through membership</p>				



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Objective	Action	Outcome Measures	Timeline	Responsible Party
<p>Obj. 1. Sustain and increase membership</p>	<p>1.a.: Retain \geq 75% of active pharmacist membership</p>	<p>1.a.: Total number of members who renewed memberships</p>	<p>1.a.: Annually</p>	<p>1.a.: NCAP Staff, Executive Director, Board of Directors, and Membership-Related Leadership Groups</p>
	<p>1.b.: Increase the number of pharmacists, residents, and student-pharmacist members by 10%</p>	<p>1.b.: Given we have a variable rolling membership renewal calendar, the % member increase will be calculated based on membership categories compared to the previous year at the same point in time.</p>	<p>1.b.: By year end 2025, realize a sustained gain of \geq 10%</p>	<p>1.b.: NCAP Staff, Executive Director, Board of Directors, and Membership-Related Leadership Groups</p>
	<p>1.c.: Develop and execute a framework for communication with members whose membership expired within the past 6 months</p>	<p>1.c.: Procedures for communication and reports on the success of application framework.</p>	<p>1.c.: April 2023, then annually</p>	<p>1.c. NCAP Staff, Executive Director, and Board of Directors</p>
	<p>1.d.: Increase technician membership</p>	<p>1.d.: # new technician members</p>	<p>1.d.: Annually</p>	<p>1.d.: NCAP Staff, Executive Director, Board of Directors, and Membership-Related Leadership Groups</p>
	<p>1.e.: Establish a process to improve the utilization of auto-renewal by members in the Association Management System.</p>	<p>1.e.i.: Determine the current baseline status of auto-renewal use among the membership. 1.e.ii.: Identify approaches the Association can take to encourage more up-take or use of the auto-renewal feature by members</p>	<p>1.e.i.: By 3/1/2023 1.e.ii.: By 3/1/2023</p>	<p>1e: Executive Director and NCAP staff 1.e.ii.: Executive Director, NCAP Staff, NCAP Board of Directors, and Membership-Related Leadership Groups.</p>



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	1.f.: Develop a mechanism to measure impact and effectiveness of different membership drive initiatives.	1.e.iii.: Implement and provide a report on the effectiveness of approaches employed that were intended to encourage autorenewal adoption. 1.f.: Provide a report to BOD on effectiveness of various membership drive initiatives (# of new members in the outreach and # of new members joining, or renewals)	1.e.iii.: Annually 1.f.: Process in place by 9/1/2023, reports provided to Board of Directors during Board meetings, as membership drives conclude.	1.e.iii.: NCAP Staff, Executive Director, and the Board of Directors. 1.f.: NCAP Staff, Executive Director and the Board of Directors
Obj. 2. Differentiate membership benefits	2.a.: Determine which association resources and products should be limited to members only	2.a.: Recommendation to BOD	2.a.: 2024	2.a.: NCAP Staff, Executive Director, and the Board of Directors
Obj. 3. Reevaluate membership types and pricing	3.a.: NCAP Staff to conduct analysis of current membership types and pricing, as well as explore new options for membership such as a pharma corporate option. Determine the merit, structure, benefits, and pricing for existing and potential membership types.	3.a. : Recommendations for any proposed changes to be provided to the Board of Directors	3.a.: May 2023	3.a.: NCAP Staff, Executive Director, and the Board of Directors.
Obj. 4.: Consider establishment of additional specialty networks	4.a.: Academy membership committees and NCAP staff to explore need for and create a proposal for new specialty network types.	4.a.: Recommendation to BOD	4.a.: May 2023	4.a.: NCAP Staff and Academy Chairpersons or their appointees



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Obj. 5.: Generate alignment between new FNCAP credential and membership	5.a.: Develop a strategy and promotional outreach to targeted audiences that would find FNCAP, member-related credential, to be of value.	5.a.i.: Strategy meetings 5.a.ii.: Promotional plan outlined 5.a.iii.: Targeted FNCAP promotional outreach (audiences, dates, times of delivery)	5.a.i.: Completed by March 2024 5.a.ii.: Completed by May 2024 5.a.iii.: 2024 and 2025	5.a.: Special project team assigned to this task; NCAP Board, NCAP Executive Director and Staff.
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Strategic Goal 5: Ensure sustainability and relevance of the Association through optimal governance and operations.

Objective	Action	Outcome Measures	Timeline	Responsible Party
Obj. 1. Maintain communication of leadership expectations and orient volunteer leaders	1.a.: Maintain and refine BOD orientation and assess effectiveness of orientation 1.b.: Continually evaluate administrative procedures and effectiveness of the transition of leadership for academy leaders and forums.	1.a.i.: Orientation curriculum. 1.a.ii.: Newly oriented board members' feedback 1.b.: Feedback from academy and forum leaders	1.a.i.: Annually 1.a.ii.: Annually in April 1.b.: Annually in February	1.a.i.: Executive Director 1a.ii: Board of Directors Chair 1.b.: NCAP President and the Academies and Forums current and immediate past Chairpersons
Obj. 2. Evaluate operations to identify and address areas for improved efficiency and cost savings.	2.a.: Assess operations and programming for areas that can contribute to cost savings and budget control.	2.a.: Budget review	2.a.: Annually	2.a.: NCAP Staff, Executive Director, and the Board of Directors
Obj. 3. Improve and sustain recruitment and development of new leaders	3.a.: Develop an online and enduring means by which members can submit their	3.a.i.: Online method established	3.a: April 2023	3.a.: Executive Director, Executive Committee, BOD



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	<p>interest in serving in a leadership role and periodically solicit / promote this information to members.</p> <p>3.b.: Utilize the Nominations Committee to identify individuals, have discussions with potential leaders, and recruit individuals for consideration in NCAP elections for Board and Academy roles, as well as leaders for various NCAP committees.</p> <p>3.c.: Develop student and new practitioner specific programming to be included at annual convention.</p> <p>3.d.: Foster the development of mentoring programs for current, new and future practitioners</p>	<p>3.a.ii.: Methods and frequency of promotion and solicitation tracked by staff.</p> <p>3.b.: Nomination Committee Chairperson activity report to the Board of Directors.</p> <p>3.c.: Student/new practitioner feedback and engagement</p> <p>3.d.: Programs developed and delivered.</p>	<p>3.a.ii.: Ongoing, beginning with Fall of 2024.</p> <p>3.b: To begin mid-2023, by getting a process in place, then ongoing</p> <p>3.c.: Annually</p> <p>3.d.: Development in 2024, delivery to begin in 2025.</p>	<p>3.a.ii: Executive Director, Forum chairs</p> <p>3.b. Nominations Committee Chairperson</p> <p>3.c.: Forum Leadership and NCAP Staff.</p> <p>3.d.: NCAP Staff and Executive Director</p>
<p>Obj 4. Evaluate continuing education operations and finances.</p>	<p>4.a.: Assess cost of becoming an ACPE provider vs. outsourcing</p> <p>4.b.: Reevaluate the current volume, opportunities and pricing structure for NC-CE continuing education accreditation services</p>	<p>4.a. Report and recommendations for the Board of Directors based on cost analysis, set of pros and cons for current processes vs. becoming an ACPE-provider</p> <p>4.b.: Provide a report and recommendations to the Board of Directors based on evaluation findings.</p>	<p>4.a: September 2024</p> <p>4.b.: September 2023</p>	<p>4.a.: Executive Director, NCAP Staff, and Board of Directors</p> <p>4.b.: Executive Director, NCAP Staff, and Board of Directors</p>