



CPHS PharmD Program **2021-2024 Strategic Plan**

Updated July 28, 2022

Vision

We are leaders in pharmacy education and practice who embrace continuous learning and innovation while exercising compassion for the diverse communities that we serve.

Mission

The Campbell University College of Pharmacy & Health Sciences Doctor of Pharmacy Program will develop servant leaders in a Christian environment who will advance the profession of pharmacy by improving the lives of others through innovative practice, education, research, and service as part of an interprofessional health care team.

Values

Team

- We work collaboratively towards improving the health and well-being of the diverse communities we serve.

Innovation

- We embrace new ideas and creative thinking to develop our learners, our colleagues, and ourselves.

Communication

- We are considerate in our interactions and connect professionally with a forward-thinking focus.

Inquiry

- We value the why as much as the what and how.

Respect

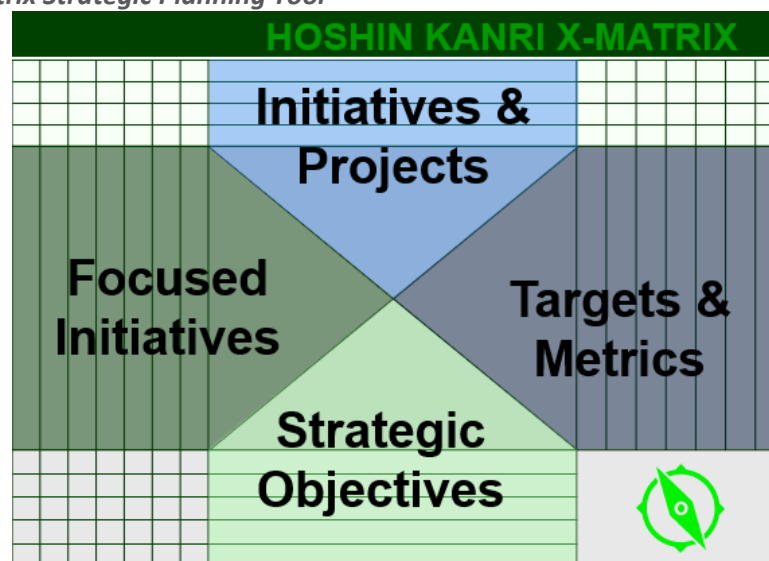
- We value diversity of thought and believe that inclusivity connects us.

Overview of Strategic Planning Process

The full strategic planning process takes place every three years. The program, to align ideas across the program and College, started utilizing a Hoshin planning process in 2021 infused with critical components of Agile and Scrum¹. The foundation for this process requires holistic review of the mission, vision, values, SWOT, and current culture to determine a future direction for the program. This inclusive process involves all stakeholders across the program negotiating the direction, projects, and outcomes. In Hoshin, Agile, and Scrum, process focus is given to the organization's nature and the reciprocal commitment on the shared goal. This eliminates waste that comes from inconsistent direction and poor communication.

Following the development of 3-year strategic objectives (south quadrant on Hoshin X-Matrix – see below), annualized focused initiatives (west), projects (north), and metrics (east) are established, annually. The annualized process begins each January, is proposed in May, and finalized in July by the Dean and PLC.

The Hoshin Kanri X-Matrix Strategic Planning Tool



- *SOUTH Quadrant:* The Strategic Objectives or Imperatives represent long term (3-5 year) goals (or 'what').
- *WEST Quadrant:* Focused Initiatives are sometimes referred to as 'Annual Objectives'. These look at 'how far' an organization will likely move on their Strategic Objectives in a single year.
- *NORTH Quadrant:* Initiatives and Projects represent the highest priority activities or the 'how'.
 - Projects are considered more resource-intensive than initiatives. They require a cross-functional team or committee. Their development, progress, and process are documented in project charters. Initiatives are less complex tasks which require less resources than projects.
- *EAST Quadrant:* Targets and Metrics are sometimes called 'targets to improve'. They represent the 'how much' from the prior quadrant. This is the stage where targets or metrics are set to indicate if the highest priority activities (initiatives and projects) were successful.

¹ Scrum significantly increases productivity and reduces time to benefits relative to classic linear project management processes Scrum processes enable organizations to adjust smoothly to rapidly changing requirements and produce a product that meets evolving business goals.



**We believe
continuous quality
improvement is
success. Success is
not an accident.**

Documenting and Assessing the Strategic Plan

The new strategic focused initiative (west quadrant) and subsequent projects/initiatives (north quadrant) begins in July each year. Projects negotiated and prioritized to realize the annualized strategic initiatives will have a project charter began by the Pharmacy Leadership Council (PLC) and assigned to a cross-functional team. Teams will work with the PLC to understand the scope of the project/initiative.

The succinct project charter is a planning document designed to layout the project foundation for streamlined project management and multi-level reporting. The project/initiatives' lifecycle (which may be shorter or longer than a year) is captured in the project charter and is shared between the team and leadership on a shared drive.

Cross-functional teams plan their approach to meeting project/initiative's intended outcomes within the project charter. Teams prioritize measures that indicate their progress toward anticipated outcomes. Targets/goals may be renegotiated over the lifecycle of the project, as needed. The team will propose appropriate measures and targets/goals (east quadrant) for their project no later than September 1st. These are revisited annually for projects whose timeline is greater than 12 months.

Teams meet regularly with leadership to discuss project progress, anticipated barriers to success, and receive feedback from the leadership team. The PLC and teams work collaboratively to understand the current state of the project's progress as well as anticipated direction in the next Strategic Plan cycle. The PLC will begin the next round of Strategic Plan preparation following discussions with project teams.

In May, each year, the cross functional teams ensure their project charters include current measures, target, results, and action plans. Project charters are formatted to meet University annual reporting requirements. As such, assessment reports are incorporated into the annual report (ARAP) for the University. This include those projects whose timelines extend past the current academic year (i.e., their project timeline is greater than 12 months).

The ARAP is discussed each fall at the annual faculty meeting. During this meeting team's will get an opportunity to describe their project progress, plans, and assessment. Current year plans will also be discussed at the meeting. Faculty and staff will have an opportunity to ask questions to teams and leadership regarding direction, projects, assessments, and other areas of strategic concern.

Table 1 Approximate timeline for Strategic Assessment

JULY	<ul style="list-style-type: none"> •Implementation of Strategic Focused Initiatives •Initial planning meetings •Finalized teams
SEPTEMBER	<ul style="list-style-type: none"> •Team / PLC Project Charter Discussion •Selection of Measures and Targets •Presentation of Prior AY Strategic Plan <ul style="list-style-type: none"> •Annualized Initiatives (West) •Projects / Initiatives (North) •Targets / Measures and Results •Discussion of Current AY Strategic Plan <ul style="list-style-type: none"> •Annualized initiatives •Projects / Initiatives
JANUARY	<ul style="list-style-type: none"> •Interim Reporting •Team Updates <ul style="list-style-type: none"> •What is going well •What is impeding progress •Are their opportunities for synergy between teams •Projected Outcome
FEBRUARY	<ul style="list-style-type: none"> •PLC begins planning next Strategic Focused Initiatives <ul style="list-style-type: none"> •West Quadrant •Collaborative discussion with Teams
MAY	<ul style="list-style-type: none"> •Final Reporting - Teams <ul style="list-style-type: none"> •PLC •AC •Faculty Meeting
JUNE	<ul style="list-style-type: none"> •University Annual Report Due <ul style="list-style-type: none"> •Strategic Plan •Operational Plan •Curricular Plan •Teams and PLC development of project measures and



Alignment of PharmD Strategic Plan with CPHS Strategic Plan

The 2021-2024 PharmD program strategic objectives (south quadrant) were developed to align and synergize with the 2021-2026 CPHS strategic objectives. Our unified focus over the next three years is to shine a light on our growing community and confidence.

College of Pharmacy & Health Sciences

COMMUNITY: Connect our value-added approach to living our shared values through reaffirmation of core principles.

GROWTH: Invest in high-impact personal and professional development activities to enhance our capacity to serve.

CONFIDENCE: Strive for continuous growth through building tolerance for appropriate risk, rewarding effort, and prioritizing innovative thought.

PharmD Program

COMMUNITY: Build a systematic approach to living our shared values through reaffirmation of core principles

FLOURISH: Increase the profile of innovative practice internally and externally by being recognized as a leader in the field

CONFIDENCE: Strive for continuous growth through building resilience, rewarding effort, and prioritizing innovative thought

AY 2021 -2022

Focused Initiative (Hoshin)

In the 2021-2022 Academic Year, the Doctor of Pharmacy (PharmD) program recognized the value of continuous quality improvement (CQI) in achieving measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality for the program and college. The leadership, based on feedback from various stakeholders, choose to concentrate on the following focused initiative (west quadrant), “build confidence internally through reaffirming and integrating the principles of CQI into existing PharmD processes and operations.”

The guiding principles for CQI within the program include:

- Recognition that all processes can be improved
- CQI data is used for learning and improvement, not for judgment
- Decision-making is improved by using both data and experiences
- A focus on improving services from the student, faculty, administration perspective
- Meaningful engagement is required for success
- Continual learning means having a “we all teach, we all learn” attitude

Model for Improvement

The Model for Improvement provides a framework for prompt testing and change leading to improvement. This model consists of two parts: addressing three fundamental questions and then engaging in tests of change using the Plan-Do-Study-Act cycle. This model is paired with project charter documents to capture the lifecycle of the project.

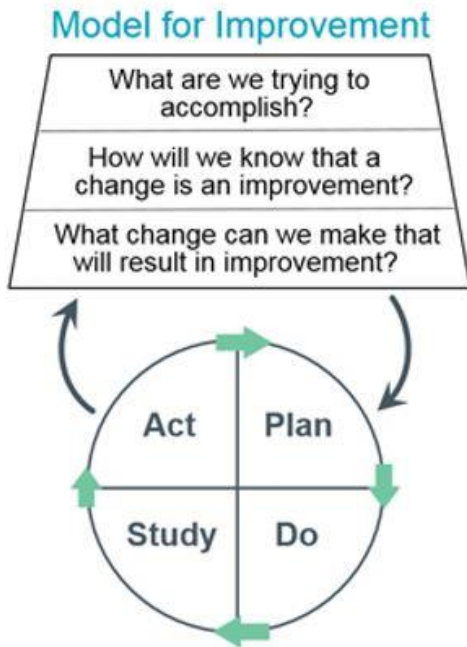


Figure 1. Langley, G.J., Nolan, K.M., Nolan, T.W, Norman, C.L., & Provost, L.P. (2009). The improvement guide: A practical approach to enhancing organizational performance (2nd Ed.). San Francisco: Jossey-Bass. P.24.

Projects & Initiatives

From the CQI focused initiative, three major projects (north quadrant) were developed. These projects represent processes or operations within the PharmD program that once revised would make measurable improvements in the program efficiency and effectiveness.

As a reminder, projects are considered more resource-intensive than initiatives. They require a cross-functional team or committee. Their development, progress, and process are documented in project charters. Initiatives are less complex tasks which require less resources than

projects.

Selected Projects for AY 2021-2022

- Self-Study Process Development and Implementation
 - **Project Purpose:** develop and pilot a faculty-led self-study process that improves the understanding and communication of program compliance across the faculty, staff, alumni, and other stakeholder groups. This process should build off the existing AAP process.
 - **Anticipated Timeline:** March 2021 – August 2023
- Full Curricular Review Process Revision
 - **Project Purpose:** to evaluate the effectiveness of the first Full Curricular Review (FCR) cycle's process documentation, determine areas for improvement, revise instrumentation, and pilot test any new documentation prior to the beginning of the next FCR cycle.
 - **Anticipated Timeline:** February 2021 – January 2022
- Assessment Plan Redesign
 - **Project Purpose:** evaluate and improve the effectiveness of the current assessment plan's communication.
 - **Anticipated Timeline:** June 2021 – September 2021

Highlighted Initiatives for AY 2021-2022

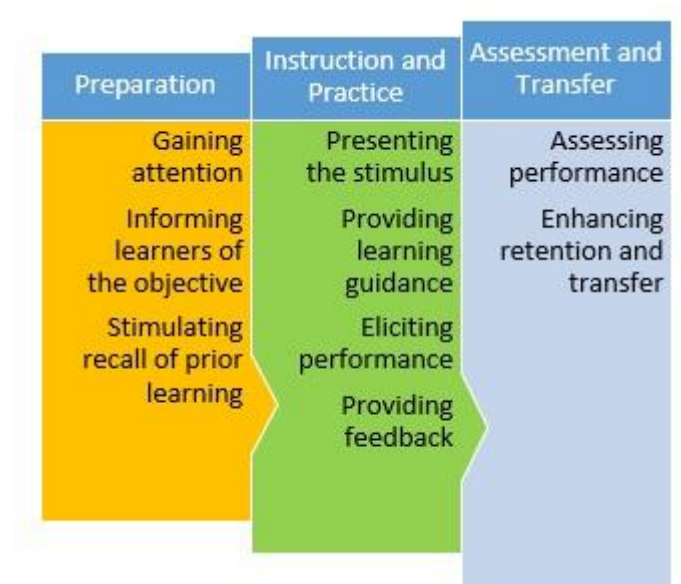
- Developing personnel to support CQI efforts within the program
 - CQI-related Training and Certification of Director of Assessment
 - Certified Scrum Master
 - Certified Six Sigma Black Belt
 - Team Building Certification
 - Created Assistant Dean for Assessment and CQI role to support CPHS and programmatic CQI efforts
- Expanded Assessment Day Professional Development series
 - Began exploring intersection of Assessment with other operational components (Admissions, IPE, Student Affairs, etc.)

AY 2022 -2023

Focused Initiative (Hoshin)

In the 2022-2023 Academic Year, the Doctor of Pharmacy (PharmD) program highlighted the value of curricular innovation in achieving measurable improvements in the efficiency, effectiveness, and applicability of the curriculum and program. The leadership, based on feedback from various stakeholders, choose to concentrate on the following focused initiative (west quadrant), “**build confidence internally through reaffirming and integrating the principles of CQI into existing PharmD processes and operations.**”

Gagne’s Nine Events of Instruction



Gagne's Nine Events of Instruction is a widely recognized framework for designing effective instructional materials and facilitating learning. It includes nine steps that an instructor should follow to create a successful learning experience: gain attention, inform learners of the objective, stimulate recall of prior learning, present the material, provide guidance, elicit performance, provide feedback, assess performance, and enhance retention and transfer. By following this framework, an instructor can help learners stay engaged, acquire new knowledge and skills, and transfer that learning to real-world situations.

[Citation](#)

Selected Projects for AY 2022-2023

- VITL
 - **Project Purpose:**
 - **Anticipated Timeline:**
- Lab
 - **Project Purpose:**
 - **Anticipated Timeline:**

Highlighted Initiatives for AY 2022-2023

- Adaptive OSCE Team