



Strategic Plan (January 2020 - December 2022)

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.

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, operations, and staff performance.

Strategic Goal 1: Advance the profession of pharmacy through internal and external stakeholder engagement.				
Objective	Action	Outcome Measures	Timeline	Responsible Party
Obj. 1. Enhance NCAP advocacy efforts	1.a.: Communicate and promote an annual advocacy agenda	1.a.: Monthly report to membership while General Assembly in session (E-news, social media, Journal, blog)	1.a.: To begin 2020 Short Session	1.a.: Executive Director, BOD, NCAP Policy & Advocacy Committee, Lobbyist
	1.b.: Assess the effectiveness of our advocacy work (or tactics)	1.b.i.: Annual evaluation of lobbyist performance 2.b.ii.: Annual report of grass roots initiatives (eg., # of legislative events)	1.b.: Annually	1.b.: Executive Committee, Policy & Advocacy Committee



Strategic Plan (January 2020 - December 2022)

	1.c.: Increase promotion of advocacy fund and educate members on intent of fund	such as town halls, virtual or in person legislative days, # of members in general assembly supporting our bills) 1.c: Number and amount of contributions	1.c.: Report to BOD bi-annually,	1.c: Executive Director, NCAP Staff, Advocacy Committee
Obj. 2. Raise visibility of the Association to stakeholders	2.a.: Increase awareness of Association's role in prioritizing pharmacy's contribution to internal and external (eg, State Health Plan, Medicaid MCO's, Medical Society, CPESN) stakeholders 2.b.: Establish advisory council	2.a.: Summarize potential and/or existing collaborations. Identify potential grants and partnerships. 2.b.: Identify stakeholders, create roster, calendar of meetings, and meeting attendance report	2.a.: BOD meetings 2.b.: Establish council 2020. Host first meeting 2021.	2.a.: Executive Director 2.b.: Executive Directory, BOD
Strategic Goal 2: Advance the profession of pharmacy through educational activities.				
Objective	Action	Outcome Measures	Timeline	Responsible Party
Obj. 1. Utilize project teams to efficiently carry out the education needs of the organization (live and online)	1.a.: Ensure various teams are representative of diverse organization membership and are oriented. 1.b.: Plan on-demand and live	1.a.: Project team rosters will be developed by staff and distributed to identified team chairs. 1.b.i: Total # of vendors at each	1.a.: Annually, December/January 1.b.: Ongoing throughout the year	1.a.: Executive Director, BOD, NCAP Staff 1.b.: Education Committee, BOD,



Strategic Plan (January 2020 - December 2022)

	educational events which optimally engage members and exhibitors	meeting. Vendor feedback if provided. 1.b.ii.: Total # of attendees to meetings events. Meeting schedule. 1.b.iii.: Continue current workshop models as appropriate. 1.b.iv: Produce 6 on-demand webinars and 1 live meeting annually.		NCAP Staff
Obj. 2. Optimize marketing of educational activities.	2.a.: Devise and implement a targeted marketing plan appropriate for pharmacists and technicians 2.b.: Promote e-learning resources with each NCAP E-News	2.a.: List of educational activities, identified audiences, and plan for outreach. Average # of attendees in current year compared to previous three years 2.b.: Review of NCAP E-News to ensure inclusion	2.a.: By March 1, 2020 2.b.: Ongoing	2.a: NCAP Communications and Outreach Committee, Membership Committee, Executive Director, NCAP Staff 2.b. NCAP Staff
Strategic Goal 3: Ensure sustainability and relevance of the Association through communication and outreach.				
Objective	Action	Outcome Measures	Timeline	Responsible Party
Obj. 1. Develop, implement, assess, and maintain a routine pattern of communications with members	1.a.: Ensure routine member engagement through use of virtual communities 1.b.: Develop process to routinely disseminate pharmacy updates, current events, and news to NCAP	1.a.i.: Identified community manager within each academy executive committee and other committees as appropriate 1.a.ii: # of posts 1.b.: # of messages sent to NCAP staff for posting	1.a.: Annually, January/February 1.b.: Assess # of messages bi-annually	1.a.: Academy Executive Committees, Membership Committee, Communication and Outreach Committee 1.b.: Communications and Outreach Committee, Membership Committee, NCAP Staff



Strategic Plan (January 2020 - December 2022)

	<p>staff for posting on social media (Twitter, Facebook, Linked In)</p> <p>1.c: Assess outreach of social media posts</p>	<p>1.c.: # of posts, # of views, # shares or retweets.</p>	<p>1.c.: Bi-annually in BOD report</p>	<p>1.c.: NCAP Staff</p>
Strategic Goal 4: Ensure sustainability of the Association through membership				
Objective	Action	Outcome Measures	Timeline	Responsible Party
<p>Obj. 1. Sustain and increase membership</p>	<p>1.a.: Retain 98% of active pharmacist membership</p> <p>1.b.: Increase the number of pharmacist, resident, and student members by 8%</p> <p>1.c: Develop a framework for communication with members whose membership expired within the past 6 months</p> <p>1.d.: Identify best practices for technician membership</p>	<p>1.a.: Total number of members who renewed memberships</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 that specific time of the year</p> <p>1.c.: Framework for communication</p> <p>1.d.: Select best practice</p>	<p>1.a.: Report to BOD bi-annually, quarterly if applicable</p> <p>1.b.: Report to BOD bi-annually, quarterly if applicable</p> <p>1.c.: Completed by June 2020</p> <p>1.d.: Identify best practices by Sept 2020 and implement by July 2021</p>	<p>1.a.: BOD, ED, NCAP Staff, NCAP Membership Committee</p> <p>1.b.: BOD, ED, NCAP Staff, NCAP Membership Committee</p> <p>1.c. NCAP Staff and Membership Committee, Exec Committee</p> <p>1.d.: Technician Task Force,</p>
<p>Obj. 2. Differentiate membership benefits</p>	<p>2.a.: Determine which association resources and products should be limited to members only</p>	<p>2.a.: Recommendation to BOD</p>	<p>2.a.: October 2020</p>	<p>2.a.: Exec Committee, Membership Committee</p>
Strategic Goal 5: Ensure sustainability and relevance of the Association through optimal governance, operations, and staff performance.				



Strategic Plan (January 2020 - December 2022)

Objective	Action	Outcome Measures	Timeline	Responsible Party
Obj. 1. Communicate leadership expectations and orient volunteer leaders	<p>1.a.: Maintain and refine BOD orientation and assess effectiveness</p> <p>1.b.: Develop detailed framework stating expectations for academy and committee leadership roles. Provide this framework with volunteer leaders at time of role commitment.</p> <p>1.c.: Establish succession planning framework for leadership positions within the association (e.g. committees,</p>	<p>1.a.: Orientation curriculum. Verbal BOD feedback.</p> <p>1.b.: Framework for leadership roles</p>	<p>1.a.: Orientation annually, January/February. Assess effectiveness after 1st quarter</p> <p>1.b.: Develop initial framework by Jan 2020. Collect feedback from leadership by Sept 2020. Finalize framework by Dec 2020.</p>	<p>1.a.: Executive Director and BOD</p> <p>1.b.: Executive Director, Executive Committee, Forum and Committee Leadership</p>
Obj. 2. Ensure technology (e.g. Association Management Software, Higher Logic) in place is adequate for Association needs	2.a.: Assess the satisfaction and impact of return on investment for any new implemented technologies	2.a.: Documented results of formal or informal assessments (examples: survey, focus group, etc.)	2.a.: Implement technology 2020, perform assessment 2021	2.a.: NCAP staff (best accountable person will depend on the technology)
Obj. 3. Ensure NCAP staff is adequately structured and utilized to meet Association needs	<p>3.a.i: Evaluate and revise job descriptions to ensure meeting Association needs</p> <p>3.a.ii: Identify metrics for performance assessment</p>	<p>3.a.i: Updated job descriptions for all NCAP staff</p> <p>3.a.ii: Identified performance metrics</p>	<p>3.a.i: June 2020</p> <p>3.a.ii: June 2020</p>	<p>3.a.: Executive Director, Executive Committee, BOD</p> <p>3.a.ii: Executive Director, Executive Committee</p>
Obj 4. Evaluate academy infrastructure to determine if meeting current needs	4.a.: Assess academy infrastructure	4.a.: Lists of academy activities and expectations, forum rosters,	4.a: Assessment completed by June 2020	4.a.: Executive Director, Executive Committee