

Introduction

In 2018, the Academy of Managed Care Pharmacy will celebrate its 30th year, an impressive milestone for any business and an extraordinary one for a membership association serving the needs of members in a dynamic field that has changed so much in three decades. Since its founding in 1988, AMCP has grown from a handful of pharmacists in an emerging area of practice to an organization serving the needs of over 7,000 professional and corporate members.

The once niche field of managed care pharmacy is today well known - and hotly debated - in our national examination of healthcare coverage and the cost of pharmaceuticals.

In light of the changes and challenges facing the field, and in order to continue to thrive and grow for the next 30 years, the AMCP Board of Directors initiated the development of this strategic plan to be implemented over the next three years. The Board's desire was to create a vision that will allow the Academy to remain not only an important educational, research and networking necessity to managed care pharmacy, but also position itself as a leading force in the development of and advocacy for solutions that improve the delivery and administration of integrated pharmacy benefits and quality patient care.

In late 2016, AMCP began a process to determine what it is doing right, what it needs to improve and where it should be building. As part of this effort, AMCP convened a broad spectrum of influential voices in managed care pharmacy and health care, individual members, corporate partners and AMCP leadership to examine the competitive landscape and the trends affecting managed care pharmacy.

Six major findings emerged from these efforts:

1. ***Patients and consumers are more knowledgeable, demanding, impatient and vocal.*** As health care benefits have become more expensive and cost has shifted to the individual, consumers are, unsurprisingly, paying closer attention to their benefits, requesting more information on effectiveness of treatment options and demanding that they see value for the money they are spending.
2. ***Regulatory and policy environments are increasingly turbulent and uncertain.*** The current administration is focused on easing or eliminating many regulations. Additionally, there have been numerous attempts to modify or repeal the Affordable Care Act. The fact that these efforts are drawn out and without any clear outcome creates uncertainty that stymies innovation and action.
3. ***The pace of vertical consolidations is increasing, enabling business model innovation.*** Consolidation in the health care and managed care continues. Changing reimbursement has spawned new business and care models that do not fit the traditional managed care paradigm.
4. ***The managed care health model is facing growing conflicts and failures.*** Although in practice for many years, the managed care pharmacy model has failed to contain rising medication costs. Fee-for-service models are not providing perceived value for the cost of therapies.
5. ***Prescription benefits are increasingly unaffordable.*** In addition to rising costs for widely used medications, including generic versions, new therapies and cures are being developed that are increasingly expensive. Genetic therapies are just beginning to receive approval. In

particular, it is hard to deny a therapy that cures a life-impacting condition at any price. All of these elements contribute to continued cost increases for the pharmaceutical benefit.

6. ***Increases in data, technology and care integration enable better health outcomes.*** It is clear that improved and increased collection of data, the technology to collect it, and the control that integrated care provides, enable determination of ways to administer health benefits that are more effective, more accessible and therefore slow cost growth. However, inconsistent interoperability among systems, challenges to data availability and challenges associated with collecting and analyzing the needed data hamper advancements in patient care and cost control.

Together these trends (Figure One) point to the development and use of alternative payment models for the pharmaceutical benefit and the emergence of new business models to enable the new payment systems. The professionals designing and managing integrated pharmacy benefits – our members – will need help sorting through all of the changes, understanding what works and ensuring their skills are adequate to deliver value.

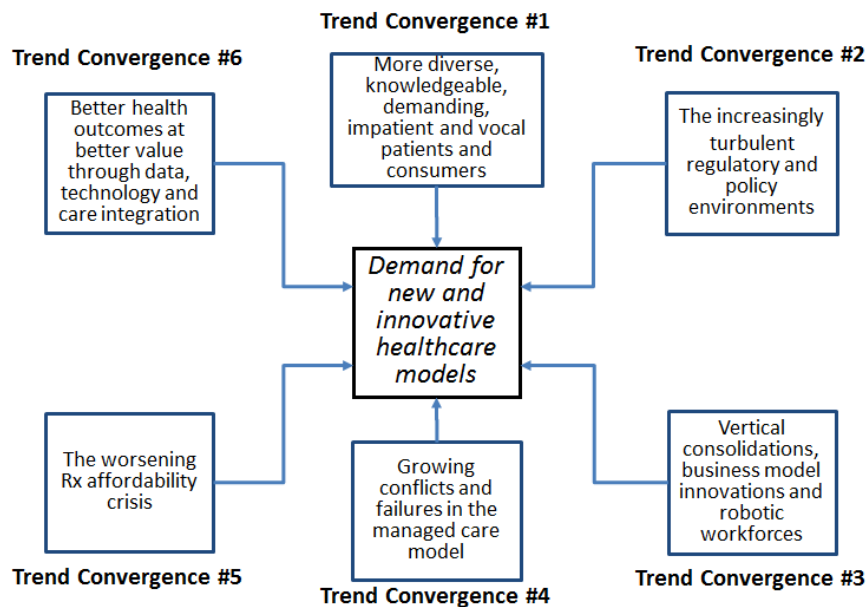


Figure One. Trends Affecting Managed Care Pharmacy

With this background, the AMCP Board of Directors refocused the strategy of the Academy to provide a sustaining value proposition to its members and managed care pharmacy. The result is this strategic plan. We believe this plan addresses the practical needs of our members and affirms AMCP’s commitment to be a leading, unbiased voice in managed care pharmacy as it evolves with scientific discovery, clinical advances and technology adoption.

AMCP 2020

At the conclusion of this strategic plan, AMCP will be the recognized authority in education, discussion, evaluation and advocacy for expanding the capabilities of its members in the effective management of an integrated pharmacy benefit and the delivery of quality care and services while stemming rising costs of medication therapy. AMCP membership extends to all professionals engaged in the practice of managed care pharmacy.

To achieve AMCP 2020, the Academy will focus on four broad initiatives that are complemented by the activities of the AMCP Foundation.

The AMCP Strategic Plan

AMCP promises its members and stakeholders that it will help managed care pharmacy practitioners improve patient outcomes and control rising health care costs through enhancing knowledge, improving collaboration and intensifying advocacy.

1. ***Thought Leadership*** – AMCP will be recognized as the thought leader for helping managed care pharmacy professionals improve patient outcomes while controlling health care costs.

If we are successful, by the end of 2020:

AMCP has established that the integrated pharmacy benefit management has moved from volume to value. AMCP is building a new group of practice leaders. AMCP is a primary source of policy and regulatory recommendations to advance managed care pharmacy issues from discussion to reality.

Expectations:

- AMCP is consulted by members of Congress and their staff on relevant issues
- AMCP has strong relationships within CMS, FDA and FTC and is consulted by these agencies on relevant issues
- AMCP is offered more interview requests and media coverage and its visibility is enhanced
- AMCP is providing resources to our members to advance innovative models in their work settings (e.g., value-based contracting)
- AMCP CEO and senior staff have established relationships with managed care organizations and other organizations important to AMCP's work
- *JMCP* impact factor increases from its publishing of leading-edge research and information

2. ***Member Engagement*** – AMCP will attract new members, increase member retention and grow member participation in AMCP education, meetings and volunteer activities.

If we are successful, by the end of 2020:

AMCP will increase member value across all categories, and market that value, resulting in overall membership growth and retention.

Expectations:

- AMCP has sustained membership growth overall with increased retention rates
- AMCP has an increase in the number of Active Members
- AMCP has an increase in the number of medical directors who are Active Members
- AMCP has greater differentiation in Corporate Member benefits
- AMCP national and invitational meetings each offer a strong, unique, clearly defined value proposition

3. ***Build the Brand*** – AMCP will launch a brand strategy that increases awareness of the Academy and brings the enterprise strategy to life for all audiences and across all venues.

If we are successful, by the end of 2020:

The AMCP (and AMCP Foundation) name is recognized as an organization of visionary thought-leaders in developing, administering, delivery and researching a quality integrated pharmacy benefit.

Expectations:

- AMCP identity and brand reflect AMCP 2020 goals
- AMCP education, research, opinions and events are recognized as high quality offerings

- AMCP is seen as being on the leading edge of policy issues
- AMCP is known for practical implementation - overcoming barriers to value-based care delivery
- AMCP's focus and area of expertise expands to all aspects of developing, administering, delivery and researching a quality integrated pharmacy benefit. – business and clinical
- AMCP is top of mind of “who to ask” when an opinion is desired or a question arises on managed care pharmacy issues
- AMCP is recognized as advancing quality and value assessment

4. **Operational Excellence** - Create the organizational structure, processes, talent and IT infrastructure necessary for implementing the strategic plan and achieving its objectives.

If we are successful, by the end 2020:

AMCP's IT, HR, and digital enterprise are contemporary and support all aspects of the organization's business and strategic initiatives. Its finances and reserves are sound.

Expectations:

- AMCP systems and processes are seamless and efficient
- AMCP is increasingly using data and analytics as the basis of decision-making
- AMCP has a high performing staff with good morale and appropriate skills for their position. Talent is developed and there is succession planning.
- AMCP has a new web site and a digital strategy that makes it an effective on-line enterprise
- AMCP makes full use of search engine optimization, social media promotion, applications and other current techniques to reach our audiences
- AMCP is recognized as a great place to work

The AMCP Foundation will work in synergy with AMCP as essentially a fifth initiative (Figure Two). The Foundation will focus on research, immersive education and philanthropy.

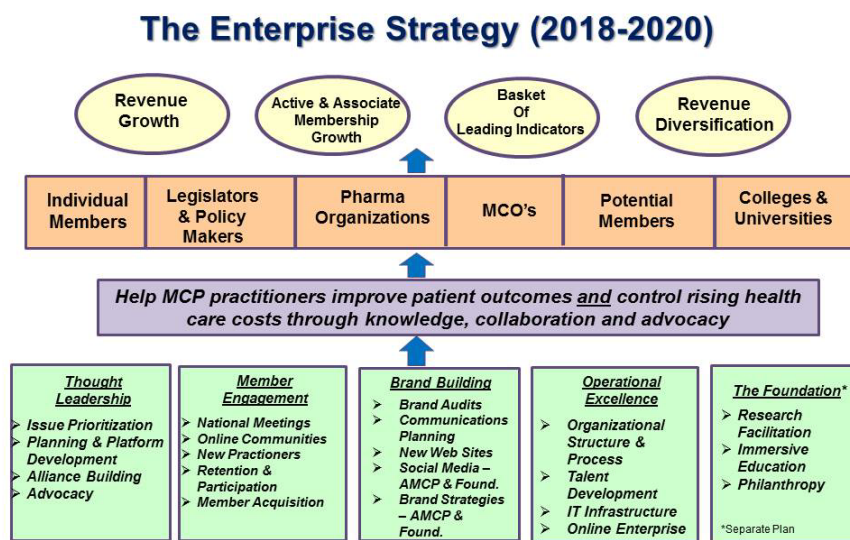


Figure Two The AMCP/AMCP Foundation Enterprise Strategy 2020