

STRATEGIC PLAN 2025

Mission: Unite and empower Michigan pharmacy professionals

Vision: One pharmacy profession, maximizing health and wellness

STRATEGIC GOALS AND OBJECTIVES



Goal 1: Members First (Strengthen Member Value)

- Objective 1: **Advocate for accessible & sustainable pharmacy services**
- Objective 2: **Promote the visibility of membership benefits/value**
- Objective 3: **Increase member retention rate to at least 70%**
- Objective 4: **Grow paying membership by at least 2%**

Strategies

- Audit, evaluate and rebalance the product & service portfolio based on membership value
- Advance the profession by passing PBM reform and providing provider status for pharmacists
- Define the value proposition of membership
- Explore membership dues restructuring models for simplicity, clarity, value and access



Goal 2: Team Unity (Improve governing effectiveness and operational management)

- Objective 1: **Reach an employee satisfaction score of 4 out of 5 for the year**
- Objective 2: **Optimize governing effectiveness of the MPA Executive Board**
- Objective 3: **Promote equal opportunity within staff and boards**

Strategies

- Clarify policies, procedures, and expectations of MPA staff members
- Clarify and simplify MPA's organizational structure, its components and allied entities; align all activities with the strategic plan
- Clarify, differentiate and delineate board, staff and volunteer roles and responsibilities
- Pursue equal opportunity within the Association board and staff
- Maximize staff satisfaction rate



Goal 3: Moving Forward (Ensure financial profitability)

- Objective 1: **Diversify and optimize revenue streams to improve balance of revenue sources and enhance financial stability**
- Objective 2: **Enhance accounting reporting process to reflect current financial status of each MPA entity**

Strategies

- Audit accounting systems and ensure revenues and expenses (including all overhead) are accounted for where generated and incurred
- Enhance the communication of the financial forecasting for MPA and its subsidiaries
- Review existing and explore new, non-dues revenue streams for product alignment with mission, strategic capacity, business case for support and ROI
- Work with Pharmacists Mutual Insurance to maximize revenue through Marketing Agreement with MPA
- Explore opportunities to develop non-dues revenue through new relationship with Pharmacists Mutual Insurance