

INTERNATIONAL
PHARMACEUTICAL FEDERATION
FOUNDATION
FOR
EDUCATION AND RESEARCH

Background and introduction

Purpose

The purpose of the International Pharmaceutical Federation (FIP) Foundation Strategic Plan is to:

- Articulate the mission and vision of the Foundation.
- Determine priorities, define the scope of actions, and determine mechanisms/tactics to guide the activities of the Foundation for the next four years; 2025-2029.
- Establish metrics to measure the successful accomplishment of strategic outcomes.

FIP and FIP Foundation Relationship

The FIP Foundation exists as a philanthropic organisation to support FIP, in alignment with the **FIP Development Goals**, which contribute to FIP's aim to advance pharmacy worldwide:

- [FIP Development Goal 1: Academic capacity](#)
- [FIP Development Goal 4: Advanced and specialist development](#)
- [FIP Development Goal 5: Competency development](#)
- [FIP Development Goal 6: Leadership development](#)
- [FIP Development Goal 8: Working with others](#)
- [FIP Development Goal 11: Impact & Outcomes](#)
- [FIP Development Goal 13: Policy development](#)
- [FIP Development Goal 21: Sustainability in pharmacy](#)

FIP Foundation Background

Established in 1993, the Foundation's objectives are to promote the education of, and research by pharmacists and pharmaceutical scientists within the general fields of design, manufacture, distribution, and use of medicines for humans and/or animals. To achieve its objectives, the Foundation is governed by its board of directors, comprised currently of the following individuals for the 2024-25 Board:

- Dr Jenelle Sobotka (USA) Chair
- Mrs. Carola van der Hoeft, Executive Director
- Dr Rebecka Isaksson (UK) – FIP Scientific Secretary
- Mr. Luis Lourenco (Portugal) – FIP Professional Secretary
- Prof. John A. Pieper (USA) – FIPed Chair
- Prof. Takuya Kumamoto (Japan) – Director
- Prof. Patricia Acuña-Johnson (Chile) - Director
- Prof. Linda Garrelts MacLean (USA) – Director
- Dr Jennifer Marriott (Australia) – Director
- Mr. Kevin Laurence (Singapore/Indonesia/Malaysia) – Director
- Ms. Eeva Terasalmi (Finland) – Director
- Dr Andrew Lofts Gray (South Africa) – Director
- Associate Prof. Rebekah Moles (Australia) – Director
- Ms Jelena Lusic (Austria) – ECPG Foundation liaison

Vision

The FIP Foundation shares the same vision as FIP—envisioning a world where everyone benefits from access to safe, effective, quality and affordable medicines and health technologies, as well as from pharmaceutical care services provided by pharmacists, in collaboration with other healthcare professionals.

Mission

As the FIP Foundation, our work supports the mission of the International Pharmaceutical Federation (FIP) to improve global health by inspiring philanthropy that drives education and research, leadership development, connections and collaborations, and other/new initiatives to advance the profession of pharmacy and our patients' health.

Strategic Outcomes

The FIP Foundation strives to achieve six strategic outcomes. The successful execution of each outcome will move the Foundation toward the realisation of its mission.

Strategic Outcome #1 – Lead - Jennifer Marriott. Working Group: Patricia Acuña-Johnson, Rebekah Moles, Andy Gray, Rebecka Isaksson, and Luis Lourenco.

Research: Implement/sustain effective strategies that support research across pharmaceutical science, pharmacy practice, and education.

(Aligning with FIP Strategic Outcomes #2: Everyone has access to the health and medicines-related information they need, and FIP Strategic Outcome #3: Everyone benefits from innovations in medicines, health technologies and services).

DGs mapping	Objective	Mechanisms/Tactics	Key performance measures
 	1.1 Evaluate and encourage research activities to optimise and improve our efforts, including scholarly publication of research results.	1.1.1 Evaluate current research activities for improvements to processes and impact.	Annually: - The working group analyses any feedback from participating researchers and research partners. - The working group reports to the Board with recommendations for improvement to our research activities.
		1.1.2 The Foundation will provide an avenue to assist early career researchers in the preparation of their work for publication	Annually: - Number of researchers applying for assistance - Number of publications/posters/presentations
  	1.2 Evaluate the work with our organisational structures to sustain and foster new collaborative research partnerships.	1.2.1 Maintain and expand work with FIP units (Sections, SIGs, FIPEd, BPP, BPS, ECPG, etc).	Monitor trends annually - Number of active collaborations established annually. 2024: Academic section, HPS, and ECPG. - Percentage of projects involving multiple disciplines (Practice, science, education). - Percentage of projects involving each of the FIP units.
		1.2.2 Maintain and expand collaborative research partnerships with External Partners (e.g. APhA-BPS), including Membership Organisations (MOs).	Monitor trends annually: - Number of active collaborations established annually. 2024: APhA-BPS. - Percentage of projects involving multiple disciplines (Practice, science, education). - Number of new external partners involved in research projects.
	1.3 Maintain a sustainable financial model for support of research.	1.3.1 Determine research revenue needs and identify measures to control expenses.	Annually: Measure and report research revenue and expenses.

		1.3.2 Establish priorities for budget distribution.	Annually: • Measure and report the budget distributed according to priorities.
 	1.4 Communicate and promote awareness of Foundation research grant activities, impact and funding needs.	1.4.1 Determine communication actions and processes, such as publications from our scholars, new webinars, newsletter, articles, social media posts.	Monitor trends annually for research-related activity: • Number of publications/presentations/posters from our scholars. • Number of webinars (if needed). • Number of articles in the newsletter. • Social media posts.

Strategic Outcome #2 – Lead: Patricia Acuña-Johnson. Working Group: Eeva Teräsalmi.

Pharmabridge advances the professional development of pharmacy and pharmaceutical sciences by providing support to pharmacists in developing world by organising material and education from more advanced colleagues and their organisations to those in need of the support. This aligns with FIP strategic outcome #9, together with Development Goal 4 (Advanced and specialist development), Development Goal 5 (Competency development) and Development Goal 6 (Leadership development).

(Aligning with the FIP Strategic Outcome 5: Work collaboratively to ensure comprehensive and integrated healthcare outcomes for patients and the FIP Strategic Outcome 6: FIP is a cost-effective, unified vibrant and growing organisation that meets the needs and supports the work of its members).

DGs mapping	Objective	Mechanisms/Tactics	Key performance measures
  	2.1 Evaluate Pharmabridge provided programmes, connections and collaborations to optimise and improve our efforts.	2.1.1 Provide quality distant education and learning models via "Pharmabridge goes virtual" programme.	Monitor trends annually: • Number of actions/activities carried out vs. planned or expected. • Percentage of attendance and proposal of ideas from specific external support groups or individuals. • Completion rate of the virtual programme. • Satisfaction rate among participants of the virtual exchange programmes and courses (Survey). • Attendance rate (% of registered participants who attend). • Increase the number of courses offered in more than one language. • Monitor the quality of the offered programmes.
		2.1.2 Improve and maintain communication and contact with potential hosts and candidates, various FIP structures, and external partners.	Monitor trends annually: • Percentage increase in the number of registered participants in virtual exchange programmes and distance learning courses. • Number of new virtual connections and courses added to the database annually. • Satisfaction rate among participants of the virtual exchange programmes and courses (Survey). • % increase in registered participants in virtual

			exchanges and distance learning courses (year-on-year).
4  ADVANCED AND SPECIALIST DEVELOPMENT 5  COMPETENCY DEVELOPMENT 6  LEADERSHIP DEVELOPMENT	2.2 Develop a Pharmabridge sustainable, interactive database to directly match hosts and candidates.	2.2.1 Assess database needs and develop an interactive platform to directly connect hosts and candidates.	• Completion of needs assessment report by January 2026. • Functional launch of the new interactive database by December 2026. • Number of hosts and candidates actively using the matching feature. • Average time taken to establish a match between the host and candidate. • User satisfaction with the new platform (% rating the effectiveness of the platform).
		2.2.2 Improve the database used for Pharmabridge registrations and programme follow-up.	Monitor trends annually: • Number of new virtual connections and courses added to the database annually.
		2.2.3 Secure financial and technical resources to support database development and maintenance.	Monitor trends annually: • Number of funding or partnership agreements finalised (ex, BPP). • Availability of ongoing technical support resources (e.g. dedicated developer or team).
4  ADVANCED AND SPECIALIST DEVELOPMENT 5  COMPETENCY DEVELOPMENT 6  LEADERSHIP DEVELOPMENT	2.3 Maintain a sustainable financial model for support of Connections and Collaborations.	2.3.1 Determine Pharmabridge revenue needs and identify measures to control expenses.	Annually: • Measure and report research revenue and expenses.
		2.3.2 Create a specific budget according to Pharmabridge real needs.	Annually: • Measure and report the budget distributed according to priorities.
4  ADVANCED AND SPECIALIST DEVELOPMENT	2.4 Communicate and promote awareness of Pharmabridge Connections and Communications, impact and funding needs.	2.4.1 Communicate and promote awareness of Foundation Pharmabridge activities, impact, and funding needs.	Monitor trends annually: • Number of Pharmabridge exchanged scholars. • Number of Pharmabridge Webinars/Attendees • Number of Pharmabridge

5  COMPETENCY DEVELOPMENT 6  LEADERSHIP DEVELOPMENT			articles, Newsletter. • Number of Pharmabridge Congress programme attendees. • Number of Pharmabridge meetings during the congress. • Number of Pharmabridge LinkedIn page followers.
		2.4.2 Translate Pharmabridge newsletters and information into Spanish and other languages.	Monitor trends annually: • Maintain the Newsletters translation to Spanish (quarterly). • Increase the number of Newsletters translated into other languages.

Strategic Outcome #3 – Lead: Patricia Acuña-Johnson. Working Group: Takuya Kumamoto, Jelena Lusic, Eeva Teräsalmi, Kevin Ben Laurence and Jennifer Marriott.

Leadership Development: Implement/sustain effective strategies that support individual leadership development for Pharmaceutical practitioners, educators, and pharmaceutical scientists and grow future FIP leaders.

(Aligning with the FIP Strategic outcome 6: FIP is a cost-effective, unified vibrant and growing organisation that meets the needs and supports the work of its members).

DGs mapping	Objective	Mechanisms/Tactics	Key performance measures
	3.1 Evaluate the Foundation leadership development agenda to develop future leaders for FIP and professional organisations engagement and leadership roles in pharmacy practice, pharmacy education, and pharmaceutical sciences to optimise and improve our efforts.	3.1.1 Evaluate current leadership development plans and activities (ECLD, CPS, Ton Hoek) for improvements to processes and impact.	Annually: - Monitor the number of scholars funded for leadership development programmes (ECLD, CPS, Ton Hoek). - Monitor the number of ECLD scholars completing their full reports (minimum of 2 reports). - The working group analyses any feedback from participating scholars and partners. - The working group reports to the Board with recommendations for improvement to our leadership development activities.
		3.2.1 Maintain and expand work with FIP units (Sections, SIGs, FIPed, BPP, BPS, AIM, FIPWise, etc).	Monitor trends annually: - Number of active collaborations established annually. 2024: ECPG and CPS. - Percentage of scholars from multiple disciplines (practice, science, education). - Percentage of scholars involving partnerships with FIP sections and units.
 	3.2 Evaluate the work with our organisational structures to sustain and foster new collaborative Leadership development partnerships.	3.2.2 Identify collaborative partnerships with External Partners (e.g., FIP Member Organisations (MOs) or others).	Monitor trends annually: - Number of collaborative partnerships with external partners. - Percentage of scholars involving with external partnerships.
		3.3.1 Determine leadership development revenue needs and identify measures to control expenses.	Annually: Measure and report leadership development revenue and expenses.
	3.3 Maintain a sustainable financial model for support of leadership development.	3.3.2 Establish priorities for budget distribution.	Annually: Measure and report the budget distributed according to priorities.

11  IMPACT & OUTCOMES 21  SUSTAINABILITY IN PHARMACY	3.4 Communicate and promote awareness of Foundation leadership development activities, impact and funding needs.	3.4.1 Determine communication actions and processes, such as new webinars, newsletter, articles, and social media posts.	Monitor trends annually for leadership development related activity: • Number of publications/presentations/posters from our scholars. • Number of webinars (if needed). • Number of articles in the newsletter. • Social media posts.
--	--	--	---

Strategic Outcome #4 – Lead: Kevin Ben Laurence. Working Group: Jenelle Sobotka, Linda Garrelts MacLean and Andy Gray.

Development/Fundraising: Sustain the Foundation's initiatives by identifying and creating diverse revenue streams while increasing donor contributions.

(Aligning with the FIP Strategic Outcome 6: FIP is a cost-effective, unified vibrant and growing organisation that meets the needs and supports the work of its members).

DGs mapping	Objective	Mechanisms/Tactics	Key performance measures
	4.1 Evaluate the Foundation fundraising activities to optimise and improve our efforts with activities and individual donor strategy to strengthen ties and loyalty to FIP.	4.1.1 Evaluate current activities, communications, promotional tools, newsletters for improvements to processes and impact.	Monitor trends annually: - Number of individual donors and partners. 2023: 2024: - Total donation amount received from individuals and partners. 2023: 2024: - Total donation coming from the Congress registration and exhibit sales. 2024: - Total donation from fun run participants and number of participants. 2023: 2024: - Annual Book Royalties: 2024:
		4.2.1 Maintain and expand fundraising effort with FIP units (Sections, SIGs, FIPEd, BPP, BPS, ECPG, etc).	Monitor trends annually Number of FIP units communicating Foundation fundraising needs.
	4.2 Evaluate the work with our organisational structures to sustain and foster new collaborative fundraising partnerships.	4.2.2 Identify and expand collaborative fundraising partnerships with External Stakeholders (e.g., FIP Member Organisations (MOs) or others).	Monitor trends annually: Number of external collaborative partnerships communicating Foundation fundraising needs.
		4.3 Establish a sustainable financial model for fundraising to support Foundation programs and operational expenses.	Monitor trends annually: - Projected income/expenses report established for each program by July 2025. - Follow up on the annual fundraising plan over the next 3 years to reach revenue needs for the
		4.3.1 Determine specific revenue needs and set fundraising goals that will cover program expenses.	

			neutral budget.
8  WORKING WITH OTHERS 21  SUSTAINABILITY IN PHARMACY	4.4 Communicate and promote awareness of Foundation fundraising activities and funding needs.	4.4.1 Determine communication strategy and processes to use webinars, newsletter, articles, and social media posts effectively.	Monitor trends annually for fundraising activities: • Number of articles in the newsletter. • Social media posts. • Number of webinars.

Strategic Outcome #5 – Lead: Jelena Lusic. Working Group: Andy Gray, Chidinma, and Sylvester

Communications: Bolster communications and sustain/expand current communication strategies to build FIP Foundation program awareness and foster program support.

(aligning with the FIP Strategic Outcome 5: Work collaboratively to ensure comprehensive and integrated healthcare outcomes for patients and the FIP Strategic Outcome 6: FIP is a cost-effective, unified vibrant and growing organisation that meets the needs and supports the work of its members).

DGs mapping	Objective	Mechanisms/Tactics	Key performance measures
 	5.1 Evaluate the Foundation communication activities to optimise and improve our efforts.	5.1.1 Evaluate current communication activities (newsletter, social media, websites, feedback system etc.) for improvements to processes and impact.	Annually: - Monitor the number of newsletter subscribers: 2024: - Monitor the number of social media followers: 2024 (LinkedIn): 4 newsletters published annually. - Monitor the number of website reviews and refinements completed per year (target: biannually). - The working group analyses any feedback for actionability.
		5.1.2 Evaluate Congress activities, (programmes, exhibits, etc) for improvements to communication processes and impact.	Annually monitor Congress' related LinkedIn posts: - Monitor the number of engagements. - Monitor the number of social media followers.
	5.2 Evaluate the work with our organisational structures to sustain and foster effective communication efforts.	5.2.1 Maintain and expand communication efforts with FIP units (Sections, SIGs, FIPed, BPP, BPS, ECPG, etc).	Monitor trends annually: - Number of partner communication with FIP Units - Joint social media: - Increase the number of engagements. - Increase the number of social media followers. - Joint newsletter articles.
		5.2.2 Maintain and expand communication efforts with External Partners (e.g. FIP Member Organisations (MOs) or others)	Monitor trends annually: - Number of partner communication with external partners - Joint social media: - Increase the number of engagements. - Increase the number of social media followers.

			3. Joint newsletter articles.
	5.3 Develop communication tools and templates to gather information to be used to support fundraising efforts.	5.3.1 Conduct interview questions to feature donor members in the newsletter (develop an interview template).	Monitor trends annually: • Number of conducted and published interviews.
		5.3.2 Develop case stories for previous Foundation recipients (develop a case story template).	Monitor trends annually: • Number of published case stories on the Foundation website and social media.

Strategic Outcome #6 – Lead: Jenelle Sobotka, Foundation Board Director. Working Group Andy Gray, Linda Garrelts MacLean.

Effective Board Governance and Responsible Operations: Maintain a board structure to maximize the charitable organisation status related to fundraising and the Foundation's work, assuring all fiduciary responsibilities (duty of care, duty of loyalty, and duty of obedience) are met by the board.

(Aligning with the FIP Strategic Outcome 6: FIP is a cost-effective, unified vibrant and growing organisation that meets the needs and supports the work of its members).

DGs mapping	Objective	Mechanisms/Tactics	Key performance measures
	6.1 Strategically review the board structure and board member roles to assure effective governance, responsible operations, and appropriate diversity in board make-up, ensuring needed strengths and expertise are represented on the board.	6.1.1 Call for Foundation Board Director applications annually and assess the applicants based on their professional skills, geographies, pharmacy disciplines.	Annually Evaluate the new Board appointments to assure needed expertise and world/discipline representation to the Board.
		6.1.2 Develop process to assess Board operations and performance annually (working groups, treasurer, staff).	Annually - Assess treasurer role and performance. - Assess staff role and performance. - Assess working groups roles and performance.
	6.2 Ensure of the board of directors execute fiduciary responsibilities including: the duty of care, the duty of loyalty, and the duty of obedience.	6.2.1 Develop and maintain responsible fiscal policies to assure strong financial health of the Foundation in both the short- and long-term.	- Board to review and discuss budget ongoing using a 3-year model of past, current, future to project quarterly. - Monitor the policy for Administrative Fee for partnerships. - Establish and monitor policy for amount Foundation should maintain in reserves.
		6.2.2 Implement and monitor the strategic plan progress and report achievement of key performance measures to the Foundation board annually for evaluation.	SP Key Performance Measures reviewed twice yearly.
		6.2.3 Board to review and approve Foundation Bylaws and FIP MOU agreement are up to date annually.	Board reviews annually.