

STRATEGIC PLANNING AND EXECUTION IN U.S. HEALTH SYSTEMS BY PHARMACY LEADERS

A national survey conducted by the ASHP Foundation captures a snapshot of the current state of strategic planning in the U.S.

✓ THE SURVEY

Enterprise-wide pharmacy strategic plan (EWSP) is:

A plan that encompasses the overall pharmacy enterprise in an institution or health system. The plan may reflect a pharmacy enterprise in a single hospital or the overarching pharmacy enterprise of a multihospital system. It may be a standalone plan or be integrated within an organization-wide strategic plan.



Goals

1

EXPLORE STRATEGIC PLANNING: cadence, methods, frameworks, and resources used



2

INVESTIGATE BARRIERS AND FACILITATORS



3

IDENTIFY IMPLEMENTATION OUTCOMES



THE RESULTS



An enterprise-wide pharmacy strategic plan helps expand existing services or develop new services and gain support from internal and external stakeholders.



RESPONDENTS

83% of respondents have a current EWSP or plan to develop one in the next year

CURRENT EWSP FRAMEWORK

- Goals
- Actions to achieve each goal
- Mission, vision, values of pharmacy enterprise
- Accountable person or team for each goal

PLAN DEVELOPMENT PROCESS

Environmental Scan
Use professional networks to identify opportunities, vet plans, and define metrics.

Dissemination and Execution

Review and Refinement
Most revisit their EWSP annually or quarterly.

Goals & Strategy Development and Prioritization

Top priorities:

- financial performance **55%**
- ambulatory care pharmacy services **32%**
- patient safety and quality **29%**

KEY TAKEAWAYS

Enterprise-wide pharmacy strategic plans are developed and executed using a variety of resources and methods, and are aligned with the overall goals of their organizations. Key takeaways:



Cadence
Most plans cover 3-5 year timeframe



Environmental Scan
Top resources include Pharmacy Forecast and professional networking



Engage
Use to inform and involve internal and external stakeholders



Monitor
Track performance and outcomes



Co-Benefits
Opportunity to showcase initiatives and align teams

