

Preparing Pharmacists and the Academy to Thrive in Challenging Times

2021–2024 Strategic Plan Priorities, Goals and Objectives

Adopted: July 2021

Updated: April 2023

Mission and Vision

AACP Mission

Advance pharmacy education, research, scholarship, practice and service, in partnership with members and stakeholders, to improve health for all.

AACP Vision

We envision a world of healthy people through the transformation of health professions education.

AACP Diversity Statement

AACP affirms its commitment to foster an inclusive community and leverage diversity of thought, background, perspective, and experience to advance pharmacy education and improve health.

Strategic Plan Summary

In October 2020, AACP the Strategic Planning Committee (SPC) launched the strategic planning efforts to develop a plan to guide our Association efforts for the years 2021–2024. This plan addresses what we plan to do in the next four years, while continuing to build on what we are currently doing.

Our strategic planning theme, **Preparing Pharmacists and the Academy to Thrive in Challenging Times**, acknowledges that the healthcare environment is constantly changing; therefore, we need to constantly prepare pharmacists for those changes.

Pharmacists work within a delivery care model and a financial model which often hinders their ability to make valuable contributions in medication optimization and health outcomes. How pharmacists and the pharmacy profession tackle these challenges and address these problems is critical to the future of the pharmacy workforce, and involves:

Strengthening and preparing the pharmacy pipeline to create and sustain an essential and visibly recognized workforce (Who should we attract into pharmacy? How do we foster “professional identity formation” among learners/ graduates and practitioners? How do we examine and adjust the current education pathways?).

Ensuring pharmacy education and training are fully recognized, utilized and integrated into the health care system; and raising the profile of pharmacy as an essential healthcare profession.

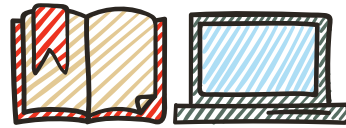
Fostering a pharmacy workforce that embraces, leads and sustains a professional culture of change, transformation and continued professional development.

Strategic Plan Summary

The AACP proposed strategic plan for 2021–2024 focuses on the following priority areas:



Strategic Priority 1:
Leading the
Transformation of
Pharmacy Practice



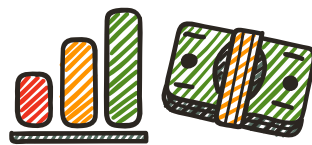
Strategic Priority 2:
Optimizing Pharmacy
Education and Training
Across the Lifespan
of Pharmacists and
Pharmaceutical Scientists



Strategic Priority 3:
Leading Diversity, Equity,
Inclusion, and Anti-racism
(DEIA) Efforts



Strategic Priority 4:
Achieving Well-being
for All



Strategic Priority 5:
Strengthening the
Financial Health of
AACP and Our Members



Strategic Priority 6:
Ensuring Our Strong
Culture and High-
Functioning Operations
Support Our Work

Additionally, the following cross-cutting areas will be appropriately integrated in the plan:
Leadership / Interprofessional Collaboration / Global Engagement / Implementation Science

Strategic Priority #1

Leading the Transformation of Pharmacy Practice

Team members: Renae Chesnut; Dalita Collins; Craig Cox; Nidhi Gandhi; Miranda Steinkopf



As the healthcare environment changes, it is essential that the pharmacy profession and academic pharmacy are prepared for and proactively involved in leading those changes to improve patient care. Leading in a culture of change in pharmacy means creating a culture and producing the capacity to seek, critically assess, and selectively incorporate new, progressive, contemporary ideas and practices—all the time, inside the organization as well as outside of it. AACP will strategically lead the transformation of pharmacy education and practice to ensure that pharmacists' contributions to medication optimization and health outcomes are evident. This strategic priority focuses on fostering and sustaining a culture of transformation within pharmacy education and practice that embraces the challenges and creates positive changes in the healthcare environment. This ongoing transformation requires the expansion of patient-centered pharmacy practice and will be further advanced through strategic engagement with other healthcare organizations and stakeholders.

Goal Statement 1.1

Foster a Professional Culture of Change and Transformation in Pharmacy.

Foster a culture within pharmacy education that embraces change and transformation among faculty, current and future learners, preceptors, and staff.

Objective 1.1.1: Establish a framework for pharmacy transformation and change that incorporates professional identity formation to help develop a professional mindset and leadership among faculty, learners, and preceptors for an evolving pharmacy workforce.

Objective 1.1.2: Facilitate the sharing of resources and models of change and transformation among colleges and schools of pharmacy.

Objective 1.1.3: Feature innovative and emerging practice areas, via Pharmacy Is Right For Me campaign, to attract prospective students interested in pharmacy change and transformation.

Objective 1.1.4: Foster and leverage relationships between partners in education and practice, including preceptors, to develop collaborations for accelerating practice transformation.

Goal Statement 1.2

Establish A Clear, Evidence-based Vision of Patient-Centered Pharmacy Practice.

Articulate and provide supporting evidence for a strong, clear and cohesive vision of patient-centered pharmacy practice that contributes to medication optimization and health outcomes.

Objective 1.2.1: Engage with other health professions associations and patient advocacy organizations to advocate for the value proposition for the pharmacy profession and how patient-centered pharmacy practice fulfills their needs.

Objective 1.2.2: Highlight successful pharmacy practice models that (a) integrate advanced, enhanced pharmacy services into health care settings, and (b) demonstrate effective reimbursement methods.

Objective 1.2.3: Highlight the efforts of AACP member institutions in producing and disseminating the evidence on the value of different pharmacy collaboration models to other health professionals and patients, including economic, clinical and patient-focused metrics.

Objective 1.2.4: Create and implement a plan for communicating the competency and enhanced practice abilities of pharmacy graduates to health care professionals, including practicing pharmacists, which would encompass the development and impact evaluation of materials.

Strategic Priority #1

Leading the Transformation of Pharmacy Practice

Team members: Renae Chesnut; Craig Cox; Dalita Collins; Nidhi Gandhi; Miranda Steinkopf



Goal Statement 1.3

Create and Implement a Strategic Engagement Plan.

Articulate a plan and provide tools and resources for individual and institutional members to increase their capacity for effective strategic engagement with diverse types of stakeholders.

Objective 1.3.1: Create an accessible compendium of resources for use by schools when advocating, collaborating, and educating stakeholders. Resources can include letters to policymakers, model practice agreements, media materials, etc.

Objective 1.3.2: Encourage schools to share successful strategic engagement practices and provide networking opportunities to bring pharmacy faculty and school leadership together to exchange experiences with successes and challenges.

Objective 1.3.3: Create or provide a self-assessment tool for faculty and schools' level of strategic engagement expertise and competency.

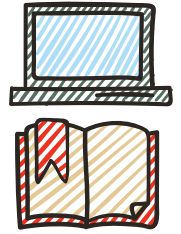
Objective 1.3.4: Create an introduction to advocacy guide for schools and faculty, encompassing practices at both the professional level (e.g., engagement with other health professionals regarding practice integration) and policy level (e.g., negotiating with payers, legislative policy-focused advocacy).

Objective 1.3.5: Promote, through strategic engagement and the Pharmacists For Healthier Lives campaign, pharmacy practice transformation to enhance the demand and opportunities for pharmacists with emphasis on emerging health issues and pharmacists' ability to deliver patient care.

Definition of strategic engagement: Removing barriers and expanding opportunities for the profession to advance through working with other pharmacy and health care organizations, especially medicine; advocating on the federal level, and disseminating information to schools and colleges for their state-based efforts. It is important that this goal encompasses engagement with physicians, clinics, health care systems, in addition to payers and legislators and regulators.

Strategic Priority #2

Optimizing Pharmacy Education and Training Across the Lifespan of Pharmacists and Pharmaceutical Scientists



Team members: Tim Bloom; Jennifer Trujillo; Michelle Assa-Eley; Dorothy Farrell; Kelly Ragucci

AACP and its members are responsible for educating and preparing pharmacists and faculty who are ready to lead or engage in transformation of education and practice, and research. To meet the needs of today's students and patients, sustain a thriving workforce, and advance education and practice, and research. AACP and its members will work together to develop and implement innovative professional and graduate curricula and professional development opportunities. This strategic priority focuses on initiatives that assess and evaluate current educational outcomes and their fitness for today's pharmacy landscape (workforce readiness). This includes regional conferences in which pharmacy organizations, faculty and employers will come together to further assess professional identify formation, competency-based education and workforce optimization in order to support lifelong learning. An emphasis will be on advancing interprofessional, person-based care and expanding the profession in a variety of practice and research areas.

Goal Statement 2.1

Stimulate Innovative Curricula.

Foster and support schools and colleges in delivering innovative pharmacy curricula while incorporating evidence-based methods.

Objective 2.1.1: Revise and update 2013 CAPE Outcomes (Center for the Advancement of Pharmacy Education) and EPAs (Entrustable Professional Activities).

Objective 2.1.2: Support schools and colleges in developing effective ways to meet contemporary learner needs and ultimately influence the requirements (e.g., ACPE standards, CAPE outcomes, EPAs and IPEC core competencies).

Objective 2.1.3: Engage the academy in (or provide opportunities for) candid discussions about necessary curricular adaptations to better meet the needs of learners (e.g., agility, flexibility, efficiency, personalization).

Objective 2.1.4: Engage members in educational opportunities for adopting and adapting tools for digital health education and practice, as well as offer resources on other specific curricular needs (e.g., pharmacogenomics, informatics, interprofessional education and leadership)

Goal Statement 2.2

Cultivate Innovative Faculty.

Train, educate and support member institutions and their faculty in the delivery of innovative and contemporary curricula.

Objective 2.2.1: Offer educational programming that models state of the art, innovative, contemporary teaching and learning methods.

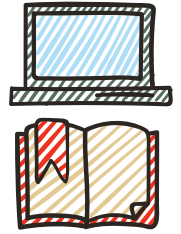
Objective 2.2.2: Develop and promote mechanisms to share and utilize resources for innovative teaching and learning.

Objective 2.2.3: Promote, cultivate and offer training in the development of new graduate programs that are state of the art and responsive to workforce needs, including M.S., Ph.D., and certificate programs.

Strategic Priority #2

Optimizing Pharmacy Education and Training Across the Lifespan of a Pharmacist

Team members: Tim Bloom; Jennifer Trujillo; Michelle Assa-Eley; Dorothy Farrell; Kelly Ragucci



Goal Statement 2.3

Enhance Workforce Development.

Fostering a pharmacy workforce that embraces, leads and sustains a professional culture of change, transformation and continued professional development.

Objective 2.3.1: Promote and advance preceptor development across colleges and schools of pharmacy.

Objective 2.3.2: Sustain a visible, essential workforce through continuous professional development (e.g. APhA ADVANCE, ACT Collaborative).

Objective 2.3.3: Engage employers and other professional organizations through a stakeholder conference on the future of pharmacists' education and training.

Goal Statement 2.4

Bridge Education to Practice.

Bridge education to practice through development and implementation of the Center To Accelerate Pharmacy Practice Transformation and Academic Innovation (ATC).

Objective 2.4.1: Convene a Bridging Education to Practice Summit, in collaboration with other national pharmacy associations, on the future of pharmacists' education and training from entry into the Pharm.D. program to retirement and include this as a component of practice transformation and academic innovation.

Objective 2.4.2: Assess and implement promising innovations in pharmacy education and post-graduate training to better align curricula with experiential and post-graduate training to ensure graduates are ready to contribute to interprofessional team-based care.

Objective 2.4.3: Catalyze pharmacy schools' efforts to partner with pharmacy and medical societies to advance collaborative practice.

Objective 2.4.4: Disseminate innovations widely to AACP members, and support the use, replication and evaluation of, models, best practices, resources and tools from projects related to bridging education and practice.

Strategic Priority #3

Leading Diversity, Equity, Inclusion and Anti-racism (DEIA) Efforts

Team members: Craig Cox; Jennifer Danielson; Candelaria Morales; Terri Moore; Terry Ryan; Danielle Stubbs



AACP and its members are committed to the principles of diversity, equity, inclusion, accessibility, justice, and anti-racism. The association recognizes that to help diminish health disparities and promote health equity, it must work intentionally and courageously to eradicate structural and systemic racism, including that which may be found in academic pharmacy. The initiatives outlined in this priority provide an initial, multi-pronged approach for AACP and its members to both begin and continue their efforts of creating academic environments that are welcoming to all.

Goal Statement 3.1

Cultivate and Support a More Diverse Population of Learners.

Promote a more diverse learner population to foster innovation, and to improve cultural competence and patient care outcomes for an increasingly diverse patient population.

Objective 3.1.1: Establish targeted recruitment events and personalized outreach strategies to engage with prospective learners from diverse backgrounds.

Objective 3.1.2: Cultivate new alliances and strengthen existing partnerships with organizations to develop pipeline programs, financial support, and scholastic opportunities for diverse learners.

Objective 3.1.3: Develop resources to support prospective learners from diverse backgrounds in navigating the pre-pharmacy and pharmacy admissions process.

Objective 3.1.4: Increase marketing and social media efforts to promote diversity, equity, and inclusion in pharmacy education to make the profession more accessible and attractive to an increasing diverse learner population.

Goal Statement 3.2

Cultivate and Support a More Diverse Faculty.

Ensure representativeness among our faculty to support increasingly diverse learner and patient populations.

Objective 3.2.1: Develop and implement a marketing campaign targeting select audiences from underrepresented groups (e.g., pharmacy learners, graduate learners, pharmacy residents, post-graduate fellows, practicing pharmacists, and researchers) that highlights academic pharmacy as a career.

Objective 3.2.2: Conduct a DEIA focused environmental scan to identify successes, challenges, needs, and opportunities related to the faculty experiences in academic pharmacy that will allow AACP to further support its member institutions with their DEIA efforts.

Objective 3.2.3: Engage new faculty from diverse backgrounds during their first two years of academia to encourage participation in AACP membership, and engagement in AACP special interest groups, committees, and meetings through targeted communications and outreach.

Objective 3.2.4: Explore a mentoring program for new faculty from underrepresented populations to facilitate their transition to academic pharmacy, support their development, and introduce them to leadership and volunteer opportunities in AACP.

Strategic Priority #3

Leading Diversity, Equity, Inclusion and Anti-racism (DEIA) Efforts



Team members: Craig Cox; Jennifer Danielson; Candelaria Morales; Terri Moore; Terry Ryan; Danielle Stubbs

Goal Statement 3.3

Lead in Creating and Providing DEIA Professional Development Activities.

Make available workshops, trainings, leadership development and other specialized programming to all AACP stakeholders, including faculty, staff, Board of Directors, learners and external partners.

Objective 3.3.1: Compile and publish resources related to best practices in inclusive pedagogy, creating inclusive classrooms, navigating difficult conversations, and promoting equitable campus climates for use by schools and colleges of pharmacy.

Objective 3.3.2: Provide ongoing professional development and training opportunities to AACP membership, including association governance, staff, and volunteers related to DEIA (e.g., EDI Institute, Leadership Forum, Annual and Interim Meeting programming).

Objective 3.3.3: Engage current pharmacy learners in DEIA focused conversations to provide insight and perspective on their experiences that could stimulate the creation of future professional development opportunities.

Objective 3.3.4: Share DEIA resources with internal and external stakeholders.

Goal Statement 3.4

Enhance Curricular and Co-curricular Activities.

Advocate for colleges and schools of pharmacy to integrate topics related to DEIA, including accessibility, harassment, and structural racism, throughout their curricula as well as those leadership and support experiences for learners that support their curricula.

Objective 3.4.1: Create engagement opportunities that involve affinity groups to discuss strategies for including and/or enhancing DEIA topics throughout their curricula.

Objective 3.4.2: Collaborate with external associations and organizations to create experiential and co-curricular opportunities that allow learners to engage in activities that promote health equity and the delivery of culturally responsive care.

Objective 3.4.3: Highlight pharmacy schools with innovative co-curricular programs in DEIA that could serve as models for other institutions.

Goal Statement 3.5

Expand Collaborations and Research.

Expand AACP's research and external collaborations related to DEIA.

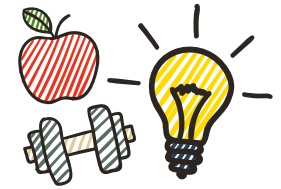
Objective 3.5.1: Explore partnerships with other organizations (e.g., government, non-profit, professional associations, academic) to identify opportunities for AACP to increase and enhance its DEIA efforts.

Objective 3.5.2: Encourage and sponsor research related to DEIA in academic pharmacy.

Strategic Priority #4

Achieving Well-being for All

Team members: Stuart Haines; Walter “Tommy” Smith; Thomas Maggio; Sarah Shrader



AACP is committed to promoting a culture of well-being for all through meaningful partnerships, programming, activities, and evidence-based resources. Well-being is vitally important to the future of the profession and defined not merely by the absence of disease, but as a state of physical, mental, emotional, social, intellectual, environmental, vocational, financial, and spiritual health. By adopting a comprehensive and holistic approach to support well-being, the Association will enhance the lives of learners, educators, staff, pharmacists, other health care professionals, and patients.

Goal Statement 4.1

Promote Well-being for AACP.

Advance and promote the health and well-being of AACP members and staff.

- Objective 4.1.1:** Leverage strategic partnerships to identify and develop resources to improve the health and well-being of AACP members and staff.
- Objective 4.1.2:** Enhance well-being programming, services, and activities for members attending AACP meetings.
- Objective 4.1.3:** Utilize AACP human resources and staff committees to conduct a needs analysis to determine whether AACP’s current resources and policies foster an inclusive, supportive, and productive working environment for staff.
- Objective 4.1.4:** Implement an action plan to address the identified gaps and reflect the Association’s commitment to health and well-being.

Goal Statement 4.2

Promote Well-being in Colleges and Schools of Pharmacy.

Strengthen the culture and environment to promote the well-being of pharmacy educators, learners, and personnel and to attract people from diverse backgrounds.

- Objective 4.2.1:** Collect, contribute to, and disseminate best practices and resources designed to support the well-being, resilience, and mental health of pharmacy educators, learners, and personnel.
- Objective 4.2.2:** Develop and disseminate policies and procedures that promote:
 - a culture of health and well-being in pharmacy education;
 - reasonable and sustainable workloads for educators, learners, and personnel; and
 - the organizational values of social justice, compassion, diversity, and inclusion.
- Objective 4.2.3:** Advocate for the Accreditation Council for Pharmacy Education (ACPE) to expand concepts related to well-being and resilience in the accreditation standards and guidance documents.

Goal Statement 4.3

Promote Well-being in the Health Professions.

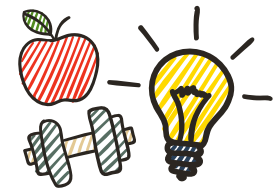
Enhance the well-being of pharmacists and other health professionals through scholarship, strategic partnerships, and modeling to advance patient care and promote the pharmacy profession.

- Objective 4.3.1:** Collaborate with organizations to develop training and resources for pharmacists and other health professionals to improve their well-being, resiliency skills, and confidence throughout their careers.

Strategic Priority #4

Achieving Well-being for All

Team members: Stuart Haines; Walter “Tommy” Smith; Thomas Maggio; Sarah Shrader



Objective 4.3.2: Promote the role of pharmacists in supporting the well-being of physicians and other health professionals.

Objective 4.3.3: Establish trauma and victim support resources to help health professionals and learners recover and cope with situations that affect their safety, well-being, and professional confidence

Objective 4.3.4: Advocate for revisions to health profession accreditation standards to include well-being of health professionals, educators, learners, and personnel as a critical factor.

Objective 4.3.5: Promote payment models that create a sustainable business model for pharmacist-provided disease prevention and well-being related services.

Goal Statement 4.4

Promote Well-being for All.

Promote evidence-based scholarship and resources to help health professionals, learners, and educators promote the well-being of all.

Objective 4.4.1: Create forums for educators to disseminate evidence-based principles focused on supporting the development of well-being within health professions curricula.

Objective 4.4.2: Collaborate with other organizations and stakeholders to identify and develop evidence-based resources that promote the well-being of patients and communities.

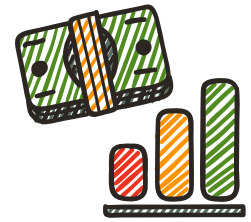
Objective 4.4.3: Use evidence-based strategies to educate learners about the factors that affect the well-being of patients and communities, and strategies to address those factors.

Objective 4.4.4: Advocate for funding sources to support research focused on well-being.

Strategic Priority #5

Strengthening the Financial Health of AACP and Our Members

Team members: David Holdford; Lynette Bradley-Baker; Maricel Herrera; Sibum Ramamurthy



The financial health of AACP and its members contributes to the development and management of products, programs, and services as well as organizational sustainability. The association will continue to identify and diversify revenue sources to contribute to the sustainable success and growth of the organization and its members. This strategic priority focuses on areas to be initiated or augmented with the goal of generating additional revenue to support the development, implementation, and maintenance of resources for the association and its members.

Goal Statement 5.1

Cultivate Partnerships.

Collaborate with organizations to develop and enhance partnerships that benefit AACP and its members.

Objective 5.1.1: Develop or expand partnerships with organizations (including for-profit, governmental agencies, non-profits) that have revenue generation/cost-sharing options.

Objective 5.1.2: Collaborate with other pharmacy and health education associations to develop avenues that can expand benefits to members (e.g., membership and/or meetings cost reductions for members as well as joint meetings or webinars).

Objective 5.1.3: Investigate and implement programs, products and/or services that enable the professional development and growth of AACP individual members across the career spectrum.

Objective 5.1.4: Feature and provide advanced training in developing externally funded research programs, and the development and delivery of new graduate programs.

Goal Statement 5.2

Expand Non-Dues Revenue.

Generate revenue from AACP platforms, programs, and services.

Objective 5.2.1: Create a year-long partnership plan for external organizations and sponsors.

Objective 5.2.2: Develop and market advertising and/or sponsorships options for AACP events and other AACP venues, including AJPE, AACP Connect, webinars, e-learn, and AACP social media platforms.

Objective 5.2.3: Develop a pricing model for AACP webinars (focusing on AACP non-members to start).

Objective 5.2.4: Pursue external grant funding to assist with AACP and its member needs (e.g., ATC infrastructure).

Objective 5.2.5: Increase the number of applicants in PharmCAS, PharmGrad, and PharmDirect to support the strategic priorities and financial health of the Association and member institutions.

Goal Statement 5.3

Expand AACP Content Areas.

Develop and expand new and existing content areas that benefit AACP and its members.

Objective 5.3.1: Repackage AACP meeting content for future use (for members and other interested stakeholder groups).

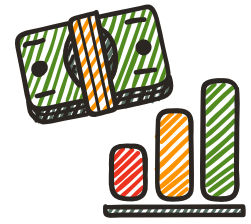
Objective 5.3.2: Initiate a Learning Management System (LMS) or other resource for AACP learning resources.

Objective 5.3.3: Develop a process to provide required and unique teaching resources that has a cost-share option for AACP and the resource (e.g., instructor in a specific area; PharmHands).

Strategic Priority #5

Strengthening the Financial Health of AACP and Our Members

Team members: David Holdford; Lynette Bradley-Baker; Maricel Herrera; Sibum Ramamurthy



Goal Statement 5.4

Grow Membership.

Expand AACP membership and/or benefits to national and global academic pharmacy stakeholders as well as external organizations.

Objective 5.4.1: Enhance international membership opportunities and content.

Objective 5.4.2: Revise the corporate membership category to make it more viable and appealing to external organizations.

Objective 5.4.3: Investigate mechanisms to engage with faculty and staff at academic pharmacy institutions that are not AACP individual members.

Objective 5.4.3: Evaluate the need for and impact of new membership models.

Strategic Priority #6

Ensuring Our Strong Culture and High-Functioning Operations Support Our Work

Team members: AACP Vice Presidents



Maintaining and continuously improving AACP programs, products and services and implementing the 2021-24 strategic plan priorities require the optimal management of human and technological resources. Priority #6 outlines key areas of focus for AACP senior leaders, including: organizational culture, adequacy of technological systems, Board effectiveness, internal and external equity of staff salaries and benefits, and current program assessments.

Goal Statement 6.1

Create a Change Culture.

Foster a culture of productive and innovative change to support the work and leadership of academic pharmacy and AACP staff.

Objective 6.1.1: Complete an analysis of work describing how to build and sustain a change culture.

Objective 6.1.2: Conduct an assessment of AACP's current culture at the Board of Directors and staff levels.

Objective 6.1.3: Evaluate and, if appropriate, apply *Culture By Design* principles and practices to move AACP toward a culture of productive/innovative change.

Goal Statement 6.2

Command Technology to Optimize Operations.

Consistently keep pace with evolving technology to support efficient and effective internal and external operation and communications.

Objective 6.2.1: Conduct an annual technology audit and risk assessment.

Objective 6.2.2: Evaluate gaps in current technology platforms to reach optimum functionality in internal and external applications.

Objective 6.2.3: Provide training for AACP staff and leaders to optimize the utilization of communications and other technologies that support member services.

Goal Statement 6.3

Pursue Continuous Quality Improvements.

Utilize program evaluation tools to periodically assess and improve upon operations and member programs/services.

Objective 6.3.1: Periodically administer and assess Board of Director performance utilizing a valid tool with benchmarking data.

Objective 6.3.2: Conduct routine staff salary and benefit analysis to achieve internal and external equity.

Objective 6.3.3: Evaluate the results of participant evaluations of projects, programs and services to continuously evaluate participant satisfaction and identify progressive change strategies to ensure our portfolio continues to meet and exceed participant needs.

Objective 6.3.4: Build upon AACP's legacy engagement with global pharmacy educators and organizations to expand AACP's global leadership and support the increasing quality of pharmacy education around the world.

Objective 6.3.5: Review and evaluate the financial components of all AACP programs, products and services.

Objective 6.3.6: Review and evaluate all AACP programs that provide funding to members (e.g., SoTL, NIA) to ensure that they are providing the optimal outcomes for AACP and members.



American Association of
Colleges of Pharmacy **AACP**

Pharmacists Help People Live Healthier, Better Lives.

1400 Crystal Drive, Suite 300 ■ Arlington, VA 22202

703-739-2330 ■ www.aacp.org

