

## STRATEGIC PLAN 2022 -2024

**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: Increase member retention rate up to 85% +/- 2%**

**Objective 2: Grow membership 2 to 3% annually**

### 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
- Design and execute a new marketing approach to communicate a clarified membership value proposition to members and prospects
- Leverage information technology to clarify, track and report on MPA's customer target markets by member classification, industry segmentation and demographics
- Promote diversity, equity and inclusion in the Association



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

**Objective 1: Maintain an average staff retention rate of 90%**

**Objective 2: Reach an employee satisfaction rate of --% within the next three years**

**Objective 3: Conduct a Board and governance baseline assessment/ evaluation**

**Objective 4: Increase diversity of staff and board**

### Strategies

- Develop and implement an integrated IT roadmap to improve efficiency and communication
- Assess options and transition to a strategic, data-informed governance decision-making model
- 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
- Adopt policy and pursue diversity, equity and inclusion within the Association board and staff
- Explore membership dues restructuring models for simplicity, clarity, value and access



**Goal 3: Moving Forward (Ensure financial profitability)**

**Objective 1: Adjust accounting systems to reflect economic reality of each MPA entity**

**Objective 2: Achieve better balance of revenue sources**

**Objective 3: Measure ROI of each product and service portfolio**

### Strategies

- Audit accounting systems and ensure revenues and expenses (including all overhead) are accounted for where generated and incurred
- Develop a reserves policy, identifying restricted and unrestricted assets, to help fund the strategic plan implementation
- Analyze existing product & service portfolio for opportunities to increase ROI
- Review existing and explore new, non-dues revenue streams for product alignment with mission, strategic capacity, business case for support and ROI
- Develop a pricing strategy and policy to set member/ non-member prices for products and services