

Strategic Plan 2025-2028

Presented by: CAPHO Board of Directors

June 17, 2025

Questions & Discussion

Please ask any questions for the presenters in within the Zoom Chat.

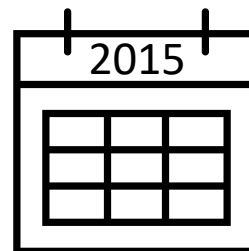
Direct your tech support inquiries to “CAPHO (AMO)” within the Zoom Chat.

The webinar will be recorded and posted to the CAPHO website alongside the slides. Please direct any unanswered questions to info@capho.org.

Objectives

- Discuss the rationale for updating the organization's Strategic Plan, Mission & Vision.
- Review the process the Board followed in developing the Strategic Plan.
- Outline updated objectives and initiatives resulting from the new Strategic Plan.
- Provide CAPHO members with the opportunity to provide feedback.

A quick look back...



Strategic Priorities

1 COMPETENCIES:

Create an evidence based inventory of the knowledge, skills, and attitudes required for the competent practice of Canadian pharmacists in an oncology focused practice setting

2 EDUCATION AND RESEARCH:

Expand innovative educational opportunities in pursuit of excellence in practice

3 ADVOCACY:

Develop an advocacy program to represent and advance the interests of members

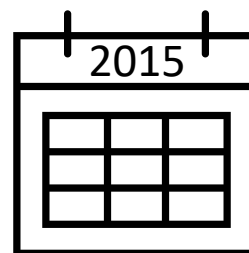
4 VALUE AND ENGAGEMENT:

Deliver value through continual assessment, understanding and response to members' needs

5 COMMUNICATIONS:

Engage members and advance the field of oncology pharmacy

A quick look back...



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2 EDUCATION AND RESEARCH:

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4 VALUE AND ENGAGEMENT:

Deliver value through continual assessment, understanding and response to members' needs



CAPhO

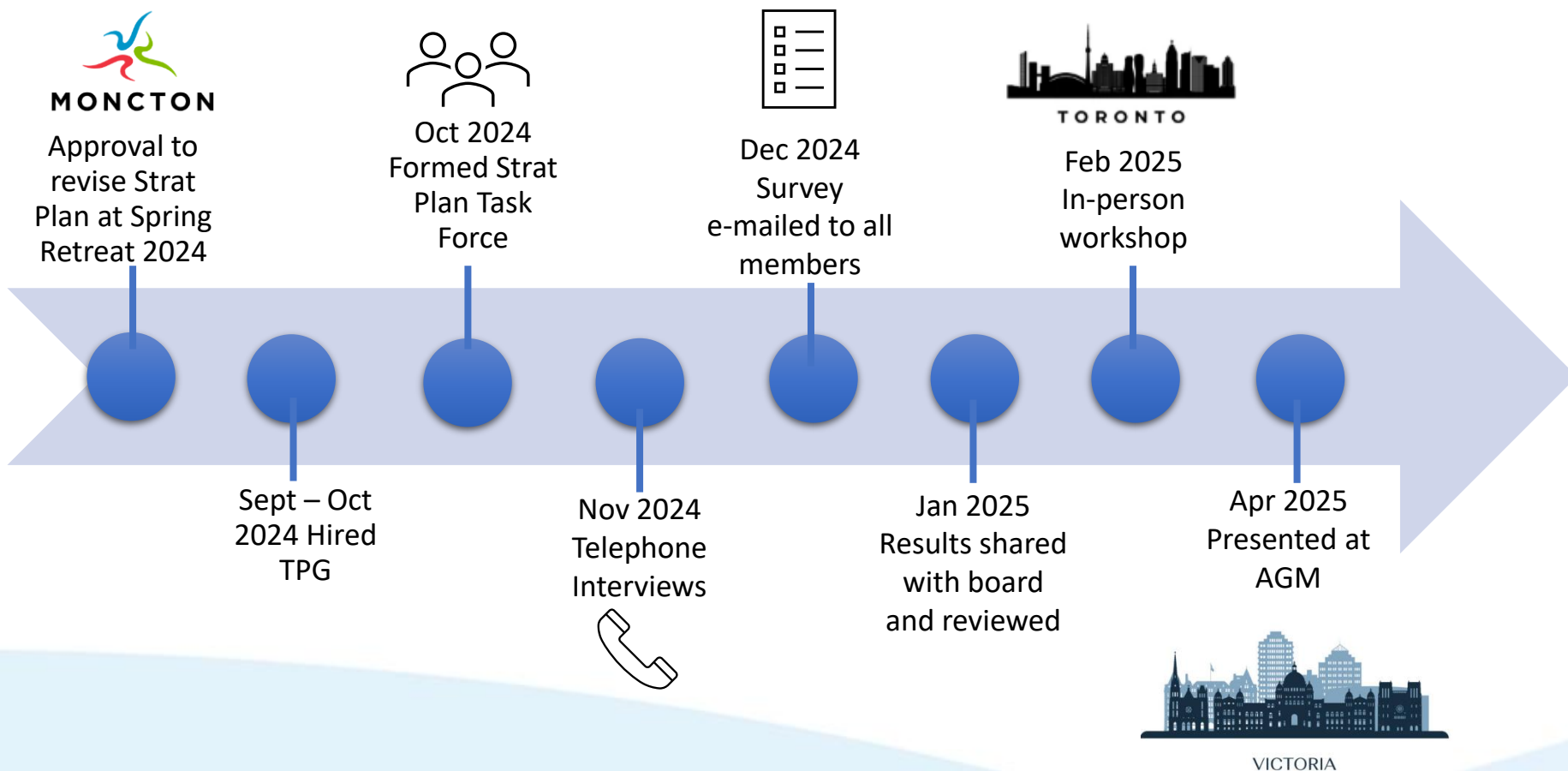
5 COMMUNICATIONS:

Engage members and advance the field of oncology pharmacy



ACPhO

Strategic Plan 2025-28 Development Timeline



Member Survey Results

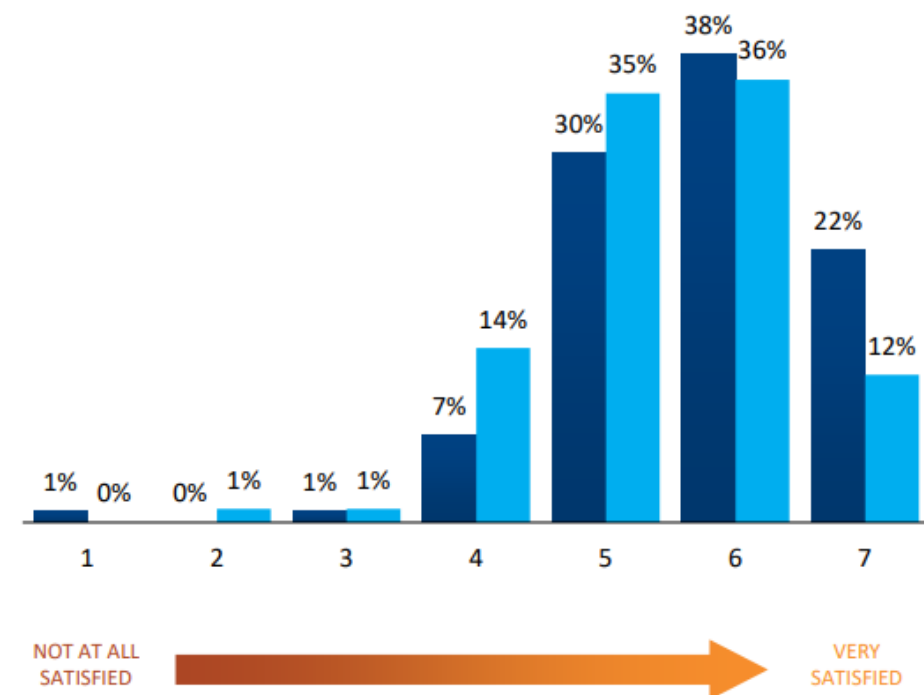
117 responses out of 1,022 members
(11% response rate)

Overall Satisfaction With CAPHO

Overall Satisfaction

■ 2024 (N=112; Mean 5.7; Benchmark 78%)

■ 2015 (N=91; Mean 5.4; Benchmark 73%)



- When asked how satisfied they are with CAPHO, almost seven in ten (68%) CAPHO members rated the association at 5 or 6 on a 1 to 7 scale. Just over one-fifth (22%) of members gave full marks.
- The mean rating of 5.7 out of 7 translates into a benchmark satisfaction score of 78%. Based on our experience with other not-for-profit associations, this rating suggests that members are “extremely satisfied” with CAPHO overall.
- Overall satisfaction with CAPHO sits eleven (11) percentage points (pp) above the average for professional associations (67%).
- Since 2015, CAPHO has increased its satisfaction score by 5 pp from 73% and has moved from the ‘very satisfied’ category into the ‘excellence’ category.

Benchmark Satisfaction Ratings (Summary)

- The overall benchmark satisfaction rating is calculated by taking the average of the benchmark scores on each of the key satisfaction ratings. For the services and representation satisfaction ratings, the benchmark is the weighted average rating for all items used. The benchmarks are summarized below.
- When first asked how satisfied they are with CAPHO, the satisfaction score was 78%, which is in the 'excellence' category. When the responses to the other member satisfaction questions are factored in, the overall benchmark satisfaction rating is considerably lower at 73%. However, this is a 4-percentage point increase from 2015.
- A high point is certainly CAPHO's services. While there are some potential issues around the penetration of services in a handful of areas, members who use them are clearly satisfied with CAPHO's offerings. The overall satisfaction score is also quite strong.
- One area of concern is the representation of member interests to stakeholder groups. While this area has improved significantly since 2015, it is an area for continued focus. In our experience, low scores in this area tend to be caused by one of two things: either the association is not achieving results relative to what members want or expect, or the association is achieving results, but the members are not aware of what is happening.

Benchmark	2024		2015	
	Score	Category	Score	Category
Overall	78%	*****	73%	*****
Services	81%	*****	80%	*****
Representation of Member Interests	58%	***	50%	**
Ease of Having Voice Heard	69%	****	71%	*****
Member Influence	69%	****	66%	****
Effectiveness of Communications	75%	*****	75%	*****
Average Benchmark	73%	*****	69%	****

Note: While part of the evaluation section, engagement is not included in the average benchmark as it is not a measure of satisfaction.

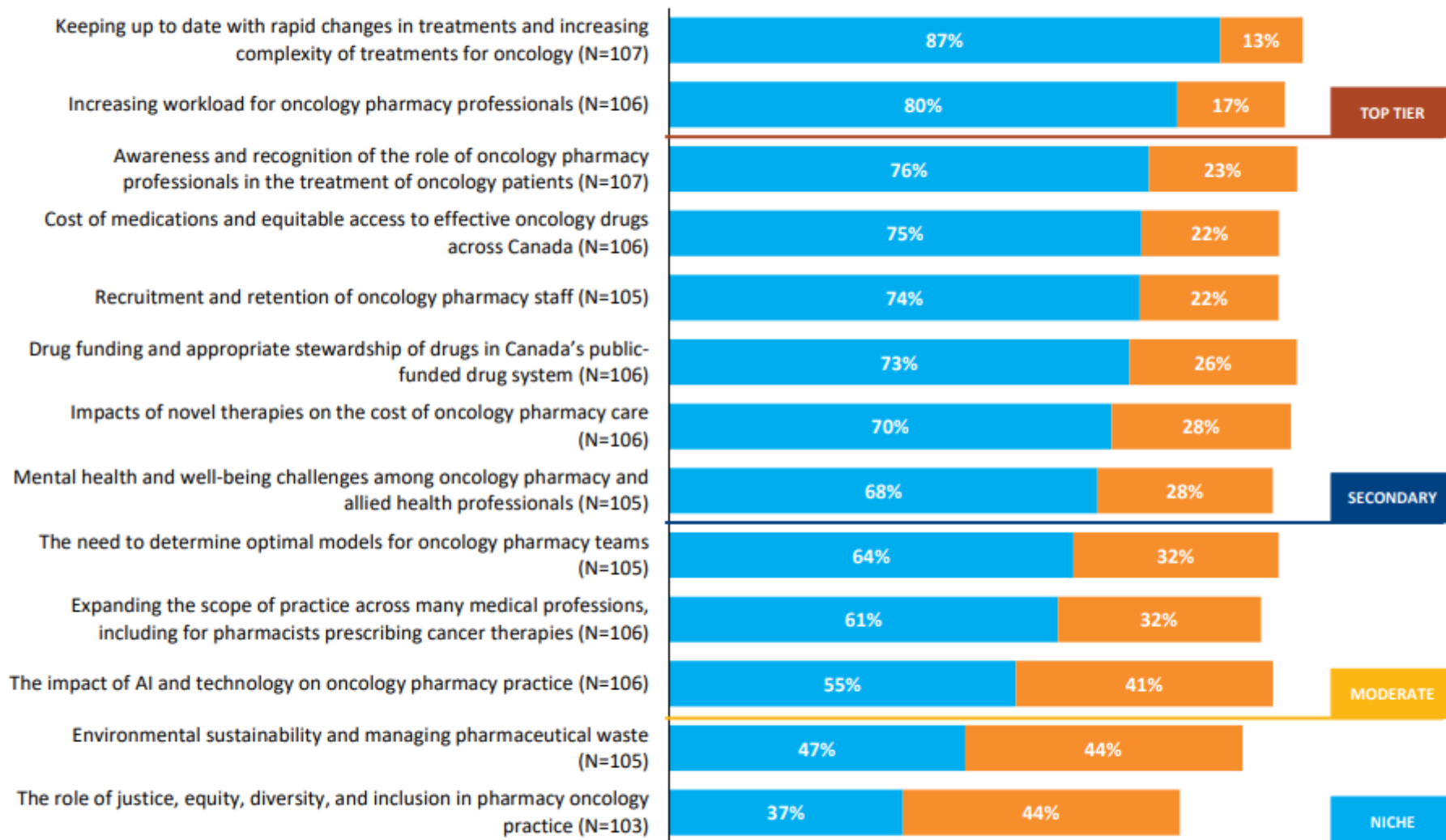
Category Legend					
Extremely Satisfied or Excellence	*****	Very Satisfied	****	Reasonably Satisfied	***
Marginal Satisfaction	**	Borderline	**	Fail	*

Benchmark Comparisons to Other Associations

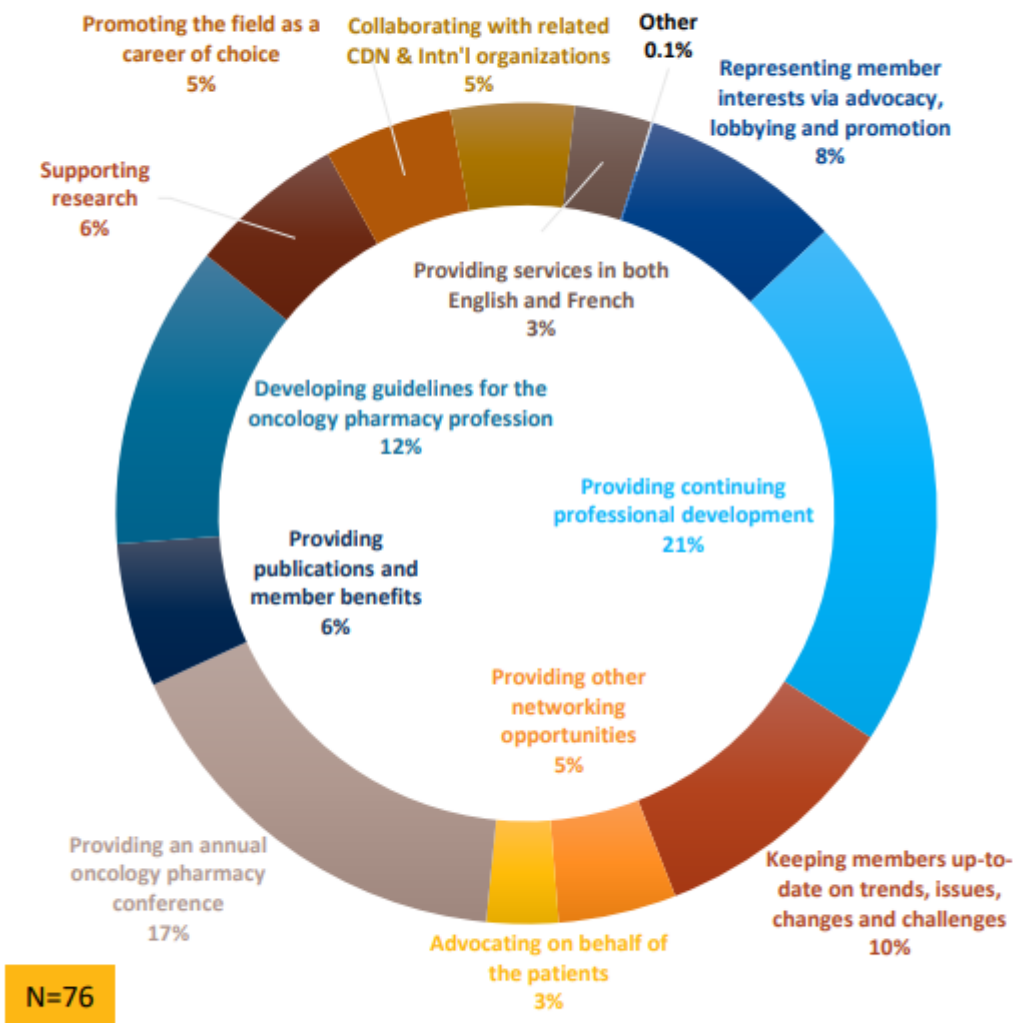
	CAPhO Benchmark	Average Across 109 Studies	Professional Associations					Number of Benchmarks
			Average	Maximum	Minimum	CAPhO RANK		
Overall	78%	69%	67%	86%	44%	5	out of	67
Services	81%	75%	74%	84%	63%	8	out of	64
Representation of Member Interests	58%	59%	56%	77%	42%	26	out of	60
Ease of Having Voice Heard	69%	66%	62%	83%	38%	12	out of	61
Member Influence	69%	61%	58%	76%	40%	3	out of	60
Effectiveness of Communications	75%	72%	70%	87%	46%	13	out of	64
Average Benchmark	73%	67%	65%	79%	47%	7	out of	65

- CAPhO’s benchmarks are higher than the average we have seen in other professional associations in all areas.
- The overall benchmark of 73% sits six (6) percentage points higher than the 67% average across all organization studies (which include both trade and professional associations). Furthermore, the overall benchmark sits eight (8) percentage points higher compared to the average for professional associations.
- CAPhO’s best-performing area, relative to others, is member influence, ranking 3rd out of 60 associations. While this is its highest ranking, there remains room for improvement, as the average score across associations is low. CAPhO also performs strongly in overall satisfaction, ranking 5th out of 67, and in services, where it ranks 8th out of 64.
- At the other end of the spectrum, representation of member interests ranks 26th out of 60, highlighting it as an area for CAPhO to focus on improving.

Importance of Issues (cont'd)



Where CAPHO Should Focus its Resources



- According to members, the top priority for CAPHO should be providing continuing professional development. Members would allocate 21% of CAPHO's time, effort, and resources toward professional development and continuing education initiatives.
- The next most important area of focus, according to members, is providing an annual oncology pharmacy conference. Members would allocate 17% of CAPHO's resources to this area.
- Developing guidelines for the oncology pharmacy profession (12%), keeping members up-to-date (10%), and representing member interests (8%) follow next.
- The other six roles tested received relatively equal weighting ranging from 3% to 6% of CAPHO's resources. In other words, they are equally important in the eyes of members.
- It should be noted that the results should not be viewed as the definitive way in which members would like resources divided. Rather, they should be viewed as a weighted ranking. In other words, professional development and continuing education (21%) is two times as important as keeping members up-to-date (10%).

Key Areas of Focus



Communication

- Transparency
- Engagement
- Awareness
- Members voice



Education

- Conference
- Profess. Dev.
- Keeping up to date
- Guidelines



Advocacy

- Rep. member interests
- Updates on trends
- Patient advocacy
- Demonstrating value
- Scope of practice
- Workload



Research

- Community
- Networking
- Support



Organizational Excellence

- Capacity
- Member involvement
- Project management

Updating CAPHO's Mission and Vision

CAPhO's Guiding Statements

Vision:

CAPhO is the recognized leader of oncology pharmacy in Canada.



Vision:

Leading and advancing oncology pharmacy in Canada.

Mission:

CAPhO is a member-directed association that promotes, supports and advances oncology pharmacy practice.



Mission:

CAPhO promotes, supports and advances oncology pharmacy practice to improve the lives of people affected by cancer in Canada.

Strategic Plan 2025-2028

VISION: Leading and advancing oncology pharmacy in Canada.

MISSION: CAPhO promotes, supports, and advances oncology pharmacy practice to improve the lives of people affected by cancer in Canada.



1 Communication and Engagement

CAPhO will support members by improving use of diverse modes of communication to increase awareness of CAPhO services and initiatives, oncology pharmacy topics and issues relevant to members. CAPhO will elevate the association and increase visibility and opportunities for members to engage with the organization.

1.1 CAPhO will foster transparency and awareness and will engage members by communicating quarterly on topics related to strategy, governance, and allocation of resources, beginning immediately. This will include:

- Hosting four annual board engagement opportunities for member input
- Publishing quarterly summaries of CAPhO activities post-board meetings
- Maintaining an online feedback form for continuous member input

1.2 CAPhO will establish an ongoing comprehensive event calendar that captures all CAPhO activities, ensuring consistent and increased engagement with members across communication channels.

Strategic Plan 2025-2028

VISION: Leading and advancing oncology pharmacy in Canada.

MISSION: CAPhO promotes, supports, and advances oncology pharmacy practice to improve the lives of people affected by cancer in Canada.



CAPhO will expand and enhance education offerings tailored towards oncology pharmacy professionals at all career stages. This includes a comprehensive education schedule, with a focus on providing accredited CE's and the development of practice guidelines and resources.

2.1 CAPhO will commit to delivering annually a minimum of four webinars, eight podcasts, four infographics, one conference, one Oncology Fundamentals Day, and one workshop. There will be at least one offering per month, with a focus on diverse clinical and technical topics.

2.2 CAPhO will increase educational value to members by providing accredited offerings and inclusion of bilingual materials where feasible.

2.3 CAPhO will facilitate member-developed, evidence-based practice guidelines and resources by providing project management, financial support, and/or knowledge translation for up to two projects annually.

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Strategic Plan 2025-2028

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CAPhO will advocate for advancing oncology pharmacy practice, patient care and health policy through association-based initiatives and empowering members with evidence-based tools, resources and professional development opportunities.

3.1 CAPhO will have a member informed external stakeholder relations strategy in place by the end of 2026.

3.2 CAPhO will facilitate a leadership summit informed by Competencies for Oncology Pharmacists in Canada document and ambulatory oncology clinical practice key performance indicators (cpKPIs) that serves to highlight the value of oncology pharmacy by the end of 2026.

Strategic Plan 2025-2028

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CAPhO will create opportunities to conduct and facilitate research and knowledge translation activities that will inform and advance oncology pharmacy practice.

4.1 CAPhO will facilitate member research and knowledge translation activities through:

- Organizing the CAPhO Conference abstract and poster competition annually, including judging and awards
- Administering research and publication grants
- Hosting informal research discussions three times per year
- Showcasing member research through informal research discussions and monthly social media features

4.2 CAPhO will secure funding for and establish a CAPhO-driven research study which will include holding an initial strategy planning session, creating a research team and collecting data by 2028.

Strategic Plan 2025-2028

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CAPhO will enhance organizational excellence in operations, programming, and governance.

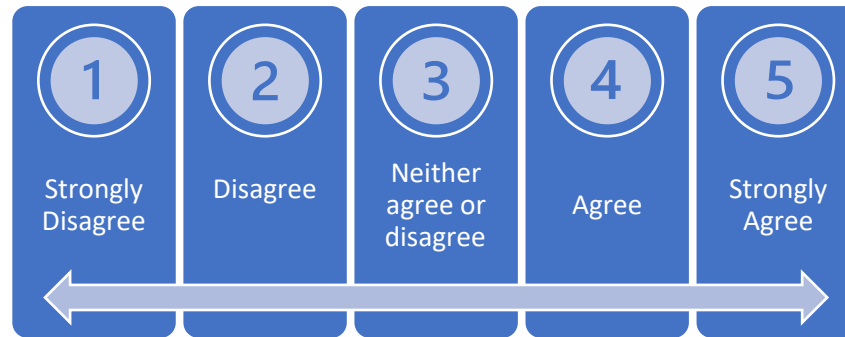
5.1 CAPhO will improve the user experience of the CAPhO website by October 2025.

5.2 CAPhO will implement a solution to facilitate the organizational coordination of work by April 2026.

5.3 CAPhO will complete a comprehensive review of governance by April 2026.

Polling Questions & Feedback

Please rate the following statements on a scale of 1-5:



Q1. CAPHO has identified the correct areas of focus for the organization's three-year strategic plan

Q2. I feel like my interests are represented in the current strategic plan

Q3. I am confident that CAPHO is moving in the right direction

Which area of focus do you feel is going to have the most impact on the organization?

1. Communication & Engagement
2. Education
3. Advocacy
4. Research
5. Organizational Excellence

We welcome other questions and feedback. Thank you for participating and helping to shape the future of CAPhO!

CAPhO's Board of Directors



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