

Mission statement: Our purpose

“The UKCPA promotes expert practice in medicines management for the benefit of patients, the public and members by establishing standards, workforce development and advancing innovation in all health care settings. The UKCPA encourages excellence, leadership and partnership.”

Vision: Our aspirations

- Our vision is to continue to foster and support excellence in clinical pharmacy practice in order for practitioners to provide outstanding patient care.
- Our strength is our members - the experts in clinical pharmacy. Growing our membership therefore not only increases our strength as an association, but also allows that outstanding resource of expertise to share its knowledge and experience with a wider audience, and promote expert practice.
- We want pharmacy practitioners to be proud to be a UKCPA member, to be loyal, to have a mutually beneficial relationship with the association. We want members to aspire to be involved in UKCPA activities, groups and committees: for it to reflect their expertise and commitment to the profession.
- We will maintain and enhance our professional reputation in all areas of the organisation in order to be respected, valued and esteemed by the healthcare community. We want our specialist interest groups to be recognised as experts in the use of medicines in that specialist field by colleagues in medical, nursing and allied health professional disciplines. We also want our specialist groups to be in a position to work with and influence national strategies for the treatment of acute and long term conditions.
- We will work towards establishing best practice standards for quality in all areas of clinical pharmacy in order to ensure safe, effective and efficient patient care.
- We will encourage our members to strive for excellence. We will provide professional development support through education and training events, tools and frameworks and by providing access to expertise.
- We will strive to deliver high quality, highly respected, relevant and inspirational educational events for our members.
- We will advance healthcare innovation by supporting and encouraging research, and by celebrating the successes and achievements of our members.

- We will encourage advanced practice by creating and maintaining mechanisms for practitioner-to-practitioner mentoring and networking within our membership.
- We will encourage leadership in our members and as an Association. Leaders learn from experience and from role models: the leaders in our membership will be encouraged to mentor other members, and to pass on their experience and inspire others.
- We will collaborate with others to provide a stronger, better service for our members. Working in partnership to improve our effectiveness as an organisation will provide our members with better value for money. Working in partnership to share and disseminate expertise and best practice, and to achieve common goals will benefit both practitioners and patients.
- We will be transparent and robust in our processes and decisions in order to provide the best value services for our members. We will strive to engage with our members so that UKCPA is truly a member led organisation.
- We will continue to develop UKCPA as a practitioner and member led organisation with the capacity and sustainability to deliver our mission and achieve our vision.

Strategies: How we achieve our vision

We have developed strategies in key areas to help us achieve our vision for the Association and ultimately for our members.

Our **marketing strategy** outlines how we will strive to grow our membership across all areas, levels and sectors of practice. Growing our membership increases our strength and longevity as an Association, as well as expanding the pool of expertise which can share and promote expert practice to others, which is the core of our mission statement. It also gives us a solid financial footing to explore ways of providing members with new services and benefits.

We will do this in various ways:

- By more effectively promoting the Association and its member benefits to attract new members
- By more effectively promoting our existing events and member benefits to ensure increased attendance from members
- By promoting the Association to areas, levels and sectors of practice which are currently underrepresented by UKCPA in order to attract new members and gain a better representation of pharmacy practice
- By investigating and developing new opportunities to provide services and add value for money for existing members and to attract new members
- By working in partnership with other organisations, bodies and individuals to deliver relevant events and services which appeal to more practitioners and add value for money
- By ensuring that our promotional and marketing material has a coordinated and professional brand and image

- By ensuring that our website is efficient, effective, user-friendly, comprehensive and professional
- By enhancing and improving the networking and mentoring opportunities for members, particularly via social media
- By capitalising on new and popular technology, where appropriate, to enhance member services and the member experience, and provide value for money.
- By offering to act as an umbrella organisation to smaller specialist groups that may lack the infrastructure needed to support their activities

The UKCPA **communications strategy** describes our plans to communicate more effectively with our members, our potential members, and other stakeholders, as well as within the Association.

Communication is inextricably linked with marketing and promotion, but it is also essential to maintain links with our existing members so that you know what the Association is doing and where your membership fee is going. We aim to:

- Build awareness of UKCPA across a wide but defined group of audiences and user groups
- Build awareness of the benefits that UKCPA can offer employers in developing their staff and the services they deliver to patients and how UKCPA acts as a forum for sharing good practice and clinical excellence
- Build awareness of the benefits and support that UKCPA membership brings to individual practitioners across a broad range of settings and levels
- Encourage participation and engagement with UKCPA among practitioners, academics, partner bodies, policy gatekeepers, students, and other communities
- Influence specific policies and/or policymakers around key aspects of practice pertinent to pharmaceutical care and clinical practice in the UK
- Develop statements and standards of patient care, in partnership with other organisations if appropriate, in order to demonstrate leadership and expertise
- Implement effective and efficient ways of communication within the Association
- Build awareness of UKCPA activities, plans and processes amongst its members
- Be open, succinct, accessible, credible and cost-effective
- Engage with and listen to the views of members in order to shape the Association into one which truly meets the needs of its membership.

UKCPA is aware that there is a need to develop effective and transparent processes and practices which support the management of the organisation, enhance and promote the work of the Association, and retain and attract membership. Our **governance strategy** was borne out of the need to be aware of our strengths and weaknesses, and to be cognisant of the opportunities to further, and threats to diminish, our future success. UKCPA members have the right to see progression towards the Association's aims and objectives, which should be readily visible and have clear outcomes. There also needs to be a degree of openness and clarity about how decisions within the Association are made, who makes them, under what terms of reference, and who is accountable. We aim to:

- Make the strategic direction of UKCPA visible and clear, with a strong vision, comprehensive strategies, key objectives and future plans
- Communicate effectively with our members, particularly regarding the activities of the internal Committees and Groups

- Routinely gather and act on information and views from members regarding the activities of the organisation
- Establish a process to ensure resources are allocated and monitored with clarity and transparency, with regards to funding projects and initiatives
- Provide clear terms of reference for committees and Groups and their Chairpersons and members
- Put in place processes which effectively support and reward volunteers who contribute to the organisation, and which allow a greater number of members to contribute and encouragement of new volunteers
- Continuously monitor risks and threats to the organisation, and ensure processes and contingencies are in place to minimise such risks

In order to grow and consolidate the organisation it is essential to know the nature of the risks and threats which may compromise our mission and vision. The **risk management strategy** aims to:

- Identify potential risks and threats to the organisation
- Similarly identify strengths and opportunities to counteract risks and threats
- Consider how the risks may impact on UKCPA objectives
- Estimate the likelihood that the risks will occur
- Estimate the severity of their impact
- Outline the action which should be taken in the event of the threat
- Monitor the risks and review actions
- Ensure income and expenditure of the organisation is closely monitored and rationalised
- Ensure the benefits and risks of new business opportunities are appropriately modelled using a standard template.

Objectives for 2010 to 2015: What we plan to achieve

The following objectives under key areas were agreed in January 2010 as part of the UKCPA Business Plan for 2010 to 2015:

Education, training and professional development support

- Provide a model for practitioner-led credentialing system for advanced and specialist practice
- Develop a responsive member support platform in order to deliver quality masterclasses, symposia and support to UKCPA members
- Develop support services for members to enhance professional development

Leadership and expertise

- Develop standards for pharmaceutical care
- Develop and publish model systems to optimise pharmaceutical care

Mentoring/networking

- Increase networking opportunities, conferencing, short course and other educational services to members in order to optimise pharmaceutical care with a focus on new media technologies

Organisational growth and effectiveness

- Design, implement, monitor and review development work to establish electronic links to promote the activities, products and services of UKCPA
- Introduce methods of promoting and further advancing the work of UKCPA by supporting nationally driven initiatives
- Develop alliances with partners to further enhance the work of UKCPA
- Maintain a dynamic communication strategy for UKCPA
- Retain and attract new members to UKCPA from all sectors including student and pre-registrants
- Establish good business management and governance practices in order to meet the UKCPA financial targets
- Establish and maintain the use of visual performance tools
- Review and update the constitution of UKCPA, if necessary.

Business plan: How we will achieve our objectives

Key area: Education, training and professional development support

Provide a practitioner-led credentialing system for advanced and specialist practice

Action: Provide services and support for credentialing for practitioners via the Specialist groups

Action: Provide member support through national groups or consortia of specialisms

Develop a responsive member support platform in order to deliver quality masterclasses, symposia and support to UKCPA members

Action: To continue the development of a fully documented systematic approach to the management of UKCPA business to ensure processes and outcomes are monitored and evaluated to ensure quality is maintained

Action: To continue to deliver well planned and evaluated education and training and support for members

Action: Review current UKCPA awards

Action: Increase the marketing of existing symposia, and explore and develop opportunities for the delivery of new symposia

Action: To assist in the development and the marketing effectiveness of existing provision of short courses, and provide opportunities and support for the development of a new portfolio of educational provision, “accreditation” of short courses, and credentialing services linked with educational support

Action: Support the development and coordination of a member support platform containing access to educational tools, on-line resources, mini-conferencing and other relevant services

Action: Carry out a scoping exercise to assess the needs of different levels of practitioners – Band 6/7, Band 8a, Band 8b/8c - in order to ensure that UKCPA is delivering what practitioners need and retaining experienced members of the Association

Develop support services for members to enhance professional development

Action: Manage the development and enhancement of professional development services for members.

Action: Oversee the development of: more effective marketing of short courses; the “accreditation” of short courses (with HEI partners); better use of new IT modalities and new types of access for information, support and discussion, such as access to educational tools, on-line resources, mini-conferencing; work in conjunction with CoDEG to make competency frameworks and self-assessment tools more accessible via the e-platform currently being built.

Action: Implement the marketing strategies recommended by the Task & Finish Group

Key area: Leadership and expertise

Develop standards for pharmaceutical care

Action: To continue to develop the competency framework for advanced pharmacy practitioners

Develop and publish model systems to optimise pharmaceutical care

Action: To continue to develop and publish ‘Models of Care’ documents

Action: To work in partnership with the Royal Pharmaceutical Society & the Guild of Healthcare Pharmacists to develop national standards for pharmaceutical care and clinical pharmacy practice

Key area: Mentoring/networking

Increase networking opportunities, conferencing, short course and other educational services to members in order to optimise pharmaceutical care with a focus on new media technologies

Action: To identify links to key decision making bodies to promote the value of UKCPA and to support UKCPA members in accessing these decision making bodies

Action: Support opportunities to develop and coordinate additional symposia and conferences each year, including partnerships with other specialist or partner groups to deliver joint services.

Action: Approach specialist groups with a view to joint working, conferencing, masterclasses and educational material

Action: To support the development and coordination of responsive topic-driven short courses with partners such as other health care professionals and specialists.

Action: Liaise with HEI’s and support the design and construction of a set of “master classes” with partner organisations.

Action: Direct and manage the implementation of enhanced networking opportunities for members.

Key area: Organisational growth and effectiveness

Design, implement, monitor and review development work to establish electronic links to promote the activities, products and services of UKCPA

Action: Development of the UKCPA website

Action: Develop and manage the use of technology-based networking groups to provide a focus to engage community sector and to increase networking and peer support for research and professional development

Action: Develop ways to ensure better use of new technology (such as wiki-based and interactive modalities); develop new types of access for information, support and discussion, such as access to educational tools, on-line resources, mini-conferencing, Master Class concepts; work in conjunction with CoDEG to enhance availability and access to practitioner development frameworks and self-assessment tools via an online platform currently under development via CoDEG.

Action: Develop the use of new media, in particular, social networking (Facebook, Twitter and LinkedIn) and web based communication tools (webinars)

Introduce methods of promoting and further advancing the work of UKCPA by supporting nationally driven initiatives

Action: Identify and encourage local working through joint meetings with other groups e.g. involvement of UKCPA with Local Practice Forums

Develop alliances with partners to further enhance the work of UKCPA

Action: To systemically target partners with whom the UKCPA can collaborate on specific projects through the established clinical networks

Action: To continue to work with GHP to deliver a Joint Spring symposium

Action: To communicate and sell product to multidisciplinary audiences beyond UKCPA membership

Maintain a dynamic communication strategy for UKCPA

Action: Develop communications strategy to effectively facilitate and enhance communication within the organisation.

Action: To ensure that the business of the UKCPA committees is communicated with the membership

Action: Manage the development of new and enhanced publishing products and enhanced communication services. Oversee ways to more effectively market publications to reach larger audiences, consider and direct the launch of a specialist pharmaceutical clinical online journal jointly with other partner organisations; direct and manage website redevelopment; direct and oversee the creation and use of wiki-driven discussion boards and networking opportunities.

Retain and attract new members to UKCPA from all sectors, including student and pre-registrants

Action: Direct and oversee a strategy to attract new members from secondary care and private sector, and student and young registrant membership

Action: Establish good business management and governance practices in order to meet the UKCPA financial targets

Action: Review roles and responsibilities for executive committee and sub-group chairs, including induction programme

Action: Develop succession planning for all key posts within the UKCPA

Action: To re-define roles and responsibilities of current office personnel

Action: To review the outcomes of the two new salaried-posts (General Secretary and Marketing & Communications Coordinator)

Action: Review the recommendations of the Governance Committee

Action: To continuously monitor resources to ensure maximum effectiveness of income streams and performance management of staff

Action: Identify members of UKCPA who are potential general committee members and officers of the future.