

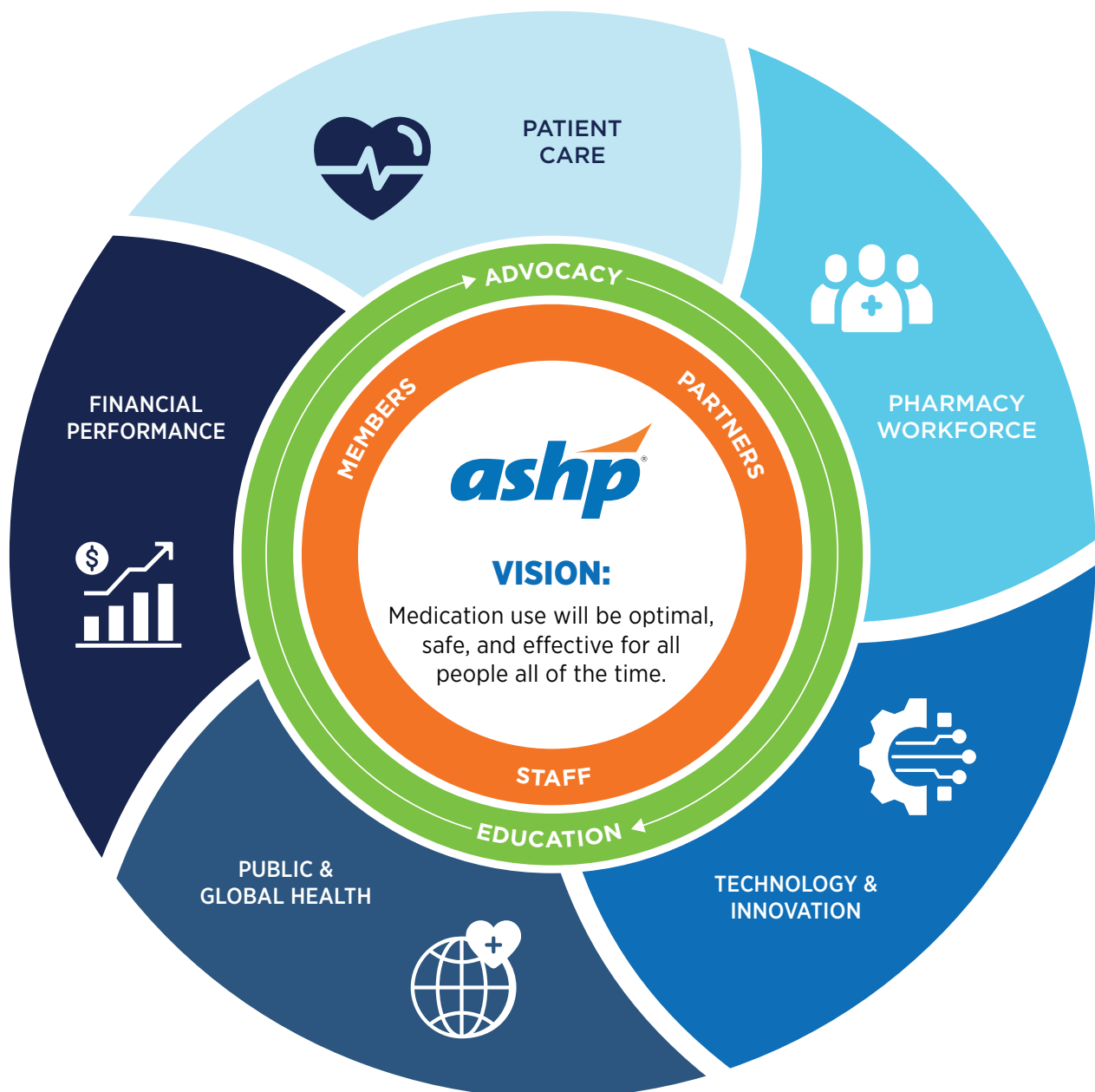


**ASHP
STRATEGIC
PLAN**

MISSION



The mission of pharmacists is to help people achieve optimal health outcomes. ASHP helps its members achieve this mission by advocating and supporting the professional practice of pharmacists in hospitals, health systems, ambulatory care clinics, and other settings spanning the full spectrum of medication use. ASHP serves its members as their collective voice on issues related to medication use and public health.



ASHP STRATEGIC PLAN – AT-A-GLANCE

Mission: The mission of pharmacists is to help people achieve optimal health outcomes. ASHP helps members achieve this mission by advocating and supporting the professional practice of pharmacists in hospitals, health systems, ambulatory care clinics, and other settings spanning the full spectrum of medication use. ASHP serves as its members' collective voice on issues related to medication use and public health.

Vision: Medication use will be optimal, safe, and effective for all people all of the time.

ASHP MEMBERS AND PARTNERS

ASHP is an organization founded and governed by our members for our members.

Our Commitment:

- Grow and retain an engaged membership
- Collaborate and support ASHP state affiliates
- Engage national and global partners
- Provide products and services to meet member needs

ASHP STAFF

ASHP is committed to supporting our staff with the tools, environment, and opportunities they need to help our organization fulfill its mission and achieve its vision.

Our Commitment:

- Empower and engage ASHP staff
- Maintain effective financial management
- Foster effective governance
- Effectively manage organizational infrastructure

Foundational Enablers ADVOCACY & EDUCATION	Strategic Pillar	Strategic Goal
	 PATIENT CARE	<ul style="list-style-type: none"> ▪ Optimize health and patient care outcomes ▪ Advance comprehensive medication management and stewardship ▪ Lead in medication-use quality and safety ▪ Improve healthcare access and mitigate care gaps through pharmacy care ▪ Expand pharmacist's scope of practice
	 PHARMACY WORKFORCE	<ul style="list-style-type: none"> ▪ Expand postgraduate training opportunities that meet evolving needs ▪ Develop leadership and entrepreneurial expertise ▪ Support a sustainable and resilient pharmacy workforce ▪ Elevate pharmacy technician roles in partnership with The Pharmacy Technician Society* (TPTS*) ▪ Enhance public perception of pharmacists
	 TECHNOLOGY & INNOVATION	<ul style="list-style-type: none"> ▪ Lead pharmacy practice innovation ▪ Lead integration of artificial intelligence, automation, and digital health in the medication use process ▪ Promote integrity, security, and appropriate use of pharmacy data and technologies ▪ Advance the role of the pharmacist in emerging therapies
	 PUBLIC & GLOBAL HEALTH	<ul style="list-style-type: none"> ▪ Expand population health and preventative care ▪ Ensure integrity of and access to health information ▪ Lead environmental stewardship associated with sustainable medication-use practices ▪ Support emergency preparedness efforts
	 FINANCIAL PERFORMANCE	<ul style="list-style-type: none"> ▪ Support improved reimbursement models for pharmacy services ▪ Protect and modernize the drug supply chain ▪ Promote contemporary pharmacy business models ▪ Support pharmacy leading end-to-end medication management processes

FOUNDATIONAL ENABLERS: Advocacy and education are ASHP's foundational enablers, core functions that drive progress across every strategic pillar.

- **Advocacy:** ASHP advances the profession and amplifies pharmacy's voice in policy and practice.
- **Education:** ASHP equips members with knowledge, skills, abilities, and resources to optimize medication use and patient care.

ASHP MEMBERS & PARTNERS

ASHP is an organization founded and governed for our members, by our members. Our commitments:

COMMITMENT 1: GROW AND RETAIN AN ENGAGED MEMBERSHIP

- Enhance member satisfaction through timely feedback, responsiveness, and ongoing improvement of the ASHP experience
- Foster connection and community through meaningful opportunities for networking, collaboration, and member-to-member engagement across in-person and virtual formats
- Recruit, retain, and grow membership of pharmacists, student pharmacists, pharmacy residents, new practitioners, and technicians
- Recognize and promote members' contributions to patient care and the profession to foster loyalty, pride, and professional identity

COMMITMENT 2: COLLABORATE WITH AND SUPPORT ASHP STATE AFFILIATES

- Partner with state affiliates to advance shared pharmacy practice and advocacy priorities through coordinated national and local efforts
- Support the growth, sustainability, and impact of state affiliates through dedicated resources, collaboration, and strategic guidance
- Offer tools, training, and peer-to-peer exchange to strengthen board leadership, financial operations, and organizational effectiveness
- Tailor support and guidance to meet the unique needs, capacity, and governance structure of each affiliate

COMMITMENT 3: ENGAGE NATIONAL AND GLOBAL PARTNERS

- Collaborate and partner with other organizations to advance shared practice priorities and elevate the role of and access to pharmacists and pharmacy technicians
- Enhance collaboration with pharmacy schools, pharmacy technician training programs, and state affiliates to strengthen education, leadership development, and innovation
- Expand ASHP's global reach through sustainable international collaborations, education, and residency program growth
- Serve as a trusted partner and resource on pharmacy-related policy, evidence, and best practices through influence with national and international stakeholders

COMMITMENT 4: PROVIDE PRODUCTS AND SERVICES TO MEET MEMBER NEEDS

- Develop and deliver innovative products and services that meet the evolving needs of ASHP members and customers
- Tailor offerings to meet the needs of pharmacists and pharmacy technicians in diverse and challenging practice settings
- Promote awareness and discoverability of ASHP offerings through ASHP's digital ecosystem, personalized communications, and user-centered platforms

ASHP STAFF

ASHP is committed to supporting our staff with the tools, environment, and opportunities they need to help our organization fulfill its mission and achieve its vision. Our commitments:

COMMITMENT 1: EMPOWER AND ENGAGE ASHP STAFF

- Provide programs and initiatives that support the health, well-being, and resilience of ASHP staff
- Recruit and retain staff at all levels of the organization that is supported with an inclusive workplace environment and competitive compensation and benefits policies
- Encourage, recognize, and reward staff achievements and excellence
- Provide effective onboarding, mentorship, engagement, and professional development for staff

COMMITMENT 2: MAINTAIN EFFECTIVE FINANCIAL MANAGEMENT

- Assure a fiscally responsible budget process that advances strategic priorities and ensures a strong financial basis for ASHP operations
- Leverage revenue-generating opportunities to support member needs and sustain financial viability
- Strengthen financial resilience through responsible investment in innovation, infrastructure, and mission-driven priorities

COMMITMENT 3: FOSTER EFFECTIVE GOVERNANCE

- Cultivate a strong pipeline of member leaders
- Provide ongoing development of Board members, officers, and volunteer leaders on governance best practices
- Advance governance practices that evolve with the profession and remain aligned with member priorities

COMMITMENT 4: EFFECTIVELY MANAGE ORGANIZATIONAL INFRASTRUCTURE

- Leverage strategic technology solutions to enhance operational excellence and data security
- Maintain and educate staff on a comprehensive corporate compliance program
- Maintain a safe, attractive, and functional office and meeting space in ASHP headquarters



STRATEGIC PILLAR 1: PATIENT CARE

GOAL 1: OPTIMIZE HEALTH AND PATIENT CARE OUTCOMES

- Advance pharmacists' roles in care delivery models that address the various factors shaping patients' health
- Improve the patient experience and health literacy to empower shared decision-making and self-management
- Leverage the full pharmacy workforce to optimize health outcomes
- Promote safe, effective, accessible, and sustainable medication use for all patients

GOAL 2: ADVANCE COMPREHENSIVE MEDICATION MANAGEMENT AND STEWARDSHIP

- Advance comprehensive medication stewardship programs
- Educate on appropriate use of alternative and complementary medicine practices
- Strengthen pharmacists' role in chronic disease management
- Expand pharmacists' role in primary care and patient care transitions

GOAL 3: LEAD IN MEDICATION-USE QUALITY AND SAFETY

- Lead patient safety in the medication-use process efforts (i.e., pharmacovigilance, ADR monitoring and reporting, and risk mitigation)
- Advance consistent, high-quality pharmacy practice that promotes excellence across care settings
- Drive the creation and adoption of outcome measures that demonstrate pharmacy's impact on patient care

GOAL 4: IMPROVE HEALTHCARE ACCESS AND MITIGATE CARE GAPS THROUGH PHARMACY CARE

- Drive access to pharmacists' clinical services for every patient
- Advance care of patient groups with unique needs (e.g., mental health, substance use disorders, reproductive health, geriatric, pediatric, palliative care, etc.)
- Identify and mitigate care gaps in healthcare deserts, rural, or undeserved areas through expansion of pharmacy services

GOAL 5: EXPAND PHARMACIST'S SCOPE OF PRACTICE

- Advocate for pharmacists' prescribing authority in all states
- Advocate for a state-based standard of care model
- Enhance and expand pharmacists' roles as providers of comprehensive medication management in all settings
- Advance pharmacy's role in integrated, interprofessional care teams



STRATEGIC PILLAR 2: PHARMACY WORKFORCE

GOAL 1: EXPAND POSTGRADUATE TRAINING OPPORTUNITIES THAT MEET EVOLVING NEEDS

- Grow the number and quality of ASHP-accredited pharmacy residency programs
- Advocate for pharmacy residency training as a fundamental qualification for all clinical care roles
- Advance specialized training and professional opportunities for pharmacists to meet care needs (e.g., board certification, certificate programs, credentialing and privileging)
- Prepare the pharmacy workforce for evolving practice areas and care delivery models (e.g., digital health, data science, innovative care models)

GOAL 2: DEVELOP LEADERSHIP AND ENTREPRENEURIAL EXPERTISE

- Drive leadership development and career advancement pathways for pharmacists and pharmacy technicians
- Advance opportunities for entrepreneurship, business model innovation, and nontraditional career pathways
- Incorporate leadership, innovation, and entrepreneurial skill-building into pharmacy education and professional development programs

GOAL 3: SUPPORT A SUSTAINABLE AND RESILIENT PHARMACY WORKFORCE

- Strengthen workforce recruitment and retention efforts
- Expand exposure to pharmacy careers through early outreach and engagement across educational settings to promote enrollment
- Promote workforce well-being and resilience by supporting mental health and reducing burnout
- Advance pharmacy's professional identity and adaptability to sustain a future-ready workforce

GOAL 4: ELEVATE PHARMACY TECHNICIAN ROLES IN PARTNERSHIP WITH TPTS

- Advance the professionalization and expanded roles of pharmacy technicians
- Promote accreditation, certification, and continuing professional development for pharmacy technicians
- Increase the number and quality of ASHP/ACPE-accredited pharmacy technician training programs and positions
- Advocate that all pharmacy technicians complete an ASHP/ACPE-accredited training program, be licensed or registered by a board of pharmacy, and be certified by the Pharmacy Technician Certification Board

GOAL 5: ENHANCE PUBLIC PERCEPTION OF PHARMACISTS

- Educate the public about the essential role of pharmacists as clinical providers
- Deploy high-impact campaigns that showcase pharmacists as trusted, essential healthcare providers
- Use storytelling, national media, and data to demonstrate pharmacists' impact across all care settings



STRATEGIC PILLAR 3: TECHNOLOGY & INNOVATION

GOAL 1: LEAD PHARMACY PRACTICE INNOVATION

- Support pharmacists in translating evidence, guidelines, and innovations into routine practice across care settings
- Support adoption of emerging care delivery models (e.g., telehealth, remote patient monitoring, hospital at home)
- Lead the development and dissemination of best practices, research, education, guidelines, and professional policies that accelerate pharmacy innovation

GOAL 2: LEAD INTEGRATION OF ARTIFICIAL INTELLIGENCE (AI), AUTOMATION, AND DIGITAL HEALTH IN THE MEDICATION-USE PROCESS

- Advocate for necessary enablers and safety measures to advance the use of AI, automation, and digital health
- Develop resources and practice standards to support AI, automation, and digital health integration in pharmacy practice
- Leverage data analytics to optimize care and outcomes

GOAL 3: PROMOTE INTEGRITY, SECURITY, AND APPROPRIATE USE OF PHARMACY DATA AND TECHNOLOGIES

- Advance pharmacy's role in secure data management and cybersecurity efforts
- Support pharmacy leaders in bolstering the integrity and security of their technological infrastructure
- Advocate for ethical data and digital use and governance processes in health systems

GOAL 4: ADVANCE THE ROLE OF THE PHARMACIST IN EMERGING THERAPIES

- Support pharmacist contributions to research through involvement in clinical trials, observational studies, meta-analyses, and the use of evidence-based clinical decision-making
- Advance the pharmacists' role in pharmacogenomics and other types of precision medicine
- Expand the role of the pharmacy workforce in advanced therapeutics (e.g., cell and gene therapies)



STRATEGIC PILLAR 4: PUBLIC & GLOBAL HEALTH

GOAL 1: EXPAND POPULATION HEALTH AND PREVENTATIVE CARE

- Advance pharmacists' roles in public and population health as clinical providers
- Develop and encourage holistic care models that optimize patient and population-level outcomes
- Engage with international stakeholders to address global healthcare challenges
- Advance pharmacists' roles in immunization and preventive care services

GOAL 2: ENSURE INTEGRITY OF AND ACCESS TO HEALTH INFORMATION

- Leverage pharmacy expertise to combat misinformation
- Educate pharmacists on how to respond to misinformation and healthcare skepticism across all settings
- Collaborate with public health entities to deliver accurate, accessible medication information

GOAL 3: LEAD ENVIRONMENTAL STEWARDSHIP ASSOCIATED WITH SUSTAINABLE MEDICATION-USE PRACTICES

- Promote environmentally responsible medication-use practices (e.g., disposal, procurement)
- Advance pharmacy's role in sustainability initiatives
- Engage with key stakeholders to address environmental sustainability and stewardship challenges

GOAL 4: SUPPORT EMERGENCY PREPAREDNESS EFFORTS

- Advocate for interstate pharmacist and technician licensure to optimize healthcare response
- Ensure that medications and pharmacists are considered critical infrastructure and providers for the purposes of national security
- Promote engagement of pharmacists on teams responsible for emergency preparedness planning and response at the federal, regional, state, and local levels
- Support pharmacy leadership in public health preparedness (e.g., emerging infectious disease outbreaks, emergency preparedness)



STRATEGIC PILLAR 5: FINANCIAL PERFORMANCE

GOAL 1: SUPPORT IMPROVED REIMBURSEMENT MODELS FOR PHARMACY SERVICES

- Advocate for the recognition of pharmacists as providers
- Advocate for enhanced payment models, including value-based payment that includes pharmacists and pharmacies in payer networks
- Support pharmacy business continuity and resilience (e.g., addressing vulnerabilities, supply chain disruptions, financial sustainability, 340B, workforce shortages)
- Protect fair pharmacy revenue and reimbursement models to support pharmacies (e.g., protecting 340B, opposing unfair PBM practices, addressing site-neutrality, etc.)

GOAL 2: PROTECT AND MODERNIZE THE DRUG SUPPLY CHAIN

- Examine the impact of ultra-high-cost drugs on healthcare systems, society, pharmacy practice, and patient care
- Advocate for a diversified and resilient drug supply chain
- Promote patient access to an adequate and safe supply of affordable drugs

GOAL 3: PROMOTE CONTEMPORARY PHARMACY BUSINESS MODELS

- Support pharmacy leaders in adapting to evolving healthcare delivery models
- Promote entrepreneurship and sustainable business models to expand pharmacy practice and services
- Forge strategic partnerships with healthcare influencers and disruptors (e.g., payers, industry, technology sector) to drive healthcare transformation

GOAL 4: SUPPORT PHARMACY LEADING END-TO-END MEDICATION MANAGEMENT PROCESSES

- Develop resources and best practices involving revenue cycle, sourcing, contracting, procurement, and program optimization for all medication related services
- Support pharmacy leaders in their development, influence, and accountabilities with contracting, reimbursement and revenue cycle processes and improvements
- Promote development of new roles and opportunities for the pharmacy workforce to achieve improved financial outcomes

Approved by the ASHP Board of Directors in July 2025