



STRATEGIC PLAN FOR 2021

Three Initiatives to Advance Medication Use Quality

*and support our multi-stakeholder
members through the COVID-19 pandemic*

1



Social
Determinants
of Health

2



Measure
Development

3



Immunizations



Background

Over the course of PQA's fifteen-year history, PQA's Strategic Plans have covered traditionally three-year periods of time. The current PQA Strategic Plan was developed to cover the period from January 1, 2018, through December 31, 2020, and it delineates strategic initiatives and goals within six major domains:

- Measure Development, Endorsement and Maintenance
- Measure Implementation and Use
- Research
- Membership Engagement & Education
- Communications
- Finance & Operations

Within each of the domains, goals and key performance measures would be achieved. Performance on these strategic initiatives and goals have been presented to the Board generally at 6 month intervals thorough out the three year period. A final report of PQA's performance in the three-year plan will be presented at the 2020 Fourth Quarter Board of Directors meeting.

A Path Forward


As the PQA Leadership Team anticipated the conclusion of this three-year plan, in the midst of the COVID pandemic, and as PQA's CEO announced a planned succession by the end of 2020, the PQA CEO consulted with the Board to determine the best approach for the development of the organization's next strategic plan.

Together, the PQA Board and leadership team recommended a strategic plan "burst" be developed which would be a plan specifically focused on the period from September 2020 through the end of 2021. The Strategic Planning Burst would consider the fluid and uncertain business environment created by the COVID-19 pandemic as well as the onboarding of a new CEO by the start of 2021. The goal of the development of this strategic plan is to identify actionable strategies that align with PQA's mission and deliver the strongest benefits for our multi-stakeholder membership for the 2021 calendar year. This will also afford the new CEO an opportunity to help shape the organization's next three-year plan that will govern the period from 2022 through 2024.

Building on ideas and insights from PQA's staff and Board of Directors, the process leveraged an external planning consultant, Cindy Zook Associates, LLC, and a workgroup of PQA staff and Board members to evaluate and prioritize strategic initiatives that have the greatest value for PQA members, are mission-relevant for PQA, and have high potential for success in 2021.

The process delivered:

- A vision for where PQA wants to be at the end of 2021,
- Broad strategic goals, and
- Three strategic initiatives that will be a focus for PQA through 2021.



PQA acknowledges the time commitment, leadership and insights that the following Strategic Planning Committee members have generously contributed in this endeavor:

PQA Board Members

- Anne Burns; *Vice President, Professional Affairs, APhA*
- Susan Cantrell; *President and Chief Executive Officer, AMCP*
- Jamie Chan; *Vice President, Clinical Quality, Blue Shield California*
- Laura Cranston; *Chief Executive Officer, PQA*
- Ronna Hauser; *Vice President, Policy and Government Affairs Operations, NCPA*
- David Medvedeff; *Chief Executive Officer, AspenRx Health*
- Jerry Penso; *President and Chief Executive Officer, AMGA*
- Cindy Pigg; *Senior Vice President, Commercial Market Pharmacy Leader, AON*
- Michael Taday; *Vice President, Pharmacy Clinical Strategies and Operations, Humana*

PQA Staff

- Patrick Campbell; *Senior Director, Research*
- Rachel Digmann; *Senior Director, Measurement Operations*
- Jackie Green; *Chief Operating Officer*
- Loren Kirk; *Director Stakeholder Engagement*
- Chris Kotschevar; *Executive Fellow*
- Lynn Pezzullo; *Senior Director, Performance Measurement*
- Richard Schmitz; *Senior Director, Communications*
- Virginia Sweeter; *Director of Meetings*

PQA's Vision for Where We Want to Be at the End of 2021

- PQA is a recognized thought leader for advancing quality in the broader healthcare system.
- PQA is a recognized authority for safe and effective medication use and expanded pharmacist-provided services, including point of care testing, immunization services, treatment and triage, and support in pharmacies, clinics, telehealth, and other healthcare delivery pathways.
- PQA, as a multi-stakeholder organization, addresses healthcare concerns through research, measure development, convening, and education with a patient-centered lens.
- PQA is agile, forward-looking and meets the needs of a changing healthcare system.
- PQA is a great place to work with a diverse, talented staff and vibrant culture.

PQA's Strategic Goals that Support Our 2021 Vision

- Support expanded pharmacist-provided services and delivery pathways as critical aspects of advancing the quality of medication use
- Reaffirm and leverage PQA's four pillars (measure development, research, education and convening)
- Position PQA to continue making an impact in a dynamic and changing healthcare system
- Strengthen PQA's ability to attract and retain talent and work towards enhanced integration of PQA's internal teams as well as PQA's external collaboration with its members, to deliver the strongest member benefits and ROI to PQA's members.

Strategic Initiatives – Our Focus through 2021

1. Deepen PQA's Work in Addressing Social Determinants of Health (SDOH)
2. Enhance PQA's ability to develop and launch high impact quality measures
3. Expand PQA's role in measuring pharmacy-delivered immunization services



Deepen PQA's Work in Addressing Social Determinants of Health (SDOH)

- A. Through PQA's consensus-based process, develop and/or endorse a **standardized SDOH patient survey** that can be used as part of pharmacist-provided care; and develop support for the survey's validation, implementation and inclusion in various existing patient experience surveys and/or comprehensive medication reviews.
- Understand the landscape of available data on the pharmacist's role in screening for SDOH factors with an emphasis on medication use and community-based, patient-centered care and services.
 - Convene PQA members and relevant stakeholders and forge consensus on a survey.
 - Engage partners to support the survey's validation and implementation.
 - Advocate for the survey's broad use as part of pharmacist-provided care in diverse practice settings.
- B. Create a **PQA SDOH Resources Guide** that will detail the SDOH interventions most likely to improve the quality of medication use and where pharmacists are best positioned to provide screening, evaluation and services to address SDOH factors. The initial guide will be available by the end of 2021.
- Leverage the 2020 PQA Leadership Summit to empower members to define the scope of the Guide, and prioritize the top SDOH factors that will be addressed. Subsequent work will determine the information about SDOH interventions that will be included.
 - Emphasize efforts to address persistent racial and ethnic disparities and unequal treatment that affect medication access, healthcare delivery and patient outcomes in the 2021 Guide – with a plan to expand the Guide in the future.
 - Use the Guide development process to identify gaps where existing or adequate resources do not yet exist, as a catalyst for future research or collaborative projects to create new tools or resources.
 - Promote the Guide, PQA's work and the role of pharmacists in SDOH through a communications campaign that will begin following the Guide's publication.

KEY RESULT: PQA is recognized as a growing leader in addressing SDOH with an emphasis on medication use and the role of pharmacists in providing community-based, patient-centered care and services.



Enhance PQA's ability to develop and launch high impact quality measures

- A. **Design an innovative pathway for contract-based measure development by the end of 2021.**
- Complete due diligence to assess market interest to engage in contract-based measure development.
 - Set up a pathway for contract-based measure development that can be orchestrated fully with this innovative approach.
 - Identify lessons learned and have a plan in place to institutionalize the innovative pathway for contract-based measure development.
- B. **By the end of 2021, envision the optimal way for PQA's pharmacy performance measures to lay a foundation for a pharmacy quality rating system that can give a public rating to objectively measure the quality of community, ambulatory and specialty pharmacies.**
- Allocate appropriate resources to initiate pilot targeting of 1-2 pharmacy/pharmacist-provided services that demonstrate the value of pharmacists' role to meet current marketplace needs.
 - Create a compelling vision for the "end result" of the use of a pharmacy measure set.
 - Partner with key stakeholders to establish standards for a pharmacy quality rating system.

KEY RESULTS:

By the end of 2021, PQA has two pathways for measure development – the existing consensus-based process and an innovative pathway for contract-based measure development designed to meet timely, market-driven needs.

By the end of 2021, PQA is recognized as the authoritative voice for pharmacy quality measurement.



PQA STRATEGIC INITIATIVE #3

Expand PQA's role in measuring pharmacy delivered immunization services.

- Launch an initiative to document pharmacy/pharmacist immunization services (assessment, administration, activities to improve vaccine confidence) using a standardized data source to provide insights for pharmacy measure development.
- Partner with key stakeholders to identify and compile tools, resources, and data strategies to bolster pharmacist ability to improve immunization rates and effectively address vaccine confidence.
- Execute a communications strategy to promote PQA's work and highlight the prominent, value-add role of pharmacists in immunizations in partnership with other healthcare stakeholders.

KEY RESULT: By the end of 2021, PQA and their partners are raising the visibility of the role pharmacists serve as the most accessible professionals to administer immunizations and are promoting a standardized data source that can be used to measure immunization services.

About PQA

PQA, the Pharmacy Quality Alliance, is a national quality organization dedicated to improving medication safety, adherence and appropriate use. A measure developer, researcher, educator and convener, PQA's quality initiatives support better medication use and high-quality care.

A non-profit organization with more than 250 diverse members across healthcare, PQA was established in 2006 as a public-private partnership with the Centers for Medicare and Medicaid Services shortly after the implementation of the Medicare Part D Prescription Drug Benefit. PQA was created because prescription drug programs were a major area of health care where there was no organization or national program focused on quality improvement.

PQA members include community and specialty pharmacy organizations, pharmacists and other healthcare providers, pharmacies, health plans, pharmacy benefit managers, life sciences, technology vendors, government agencies, health information technology partners, researchers, accrediting organizations and academia.

Learn more at pqaalliance.org