



The Strategic Plan of the American College of Clinical Pharmacy

2024 Strategic Plan of the American College of Clinical Pharmacy

(Endorsed by the ACCP Board of Regents on July 17, 2024)

In 2023 and 2024, the American College of Clinical Pharmacy Board of Regents (hereafter, the “Board”) formally revisited and updated the College’s strategic plan as part of its ongoing planning process. Like past planning efforts, the Board employed this approach 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 interrelated corporate entities – ACCP, the ACCP Foundation, and Pharmacotherapy Publications, Inc. – all contribute to achieving this vision in unique ways.

In developing this update, the Board reviewed the three critical issues identified in the 2020 strategic plan and, having affirmed their continuing relevance and applicability across the organization, 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 over the short- to mid-term. 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.

The Board also sought to identify any new or emerging critical issues that should be added to the plan. Although Board members found no new, overarching critical issues, they developed many new strategic directions and objectives. The Board also incorporated and updated strategic directions and objectives

deemed relevant from the 2020 plan. Figure 1 provides an “at-a-glance” overview of the updated plan’s focus and primary goals (i.e., the three critical issues and their respective strategic directions).

Mission and Core Values

The College’s strategic plan is built on the organization’s mission and core values. An organization’s mission reflects its core purpose and articulates its fundamental reason for being – which then guides the organization in its long-term endeavors. Box 1 details ACCP’s mission, which the Board reviewed and validated during an early step in the plan update.

Box 1. 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.

Values are beliefs, often deeply held, regarding what is important. They consist of principles, standards, and qualities considered inherently worthwhile or desirable. In developing the 2024 update, the Board reaffirmed ACCP’s core values (Box 2). To support consistent application of core values to the College’s work, the ACCP value filters were implemented in 2021 and

Box 2. ACCP 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.
- Commitment to embrace diversity and inclusion.
- Courage to lead while remaining responsive to the needs of members.

are reviewed and used during each board meeting. In addition, a distinct diversity, equity, inclusion, and accessibility plan is in place to support ACCP's commitment to embrace diversity and inclusion.

Vision for Pharmacy and ACCP

ACCP's vision, first articulated during the College's 2002 strategic planning process, has been reaffirmed and/or updated in subsequent strategic plans, including reaffirmation during the 2024 update. Consistent with ACCP's core values and mission, the vision should be attainable but should also fall well outside an enterprising organization's comfort zone. Moreover, this vision should be sufficiently bold and exciting to stimulate progress for many years to come. Finally, the vision should have a relatively long-term horizon, looking as far as 10–30 years into the future.

In its review of the College's existing vision statements for the profession of pharmacy (Box 3) and ACCP (Box 4), the Board agreed that they were generally consistent with the organization's current view of the future. In both cases, the slightly modified vision statements are accompanied by a series of brief descriptors to help determine what achieving the vision will entail. These accompanying statements also provide a general road map to suggest the accomplishments needed to make this vision a reality.

ACCP's Strategic Plan Update

Box 5 details the 2023–2024 timeline and chronology of steps that led to development of the 2024 plan, which will guide the organization for the next few years. The plan remains focused on the three critical issues that formed the basis for previous strategic plans (2010, 2013, 2017, and 2020). Expressed concisely, the 2024 plan concentrates on how ACCP will continue to *develop*, *advance*, and *position* clinical pharmacists within the current health care environment.

- *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.

Box 3. ACCP's Vision for the Profession

As health care professionals, pharmacists will be accountable for medication optimization to improve human health.

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.
- Pharmacists providing direct patient care will have formal postgraduate residency training or equivalent experience and will be board certified.
- Pharmacists will be accountable for optimizing medications in all health care settings.
- Pharmacists will be accountable for developing and overseeing a 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 and health information systems. Pharmacy technicians and automated systems will perform most prescription/order fulfillment functions.
- Pharmacists will manage and support technology that optimizes medication use.
- Pharmacists will 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 serve as principal investigators, generate research that guides medication therapy, and routinely compete successfully with other health care professionals for research funding.
- Pharmacists will be the primary medication therapy educators of health care professionals, patients, and consumers.

- *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 determines how most of the College’s professional, human, and financial resources are applied. Pursuing a given strategic direction (i.e., achieving the stated goal) by meeting the defined objectives will ultimately address a given critical issue. More specific initiatives may be required to achieve each objective. The target date for meeting a given objective is the end of the year listed in each. Although the 2024 plan articulates ACCP’s current focus,

including the issues most critical to the organization, it does not address all the College’s current and future initiatives and priorities. ACCP’s identification of these initiatives and priorities is a member-driven process. Therefore, to maintain the College’s responsiveness to environmental changes, solicit ongoing member input on its future, and provide a 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 submit input and feedback regarding the College’s direction. Forthcoming articles and announcements in the *ACCP Report* will feature ways in which members can contribute to this ongoing planning process. In addition, members can submit specific input at any time on ACCP’s feedback page at accp.com/feedback/index.aspx.

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 improve health outcomes by optimizing 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.

- ACCP 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.
- ACCP members will be leaders in developing and implementing excellent clinical practice, research, and education throughout the world.
- ACCP members providing direct patient care will have completed residency training (or equivalent experience) and will be board certified, reflecting the preparation and credentials necessary to practice in person-centered, team-based settings.

- ACCP members will frequently serve as principal investigators for clinical trials and other research that positively impacts pharmacotherapy and practice. They will routinely compete successfully with other health care professionals for research funding.
- ACCP will be the leading health professional organization advancing clinical pharmacy research and researcher development.
- ACCP and its members will be sought out for expert input on issues related to pharmacotherapy, medication optimization, and clinical pharmacy in national/international guidelines, local and national policy, media, and others.
- ACCP, in collaboration with other advocacy groups, will lead legislative, health policy, and regulatory measures to increase the optimization of pharmacotherapy through improvements in medication access, safety, and effectiveness.
- ACCP’s educational programs and publications will be used by all health professions as essential sources of pharmacotherapy-related information.

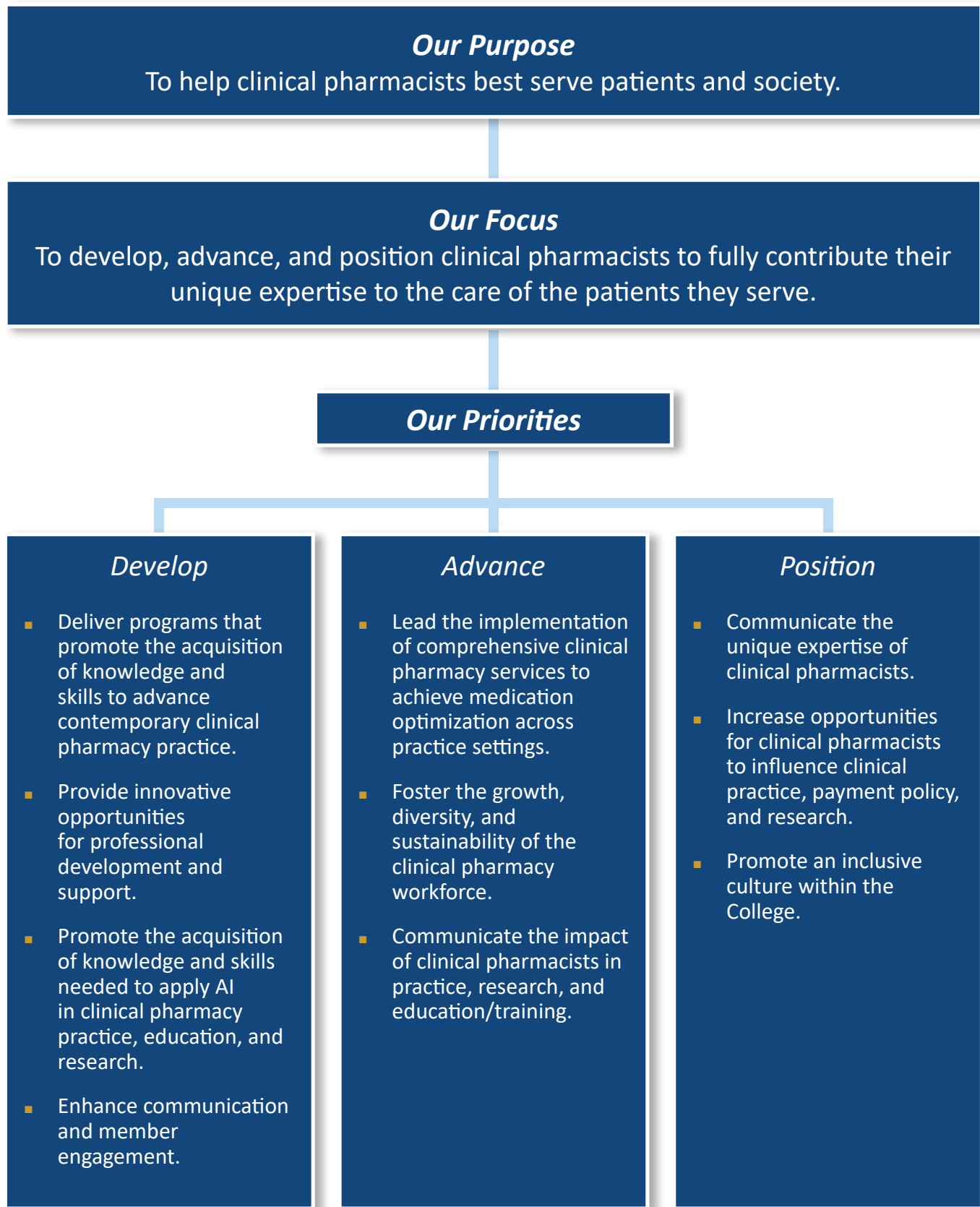


Figure 1. Overview of the 2024 ACCP strategic plan.

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

Strategic Direction 1.1 Deliver programs that promote the acquisition of knowledge and skills to advance contemporary clinical pharmacy practice.

- 1.1.1 By 2025, develop mental health therapeutics resources for non-psychiatric specialist clinical pharmacists.
- 1.1.2 By 2026, explore the development of programs, products, or services to advance the application of digital therapeutics to patient care.
- 1.1.3 By 2026, provide resources that support the development of advanced/emerging value-based practice models.
- 1.1.4 By 2027, explore programs or products to enable clinical pharmacists to lead contemporary transitions of care services that achieve medication optimization.

Strategic Direction 1.2 Provide innovative opportunities for professional development and support.

- 1.2.1 By 2025, disseminate resources to support clinical pharmacists seeking career transitions.
- 1.2.2 By 2025, promote professional development opportunities focused on the application of diversity, equity, inclusion, and accessibility principles in clinical pharmacy practice, research, and education.
- 1.2.3 By 2026, explore innovative formats for the delivery of professional development programs.
- 1.2.4 By 2026, develop programs that promote and support clinical pharmacist wellness.

Strategic Direction 1.3 Promote the acquisition of knowledge and skills needed to apply AI in clinical pharmacy practice, education, and research.

- 1.3.1 By 2025, explore opportunities for professional development in the application of AI to clinical pharmacy practice.
- 1.3.2 By 2026, provide professional development opportunities that support the application of AI to research and scholarship.
- 1.3.3 By 2027, deliver professional development resources that support the application of AI in practice-based education and training.

Strategic Direction 1.4 Enhance communication and member engagement.

- 1.4.1 By 2025, identify preferred member communication modalities.
- 1.4.2 By 2026, develop processes to enhance two-way communications between members and ACCP leadership.
- 1.4.3 By 2027, create key resources that promote clinical pharmacist engagement in the College.

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

Strategic Direction 2.1 Lead the implementation of comprehensive clinical pharmacy services to achieve medication optimization across practice settings.

- 2.1.1 By 2025, develop resources that expedite the implementation of comprehensive clinical pharmacy services.
- 2.1.2 By 2026, disseminate resources that support the implementation of comprehensive clinical pharmacy services.
- 2.1.3 By 2027, engage with external stakeholders to promote the implementation of comprehensive clinical pharmacy services.

Strategic Direction 2.2 Foster the growth, diversity, and sustainability of the clinical pharmacy workforce.

- 2.2.1 By 2025, explore strategies to expand and advance clinical pharmacy outside North America.
- 2.2.2 By 2026, develop opportunities for networking and support of residency program leaders.
- 2.2.3 By 2026, promote clinical pharmacy career pathways to a diverse population of learners and other relevant stakeholders.
- 2.2.4 By 2027, develop strategies to support career sustainability among early- and mid-career clinical pharmacists.

Strategic Direction 2.3 Communicate the impact of clinical pharmacists in practice, research, and education/training.

- 2.3.1 By 2025, communicate the impact of clinical pharmacists on interprofessional education and training.
- 2.3.2 By 2025, explore intraprofessional collaborations to study the impact of board-certified clinical pharmacists on patient outcomes.

- 2.3.3 By 2026, document the impact of comprehensive clinical pharmacy services on patient outcomes including outcomes in populations that are medically underserved.
- 2.3.4 By 2027, articulate the unique contributions of clinical pharmacist participation in multidisciplinary research teams.

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

Strategic Direction 3.1 Communicate the unique expertise of clinical pharmacists.

- 3.1.1 By 2025, develop a method for monitoring ACCP member involvement in interprofessional therapeutic or clinical practice guidelines.
- 3.1.2 By 2025, document the education, training, and patient care experience of today’s clinical pharmacists.
- 3.1.3 By 2026, disseminate to key audiences ACCP resources that detail the roles and responsibilities of clinical pharmacists as pharmacotherapy experts and essential members of health care teams.
- 3.1.4 By 2027, develop a joint statement with one or more medical societies citing the value of collaborating with clinical pharmacists to achieve medication optimization.

Strategic Direction 3.2 Increase opportunities for clinical pharmacists to influence clinical practice, payment policy, and research.

- 3.2.1 By 2025, pursue collaborations with payers focused on recognition of clinical pharmacist contributions to decreasing utilization of health care resources through medication optimization.
- 3.2.2 By 2026, explore collaborations with pharmaceutical industry and other stakeholders to increase clinical pharmacy fellowships or other postgraduate training programs.
- 3.2.3 By 2026, achieve recognition by at least one national payer (commercial or public) of the value of comprehensive clinical pharmacy services in achieving medication optimization.
- 3.2.4 By 2027, achieve congressional support of payment for comprehensive clinical pharmacy services.

Strategic Direction 3.3 Promote an inclusive culture within the College.

- 3.3.1 By 2025, increase networking opportunities and other events that promote member inclusion in College activities and initiatives.
- 3.3.2 By 2025, evaluate progress toward achieving objectives of the ACCP diversity, equity, inclusion, and accessibility plan.
- 3.3.3 By 2026, explore the feasibility of establishing an “organizational leadership sabbatical experience” for mid-career ACCP members.
- 3.3.4 By 2027, assess the accessibility and outcomes of leadership development opportunities within ACCP.

Box 5. Timeline and Steps Leading to ACCP’s 2024 Strategic Plan

- February – May 2023: Critical issues and perceived organizational strengths/weaknesses were solicited through the all-member ACCP “issues survey.” Board members completed and reviewed the results of a pre-planning board survey to further elucidate the College’s strengths, weaknesses, opportunities, and threats. The Board conducted environmental scanning at the February and May board meetings.
- August 2023: During a session dedicated to strategic planning, the Board revisited the College’s mission/ vision and critical issues and identified ongoing or emerging strategic initiatives.
- November 2023: The Board reaffirmed critical issues and drafted strategic directions during a full-day focused session.
- December – January 2024: Input was solicited through two member surveys that addressed potential strategic initiatives. Surveys were segmented to ensure that all member segments were well represented and that cross-segment differences were identified when interpreting data.
- February 2024: Board members reviewed survey data in advance of this session, during which strategic directions were finalized and objectives were drafted.
- April 2024: The Board continued to refine the plan’s objectives during a full-day strategic planning session.
- July 2024: The Board approved the finalized plan.
- September 2024: The 2024 ACCP strategic plan was released.



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

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