## Mission Driven

### Goal
1 Research & Translation

**Objective**
1.1 Agendas/Strategy/Infrastructure: Define agendas, develop strategy, and build infrastructure for innovative research and translational initiatives.

**Key Performance Measures**
- Agendas are established and prioritized through alignment of diverse group of stakeholders by year-end 2013.
- APhA Foundation and APhA have a clear operational plan developed for collaboration related to the translational agenda by 2013.
- Collaborative human and financial resources are in place to implement the translational agenda and operational plan by YE 2014.

**Objective**
1.2 Funded Project Implementation/Mgmt: Implement and manage funded research projects and translational initiatives.

**Key Performance Measures**
- Meet project objectives as indicated in project dashboard.

**Objective**
1.3 Project IMPACT Site Support: Sustain and support Project IMPACT sites.

**Key Performance Measures**
- Funding is secured to enable high performing communities to continue providing the APhA Foundation care model.

### Goal
2 Programs Supporting Pharmacists and Patients: Implement/sustain proven strategies that recognize pharmacists’ successes and improve people’s health support.

**Objective**
2.1 Current Program Support: Support current Foundation Programs.

**Key Performance Measures**
- Secure on-going funding to support Pinnacle Awards reception.
- Meet endowment goal for Bowl of Hygeia by year-end 2014.
- Secure support annually to cover Bowl of Hygeia award program above operation costs.
- Sufficient dollars are raised to cover library/archive costs annually.
- Secure incentive grants dollars annually that cover or exceed matching grant requirements.
- Each incentive grant recipient is profiled on the APhA Foundation website and in communications once work is completed in a way that supports the mission and work of the Foundation.

**Objective**
2.2 Public Education Program Creation/Launch: Create and launch a Public Education Program.

**Key Performance Measures**
- Secure funding for public education campaign by 2014.
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| 2.3 Patient Care Service Program Creation: Create a patient care service program. | - Infrastructure developed by year-end 2014.  
- Secure adequate funding to begin scaling program.  
- Establish a business model for use of the program services outside of philanthropic or sponsored support. |

**Supporting**

**Goal**

3 Finance/Revenue Diversification/New Business: Build capacity in the organization through strategic Human Resources planning. Provide the financial resources necessary to meet the mission of the organization.

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| 3.1 Financial Management and Fiscal Responsibility: Manage the financial resources necessary to meet the mission of the organization. | - Meet or exceed annual budget goals.  
- 5% increase in revenue annually.  
- Creation of new line of revenue – bringing in $X within first 12 months by 9/2015 (then Y% increase annually thereafter).  
- Completion of key components of PSMC, that enables gaining users by 9/2014.  
- Establish X# users and/or Y# partnerships for licensing IP in the market place by 2015.  
- At least one partner agreement, with $X garnered by YE 2015, as result of Cause Marketing Campaign.  
- Meet or exceed current net income budget for new business.  
- Demonstrate that we balance meeting fiscal goals with long-term needs and opportunities. |

**Goal**

4 Development/Fundraising: Sustain the work of the Foundation through creation of revenue streams and increased donor contributions.

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| 4.1 Donor Strategy Strengthening: Strengthen individual and corporate donor strategy. | - Increase number of new donors by 10% annually.  
- Increase in total annual fund contributions by a minimum of 10% annually.  
- Overall donor satisfaction with the Foundation averages 3.5 or above on a 5 point scale.  
- Increase participation in program by X% annually.  
- Increase grassroots fundraising by X% annually over 2013 baseline. (% to be set in 2014)  
- Increase number of corporate partners by X% per year over 2013 benchmark. (% to be set in 2014)  
- Collaborative project/opportunity strategy/plan is developed by YE 2013.  
- Funding is raised as a result of 2013 collaborative mutually benefiting project/opportunity by YE 2014. |
### Objective
4.2 APhA-Led Leadership Institution Funding Dev.: Support funding development of a Leadership Institute.

#### Key Performance Measures
- Develop a repository to receive funds to support the APhA Leadership Institute.

### Goal
5 Communications: Bolster communications and sustain/expand current programs.

#### Objective
5.1 Internal/External Communications Improvement: Build/improve communications to internal and external audiences.

#### Key Performance Measures
- Meet or exceed website/social media/E-newsletter/additional communications/PR dashboard analytics objectives (with baseline established in 2013).
- Increase in percent of donor survey respondents who report familiarity with APhA Foundation mission.
- Increase X% of individual donations that come directly from e-communications.
- Annual report distribution/views increase by X% annually.
- At least 4 public media activities/articles annually.
- Annual survey results reflect increased awareness of APhAF mission – as defined in the Articles of Incorp. pillars/purpose. (At least 3.75 on 5 point scale?)
- Effectively communicate mission and vision of the organization.

### Goal
6 Collaboration and Partnerships: Strengthen collaboration with key partners/organizations.

#### Objective
6.1 Strategic Plan Intersections and Collaboration: Cross walk strategic plan agendas between APhA Foundation and APhA

#### Key Performance Measures
- Successfully conduct at least two annual joint strategy sessions.
- Board members are aware of areas of collaboration between APhA and Foundation.

#### Objective
6.2 Business Relationship with APhA: Ensure strong business relationship between APhA Foundation and APhA

#### Key Performance Measures
- Have one (increased by X% year 2014 and 2015) corporate partner support APhA Foundation through established Foundation Corporate Partner program that results in win-win revenue sharing for 2015.

#### Objective
6.3 APhA Staff Collaboration: Streamline APhA Foundation and APhA staff collaboration.

#### Key Performance Measures
- Creation of internal calendar that posts topics and/or meetings of interest that would benefit mutual parties.

#### Objective
6.4 Partner Relationships: Expand relationships with partners within the health care industry and philanthropic organizations.

#### Key Performance Measures
- Increased revenues generated from new/expanded relationships by X% or more annually.
- Create at least one new strategic non-profit organization/corporate responsibility and/or government relationship(s) annually.
- Collaborations with CA result in increased/enhanced
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<td>7.1 Structure Analysis/Role Definition: Clarify/analyze board structure and define board member roles.</td>
<td>All board vacancies are filled within 3 months with highly qualified candidates. Board of Directors meets board dashboard analytics (e.g. each member attends at least 75% of all board meetings and 75% of all committee meetings; 100% of BOD members make a personal financial contribution to XYZ; 100% of board members participate in fund-raising). Have a high impact board that governs and works in partnership with staff. Have the right individuals on the board that can move the Foundation forward.</td>
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<th>Goal 8 Human Resources: Build capacity in the organization through strategic Human Resources planning.</th>
<th>Objective 8.1 Model Review: Review staffing, committee and consulting model.</th>
<th>Key Performance Measures</th>
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<td>8.1 Model Review: Review staffing, committee and consulting model.</td>
<td>Maintain and recruit necessary staff to support deliverable of strategic plan. Investment in staff to ensure professional development and a high overall job satisfaction. (4 or above on 5 point scale) Staff reports high satisfaction with their personal/professional development opportunities provided through Foundation. (4 or above on 5 point scale) Low staff turnover (relative to small Foundation metrics). Board member committees meet at least quarterly to assess and drive strategic plan initiatives forward.</td>
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