

Good Afternoon. Madame Chair, Board Members, Past Presidents, Delegates, Members.

It is my honor to stand in front of you this afternoon as this 61st session of the NY State Council of Health System Pharmacists House of Delegates comes to a close. As I will complete my term as your elected president in roughly 30 hours, I would like to take this opportunity to present to you my State of the Council Address. I plan to share with you the good, the bad, and the ugly. Having the opportunity to lead this organization over the past year has given me greater insight into the workings of this organization that I cherish so much, and like the many past presidents that have come before me, my goal as president has been to leave this organization stronger than how I found it and I believe that I have been able to accomplish that goal in several ways. I have also come to understand the organization's strengths and weaknesses, its limitations, and what the membership expects from the organization. We can't expect to grow and flourish if we aren't willing to expose and address those things that we do not do well, or at least not well enough to be the epitome of professional organizations.

You may recall that my self-proclaimed theme for this year was "*Harmony: We are better together.*" It was my goal to surround myself with great people and engage them, be creative with them, and build something bigger than ourselves. Harmony implies engagement, the concept of working together; not with one singular voice, but with many voices that compliment each other. I was fortunate to be able to surround myself with almost a dozen members who shared in my creativity and passion. We met monthly (sometimes more), and we had a great time building each other up and producing a great product. Of course, I am referring to my Seratones; but I digress. Some would interpret working in harmony as working in peace. To me, this meant collaboration; both within the organization and with external stakeholders like the Board of Pharmacy, State Education Department, the Colleges, and other organizations. This was not always as joyous and productive as my work with the Seratones, but the business of this organization is a bit more serious than playing covers of other people's music.

I embarked on my presidential term with a sentiment of unbridled optimism. I recall my drive home from Saratoga last April, making phone calls to various past-presidents, board members, committee chairs, and those that I considered my organizational mentors. I had a lot of ideas and I felt like my enthusiasm even re-lit the fire in some of our past-presidents. Of course, the Board and I were faced from the get-go with the daunting task of reorganizing the responsibilities and committee reporting structure to operate with a Board that was 30% smaller than the previous year. As you might imagine, the reality of an increased workload on the three directors was not easily swallowed. I spent countless hours trying to come up with a structure that would work and the Board, albeit begrudgingly, took a chance on the new structure. Spoiler alert; it was met with frustration almost immediately and talks of the need to add two more directors began. Fortunately, our Immediate Past President, Angela, and our President Elect, Travis stepped up and helped to offload some of the responsibilities from the directors. This created a workload for the three presidential officers that was unlike any previous terms. I am grateful to Angela and Travis for taking that on with me. With some of this shifting and a leap of faith, the Board moved onto the business of advancing the organization. We prepared a fiscally conservative budget that would still allow us to try some new things. This included some new programming, like our in-person Directors and Clinical Directors Roundtables, the Gala taking place on May 9th, expanding our office coverage from part time to full time, adding an Outreach Liaison, creating and purchasing new member Welcome Kits, updating and enhancing our website and social media development software, and hosting more in-person Board meetings across the state with guest speakers to train and elevate the Board. These new initiatives were all tied to our newly developed Strategic Plan.

I would like to share the outcomes of these initiatives relative to the Strategic Plan, and then I will also share some of my personal opinions on where we need to take this organization next and what it might take to get there.

Our Strategic Plan Pillars include:

- Engagement/Membership
- Finance
- Value
- Advocacy

Here is how we did in each pillar:

- Engagement/Membership
 - Our organization is after all nothing without our members. Despite having a Membership Committee that all but fell apart, we managed to increase our membership by a net of 123 members to a total of 1951 total members. This is roughly a 7% increase. There was growth in all membership categories, except faculty and students where there were large losses. When looking at active membership though we saw 182 new members or a 16.3% growth. This is a great outcome.
 - We also saw an increased engagement of our Directors of Pharmacy and our clinical leaders, as seen by the active participation in our monthly DOP and newly formed CDOP calls, and by the in-person DOP and CDOP meetings. We even got them all talking about the PAI2030 goals during these sessions.
 - Having attended many different chapter events, I can attest to the level of engagement at the local level and that is the most important aspect of our membership picture.
 - We implemented a few small initiatives to further increase engagement and acknowledge our members. These included our new member kits which I will be distributing to the chapter presidents at their luncheon tomorrow, the creation of a volunteer outreach liaison to reach out to directors at hospitals where we don't seem to have members, and our retirement recognition program where the board sends a retirement card to our members who are

making the transition from active to retired status and encouraging them to stay involved

- Where our engagement needs work is related to our committees. We have some committees where the members are engaged and even efficient in carrying out their charges. We have other committees that haven't reliably been meeting, have committee members that do not attend or participate, and have not sought to advance the Council's goals and objectives. We need to take a hard look at those committees and determine if the charges, membership, and leadership are appropriate. And we can not automatically advance committee chairs to future board roles without assessing their effectiveness in the committee roles. We also need to make sure that we have vice chairs instead of co-chairs.
- Finance
 - We had a strong year when it comes to our financial strength. You have already heard the report of our treasurer. While our expenses increased, mostly by the expansion of our services through Cap Hill Mgt, we also increased revenue by more than enough to offset the expense. We now have our beloved Rebecca on a full time basis and we are able to function in a growth mode rather than in a constrained mode. Our net income increased by approximately \$100,000, driven by a profit from our in person DOP and CDOP roundtables that generated over \$60,000 after expenses. Our relationship with Touro COP allowed us to hold these events in NYC with only catering costs to cover. Our assets have increased by 42% and we are roughly 50% to our goal of having a 12 month reserve.
 - We also made some smart investments with our reserves, making our savings and investments insulated from inflation
 - It is hard to find any fault in our financial pillar; however, I would like to see the board approve a budget that takes some calculated risks and gives back a little more towards engaging and recognizing the membership. We are very

fiscally conservative in our budgeting, and that is a good thing, but we also wind up with a favorable variance at the end of the year at the expense of approving some initiatives that might cost us a little.

- Value

- The value proposition. How do we keep the members engaged? How do we demonstrate our “why” to those directors, managers, clinicians, faculty, and others so that they join our great organization? Are we worth the price of admission? We chose to focus on directors and clinical directors this year and I think this was a good strategy. We are currently allowing the DOPs and CDOPs to participate regardless of membership status. There will come a day when we need to put an end to the “free trial”. We need to figure out how long that “free trial” should be. We are also trying to use this same approach to get more clinicians engaged.
- For residents, we implemented a creative win-win value proposition by offering incoming residents a free law review course. This is a members’ only offering. Thank you to Karl Williams for volunteering his services to make this possible.
- Value is a two sided equation though. We need to also consider which membership types bring value to the organization. This might not be a popular position to take, and I will upset some of you, but we need to de-emphasize our emphasis on students. I am not saying to eliminate them, as we all know how important it is to develop student leaders, but the effort expended on the student chapters yields very few future leaders for the organization. We also have very little engagement of faculty relative to the number of faculty members. We need to re-examine where we put our efforts. We also need to take a hard look at how to grow our technician membership and what the impact of ASHP’s technician society will be. We have a fair amount of technician members; but only a few that participate on the

Technician Committee and two empty seats here at the HOD for each of the Technician and Student delegate seats

- We also need to think about the future of the organization and how we will present a positive value proposition to our MSL members, to our Specialty Pharmacists, and our Health-system Community Pharmacists.
- Advocacy
 - With regards to advocacy, we saw some big, yet subtle wins this year. Our State Advocacy Committee has been pounding the pavement meeting with our state legislators and we had an overall positive experience in Albany at lobby day. We think that the CLIA waived testing bill will pass. There seems to be good support for Test and Treat, and also for advancing Technicians into all environments. But, these bills are largely beneficial to our community pharmacies and less to inpatient ones.
 - Our Professional Affairs Committee did stellar work developing relationships with our Board of Pharmacy, the State Education Department, the Department of Health's Office of Health Insurance Plans, as well as PSSNY and CAPHNYS. We were engaged in the Shared Services regulation writing, influenced the governor and BOP to add RSV vaccine to the list of approved immunizations, and worked with the Medicaid office to outline the FAQs around Medicaid provider status in NY. Some of these relationships had been severely fractured over the years and we weren't at the table. We are now at the table and helping to keep the different pharmacy organizations all rowing in the same direction.
 - The committee that focused on the national advocacy agenda was less fruitful, but at least developed a crosswalk and gap analysis comparing our state agenda with ASHP's national agenda.

Overall, we were true to our mission and strategic plan. There was a lot of hard work from our committees and board members to achieve what we did this year. I thank them for their

efforts and dedication. Despite all of the success, there will be members that will say that we aren't doing enough, that we didn't focus on the right things, etcetera. While they may or may not be correct, I will say that we have limitations as a volunteer organization. We can't do everything. We can't compare ourselves to what ASHP provides to their members. Or maybe we should, but then we will need to be prepared to increase our paid staff. We should figure out how to shift some board member responsibilities to office staff and push the board members to spend more time planning and being creative, rather than on tasks. The first paid position that I would challenge the Board to fund would be a part-time pharmacist to supplement what our CEO and the Office can provide.

There you have it, the good, the bad, and the ugly. Fortunately, the bad wasn't all that bad; and the ugly can be fixed with some investment in botox, and a pinch and tuck here and there. At times I was counting down the days until now and I know that some of you were counting down my days, too. But we all survived my term, and I would do it all over again with pleasure and pride. My friends, it has truly been an honor to serve as your president. I thank you for your support, as well as your faith and trust in my leadership. I hope that I did not disappoint.