

Annual Report

2017

Dear Colleagues:

“Create a bold, visionary and engaging strategic plan to guide the Association’s activities over the next three or more years.” This was the charge given to the 2015–16 AACP Strategic Planning Committee. Over a period of nearly five months the committee sought input from leaders and members to define our highest priorities and articulate detailed action plans. The AACP Board felt sufficiently confident that the plan hit critically important member needs, that they proposed an institutional dues increase so that AACP had the resources to aggressively implement the plan. The House of Delegates agreed.

This year’s annual report provides evidence that we did exactly what the plan proposed we do. We engaged many members in strategy implementation on the four highest priority areas with the most attention to Priority #1—addressing the decreasing applicant pool for colleges and schools of pharmacy. Ensuring that all AACP members have a robust quantity of well-qualified applicants truly is Job #1. To this end we **relaunched Pharmacy Is Right for Me**, a national outreach program aimed at high school and middle school audiences. More than **120 National Recruitment Champions** from member institutions have joined forces with our Student Affairs staff in getting the word out that pharmacy offers amazing opportunities for those who want to combine exciting science with opportunities to help people live healthier, better lives. Soon a new member will join the Student Affairs team in a position dedicated to recruiting a robust and diverse pool of candidates for pharmacy programs.

Relaunching important digital communication tools and launching new platforms are key to our priority of updating the public’s understanding of how our graduates can contribute to a safer, more rational health care system. **AACP Connect** is designed to enhance member engagement in a variety of ways through threaded discussions and libraries of pertinent resources. The AACP web site is on target for relaunch later this fall. Members have stepped up strongly for this priority as well, with more than **90 Brand Ambassadors** identified and many actively engaged in our **“Healthy Starts Here” campaign**. In June alone, this campaign reached nearly 450,000 unique users on Twitter, Facebook and Instagram.

It will be easier to describe exactly what pharmacists do with the completion this year of our Entrustable Professional Activities for Pharmacists. Pharmacy practice is certainly more than meets the typical consumer’s eye. That said, we must recommit to providing leadership from the Academy to accelerate transformation of both health professions education and practice. We’ve made good down payments on this in many ways, including our leadership in interprofessional education and the work of more than 35 teams in the joint Councils’ **Pharmacists’ Patient Care Process curricular change initiative**. Now it is time to ensure that pharmacists take their rightful places as members of effective patient care teams! Our faculty have created so many of these models and have powerful stories for us to share as part of our joint priorities.

There is so much more to share about our activities this year and that is the purpose of delivering the 2017 AACP Annual Report. We close with a word of thanks about the unprecedented level of member engagement we have experienced this past year—more than one-third of our members serve in volunteer roles. This truly is an ALL AACP effort and it will make a difference.

Sincerely,



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Strategic Priority #1 Enriching the Applicant Pipeline

AACP will partner with stakeholders to increase the Pharm.D. applicant pipeline to ensure there will be an appropriate number and quality of pharmacists to meet society's needs.

Pipeline Development and Expansion

Key achievements are:

- ▶ The relaunch of “Pharmacy Is Right for Me,” a multifaceted campaign targeting middle and high school students with current career information on pharmacy.
- ▶ The launch of the Pharm4Me Innovation Challenge—a competition in which high school students and student pharmacists will partner to identify medication or health related problems in their communities and propose innovative solutions to those problems.
- ▶ The launch of a network of National Recruitment Champions from colleges and schools of pharmacy, which has over 120 individuals ready to expand local, regional and national recruitment events.
- ▶ The co-leadership of the inaugural Health Professions Week, a partnership of 19 health professions offering various online and live activities throughout the week for high school and undergraduate students.

Diversity

AACP and member institutions must broadly commit—with dedicated institutional, financial, and human resources—to evidence-based, holistic solutions to increase diversity in the applicant pipeline.

Following the consideration of the Argus Commission’s analyses regarding underrepresentation, the Diversifying Our Investment in Human Capital Taskforce agreed that a more contemporary approach to diversity and inclusion is needed and should be used long-term. Rather than defining who is not included in academic pharmacy, the Taskforce believed in taking a more positive position by stating who should be represented. Based on the AACP Core Values, and in consideration of the policies previously passed by the AACP House of Delegates, the Taskforce developed and recommended a representation statement that was adapted and adopted by the AACP House of Delegates:

AACP recognizes that a diverse student body, faculty, administration, and staff contribute to improvements in health equity and therefore encourages member institutions to develop faculty, staff, pharmacists and scientists whose background, perspectives, and experiences reflect the diverse communities they serve.

In addition, the AACP Board of Directors asked the Taskforce to develop and propose a diversity statement to guide the work of the Association. In November 2016, the AACP Board adopted the following:

AACP affirms its commitment to foster an inclusive community and leverage diversity of thought, background, perspective, and experience to advance pharmacy education and improve health.

AACP participated on the national advisory panel for the Robert Wood Johnson Foundation supported Summer Health Professions Education program to select 13 new sites for this minority student enrichment program (which previously was limited to medicine and dentistry). Nine of the 13 sites will feature pharmacy careers, with more than 500 students expected to participate.

AACP participated in a Washington, DC minority student recruitment program hosted by the Association of American Medical Colleges (AAMC) in December 2016.

AACP is also continuing its participation in the Tour for Diversity—a twice-yearly program designed to attract minority undergraduate students to the health professions.

Additionally, education on holistic review has been provided to admissions committees, and research to begin enhanced collection of applicant background information to better assess and define diversity of the applicant pool is underway.

Strategic Priority #2 Creating a New Portrait of Pharmacists and Pharmacy Careers

AACP, in collaboration with stakeholders, will raise the profile of pharmacy as an essential healthcare profession. We will achieve recognition for pharmacists as trusted and highly accessible healthcare professionals in both traditional and new settings. And we will increase awareness of the quality and scientific rigor of pharmacy education and training.

There are four components to this priority:

- ▶ Coalition building
- ▶ Resource development and allocation
- ▶ Digital relaunch
- ▶ Development and implementation of a national campaign

Key activities and achievements this year are:

- ▶ The launch of the Brand Ambassadors program—comprised of more than 90 individuals from member institutions—who are supporting AACP in local and national outreach.
- ▶ The launch of #HealthyStartsHere, a social media campaign supported by the Brand Ambassadors, featuring testimonials of pharmacists making a difference in people's lives. To date the campaign has reached nearly 450,000 unique users on Twitter, Facebook and Instagram—with significant growth in AACP's following on these platforms.
- ▶ The development of the new AACP website, which is on target for a fall 2017 launch.
- ▶ The ongoing partnership with *Pharmacy Times* and a new partnership with *Drug Topics*. These relationships have resulted in significant media coverage for AACP and for pharmacy education.
- ▶ The engagement of members to tell their healthcare stories via interviews in collaboration with AACP TV.
- ▶ Continuing conversations with NACDS and JCPP pharmacy partners, to identify organizations who will join this effort and who will commit to strategic and/or financial support.
- ▶ Development of a new dialogue with Johnson & Johnson, to learn about their experience with the ongoing campaign to promote nursing, and to create potential relationships with key partners.
- ▶ An inventory of available assets—e.g., consumer research, communications materials—to inform a national campaign which will launch in early 2018.

Strategic Priority #3 Innovation in Education and Practice

AACP will lead and partner with members and other health professions in the transformation of innovative health professions education and practice. Identifying, communicating, assessing and networking regarding aspects pertaining to Interprofessional Education (IPE) and Interprofessional Practice (IPP) and the transition from IPE to IPP will support and promote the academy on a local, national and international scale.

- ▶ The AACP Councils of Deans and Faculties launched a collaboration to accelerate the integration of the JCPP Pharmacist Patient Care Process into the Doctor of Pharmacy curricula with 37 colleges and schools of pharmacy participating in the first year.
- ▶ AACP has identified the first candidates to invite to the AACP Accelerating Transformation Panel which will serve as a catalyst for identifying important transformation priorities, including compensation for patient care services.
- ▶ Entrustable Professional Activities (EPAs) for New Pharmacy Graduates were finalized by the 2016 and 2017 AACP Academic Affairs Committees. EPAs for New Pharmacy Graduates are discrete, essential activities and tasks that all new pharmacy graduates must be able to perform without direct supervision upon entering practice or postgraduate training.
- ▶ Membership in the Interprofessional Education Collaborative (IPEC) grew from the original six to 20 health professions education associations. AACP and our IPEC partners convened the 12th IPEC Institute for faculty development and continue to offer two institutes each year.
- ▶ The AACP Academic Leadership Fellows Program welcomed its 13th cohort in September 2016. Nearly 400 people have participated in ALFP since the program's inception.
- ▶ AACP partnered with the Centers for Disease Control and Prevention on its 2016 smoking cessation campaign *Tips From Former Smokers (Tips)*. The campaign features real people whose lives have been impacted by smoking, and shows how smoking effects health, lives and families. It also provides resources to help people quit smoking.
- ▶ AACP continued our collaboration with multiple organizations, as part of the Pharmacists Provide Care campaign, in pursuit of an amendment to Medicare for recognition of pharmacists as providers.
- ▶ The AACP Master Preceptor Recognition Program recognized its third cohort of preceptors in 2016. This program, funded in part by the NABP Foundation, the American Pharmacists Association (APhA) and the American Society of Health-System Pharmacists (ASHP), recognizes preceptors who are not full-time employees of a school/college of pharmacy for their sustained commitment to excellence in experiential education and professional practice.

Strategic Priority #4 Expanding Research and Graduate Education

Total number of funded faculty at colleges and schools of pharmacy, and diversity of sources for awards, will increase over FY2016 baseline. AACP will establish a portfolio of programming for research and graduate education by 2019.

AACP identified opportunities to explore and expand programs and services:

- ▶ The AACP Research and Graduate Affairs Committee has initiated a CAPE-like resource document on core competencies for graduate education and related areas of interest.
- ▶ Staff and members collaborated with numerous organizations to secure passage of the 21st Century Cures Act advancing research in key areas including cancer, precision medicine and the opioid epidemic.
- ▶ The AACP New Investigator Award Program, which provides start-up funding for new pharmacy faculty's research programs, expanded by two additional awards, for a total of 16 awards in 2017.
- ▶ AACP announced the launch of AACP Catalyst, a year-long professional development program designed to take mid-career researchers to the next level in their research and leadership potential. This program includes in-person sessions, webinars and individualized guidance to enable participants to build networks, identify new opportunities and develop the tools and skills necessary to become the next change agents at their institution.

Strategic Priority #5 Sustaining Member Services/Programs

AACP will consistently provide excellent member programs and services to support individual and institutional member success.

In order to ensure that all member services and programs are effective in meeting member needs and expectations, as well as efficiently meeting member's needs and expectations in the use of the organization's human and financial resources, AACP completed an initial assessment of current member services and programs.

Staff leads for each of the three primary AACP organizational units—Research and Student Affairs, Public Affairs and Engagement, Academic Affairs—recommended a group of programs products and services for analysis. They were then analyzed for impact and cost, utilizing the iBossWell Program Assessment Tool, based on the following criteria:

- ▶ Fit with mission/contribution to intended impact
- ▶ Program strength and excellence in execution
- ▶ Leverage
- ▶ Scale/volume
- ▶ Depth
- ▶ Community building
- ▶ Alternative coverage
- ▶ Program resource attractiveness

A sample of the programs reviewed:

Research and Graduate Affairs

Annual Meeting Admissions Workshop
Faculty Research Grants Database (FRGD)

Public Affairs and Engagement

Congressional Fellowship (Scholar in Residence)
Recruitment and Retention Exhibit Booths
Academic Pharmacy Now (APN)

Academic Affairs

Awards
Meetings

In general, most programs were found to align well with the organization's mission. How we share information about these programs, including the purpose of the programs, was identified as an area for improvement.

Strategic Priority #6 Financial Sustainability

AACP will consistently maintain a strong financial performance and internal controls.

This year Priority 6 has largely focused on achieving a balanced budget by June 30, 2017. Additional focus was on allocation of funds and monitoring of expenses for Priorities 1 and 2. The investment in these two priorities in FY2017 has set the path toward reversing the trend in the applicant pool in the next two-to-three years and also providing improved member benefits by revamping the website and other technology platforms.

The independent financial audit for FY2016 received an unqualified opinion, which is the highest standard for organizations. The association also engaged an independent firm to conduct a review of its internal controls and business processes to ensure there were no material weaknesses existing in day to day operations. The association received a clean opinion with additional recommendations to further improve operational efficiency.

The association is in its last cycle of its current lease agreement, and a new location has been identified for the next lease term. This decision was made after a thorough vetting of existing market conditions and the association's financial sustainability.

The association's investment portfolio is healthy and provides for an appropriate level of operational reserves. As of June 30, 2017 the long term reserve and endowment funds totaled \$7.4 million.

Strategic Priority #7 People

AACP will be considered a priority organization for affiliation and leadership development by volunteers and staff.

The AACP Board of Directors engaged in two processes this year to assess board performance and address diversity around this important leadership table. A new self-assessment tool, available through a joint effort of the American Society of Association Executives and Board Source, revealed high levels of engagement and accountability among board members serving in the 2015–16 year. The results will influence future leadership orientation activities. The nominations committee chairs for the AACP Board and Councils worked to identify ways to ensure that the varied streams of nominations yield candidates who reflect the diversity of our membership. All agreed that this is an ongoing commitment that requires purposeful cultivation to achieve the diverse and inclusive leadership we aim to maintain.

Strategic Priority #8 Infrastructure/Technology/Knowledge Management

We will ensure staff and member confidence in AACP systems through maintenance of attractive, secure and efficient workplace and member support environments.

Knowledge management's use of technology is a key factor for AACP and its members. The use of technology to harness large amounts of data and make that data easy to find and easy to access for all AACP members is the ultimate goal. AACP staff can organize, catalog, structure, and manage large troves of valuable knowledge assets and make the data available in an efficient and easy to find way.

AACP Connect, a new platform for engagement, launched in May 2017; it is a key element of knowledge management for the association, and it is already demonstrating value to members and staff. During its first month AACP Connect has seen a total of 136 posts made by members in their respective community's discussion boards. There have been 127 files uploaded to community document libraries; this allows all groups to organize and efficiently categorize and sort their knowledge assets in one easy to locate area.



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