

# APhA Foundation Strategic Plan 2012-2015

## Strategic Plan Summary

### Mission Driven

<b>Goal</b>	
1 Research & Translation	
<p><i>Objective</i> 1.1 Agendas/Strategy/Infrastructure: Define agendas, develop strategy, and build infrastructure for innovative research and translational initiatives.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• Agendas are established and prioritized through alignment of diverse group of stakeholders by year-end 2013.</li> <li>• APhA Foundation and APhA have a clear operational plan developed for collaboration related to the translational agenda by 2013.</li> <li>• Collaborative human and financial resources are in place to implement the translational agenda and operational plan by YE 2014.</li> </ul>
<p><i>Objective</i> 1.2 Funded Project Implementation/Mgmt: Implement and manage funded research projects and translational initiatives.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• Meet project objectives as indicated in project dashboard.</li> </ul>
<p><i>Objective</i> 1.3 Project IMPACT Site Support: Sustain and support Project IMPACT sites.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• Funding is secured to enable high performing communities to continue providing the APhA Foundation care model.</li> </ul>

<b>Goal</b>	
2 Programs Supporting Pharmacists and Patients: Implement/sustain proven strategies that recognize pharmacists' successes and improve people's health support.	
<p><i>Objective</i> 2.1 Current Program Support: Support current Foundation Programs.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• Secure on-going funding to support Pinnacle Awards reception.</li> <li>• Meet endowment goal for Bowl of Hygeia by year-end 2014.</li> <li>• Secure support annually to cover Bowl of Hygeia award program above operation costs.</li> <li>• Sufficient dollars are raised to cover library/archive costs annually.</li> <li>• Secure incentive grants dollars annually that cover or exceed matching grant requirements.</li> <li>• 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.</li> </ul>
<p><i>Objective</i> 2.2 Public Education Program Creation/Launch: Create and launch a Public Education Program.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• Secure funding for public education campaign by 2014.</li> </ul>

	<ul style="list-style-type: none"> <li>• Launch/deliver a public education campaign by 2015.</li> <li>• Successfully meet campaign launch metrics (TBD).</li> </ul>
<p><i>Objective</i> 2.3 Patient Care Service Program Creation: Create a patient care service program.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• Infrastructure developed by year-end 2014.</li> <li>• Secure adequate funding to begin scaling program.</li> <li>• Establish a business model for use of the program services outside of philanthropic or sponsored support.</li> </ul>

## Supporting

<p><b>Goal</b></p> <p>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.</p>	
<p><i>Objective</i> 3.1 Financial Management and Fiscal Responsibility: Manage the financial resources necessary to meet the mission of the organization.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• Meet or exceed annual budget goals.</li> <li>• 5% increase in revenue annually.</li> <li>• Creation of new line of revenue – bringing in \$X within first 12 months by 9/2015 (then Y% increase annually thereafter).</li> <li>• Completion of key components of PSMC, that enables gaining users by 9/2014.</li> <li>• Establish X# users and/or Y# partnerships for licensing IP in the market place by 2015.</li> <li>• At least one partner agreement, with \$X garnered by YE 2015, as result of Cause Marketing Campaign.</li> <li>• Meet or exceed current net income budget for new business.</li> <li>• Demonstrate that we balance meeting fiscal goals with long-term needs and opportunities.</li> </ul>

<p><b>Goal</b></p> <p>4 Development/Fundraising: Sustain the work of the Foundation through creation of revenue streams and increased donor contributions.</p>	
<p><i>Objective</i> 4.1 Donor Strategy Strengthening: Strengthen individual and corporate donor strategy.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• Increase number of new donors by 10% annually.</li> <li>• Increase in total annual fund contributions by a minimum of 10% annually.</li> <li>• Overall donor satisfaction with the Foundation averages 3.5 or above on a 5 point scale.</li> <li>• Increase participation in program by X% annually.</li> <li>• Increase grassroots fundraising by X% annually over 2013 baseline. (% to be set in 2014)</li> <li>• Increase number of corporate partners by X% per year over 2013 benchmark.(% to be set in 2014)</li> <li>• Collaborative project/opportunity strategy/plan is developed by YE 2013.</li> <li>• Funding is raised as a result of 2013 collaborative mutually benefiting project/opportunity by YE 2014.</li> </ul>

<p><i>Objective</i> 4.2 APhA-Led Leadership Institution Funding Dev.: Support funding development of a Leadership Institute.</p>	<p><i>Key Performance Measures</i> • Develop a repository to receive funds to support the APhA Leadership Institute.</p>

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

<p><i>Objective</i> 5.1 Internal/External Communications Improvement: Build/improve communications to internal and external audiences.</p>	<p><i>Key Performance Measures</i> • 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.</p>
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**Goal**  
6 Collaboration and Partnerships: Strengthen collaboration with key partners/organizations.

<p><i>Objective</i> 6.1 Strategic Plan Intersections and Collaboration: Cross walk strategic plan agendas between APhA Foundation and APhA</p>	<p><i>Key Performance Measures</i> • Successfully conduct at least two annual joint strategy sessions. • Board members are aware of areas of collaboration between APhA and Foundation.</p>
<p><i>Objective</i> 6.2 Business Relationship with APhA: Ensure strong business relationship between APhA Foundation and APhA</p>	<p><i>Key Performance Measures</i> • 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.</p>
<p><i>Objective</i> 6.3 APhA Staff Collaboration: Streamline APhA Foundation and APhA staff collaboration.</p>	<p><i>Key Performance Measures</i> • Creation of internal calendar that posts topics and/or meetings of interest that would benefit mutual parties.</p>
<p><i>Objective</i> 6.4 Partner Relationships: Expand relationships with partners within the health care industry and philanthropic organizations.</p>	<p><i>Key Performance Measures</i> • 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</p>

	<p>relationships with at least one tangible/significant outcome/project(s) supporting APhA-F mission annually.</p> <ul style="list-style-type: none"> <li>• In collaboration with CA, develop an enhanced corporate partnership program that goes beyond the Association and includes the Foundation as a philanthropic option for designating additional funds to Foundation by YE 2013 (and continues annually thereafter).</li> <li>• Conduct at least one meeting with the established national leadership council by YE 2015.</li> <li>• Engagement of patient advocacy group/"like" healthcare partners/foundations by which number increases by 5% per year.</li> </ul>
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**Goal**

7 Board Governance: Establish a board structure which maximizes charitable organization related to fundraising and the Foundation's work related to research.

<p><i>Objective</i></p> <p>7.1 Structure Analysis/Role Definition: Clarify/analyze board structure and define board member roles.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• All board vacancies are filled within 3 months with highly qualified candidates.</li> <li>• 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).</li> <li>• Have a high impact board that governs and works in partnership with staff.</li> <li>• Have the right individuals on the board that can move the Foundation forward.</li> </ul>
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**Goal**

8 Human Resources: Build capacity in the organization through strategic Human Resources planning.

<p><i>Objective</i></p> <p>8.1 Model Review: Review staffing, committee and consulting model.</p>	<p><i>Key Performance Measures</i></p> <ul style="list-style-type: none"> <li>• Maintain and recruit necessary staff to support deliverable of strategic plan.</li> <li>• Investment in staff to ensure professional development and a high overall job satisfaction. (4 or above on 5 point scale)</li> <li>• Staff reports high satisfaction with their personal/professional development opportunities provided through Foundation. (4 or above on 5 point scale)</li> <li>• Low staff turnover (relative to small Foundation metrics).</li> <li>• Board member committees meet at least quarterly to assess and drive strategic plan initiatives forward.</li> </ul>
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