



STRATEGIC PLAN 2018-2022

Empowering the Practice of Radiology

Presentation to the Board of Directors
of the Canadian Association of Radiologists

September 2017

Contents

Introduction 3

Strategic Framework..... 4

Canadian Association of Radiologists’ Five Pillars of Success 5

Pillar of Success – Advocacy..... 6

Pillar of Success – Education..... 8

Pillar of Success – Patient Care 11

Pillar of Success – Research and Innovation 14

Pillar of Success – Engagement..... 15

Summary 18

A Final Word..... 20

Introduction

A strategic planning session was held in Calgary June 8-10, 2017, to define the priorities of the Canadian Association of Radiologists (CAR), with a specific focus on the vision and strategic objectives.

This strategic plan is designed to guide the work of the CAR for the next five years. The implementation of this plan will provide considerable value to radiologists throughout Canada.

This report is organized around the presentation of a strategic framework, which illustrates the vision statement: “The Voice for Imaging Excellence in Patient Care.” It also includes:

- Pillars of Success – The core focus of our association’s future success
- Strategic Intent – Clarifying the meaning of our Pillars of Success
- Strategic Objectives – Our association’s definition of success – the outcomes we intend to achieve; and
- Key Initiatives – Identifying the major pieces of work that are required within each Pillar of Success to achieve the strategic objectives.

Professional associations offer the opportunity to create initiatives that assist each member’s ability to practice their profession at their highest level. Implementation of this plan will enhance radiologists’ ability to deliver the highest levels of patient care.

Strategic Framework

Vision 2022

The Voice for Imaging Excellence in Patient Care

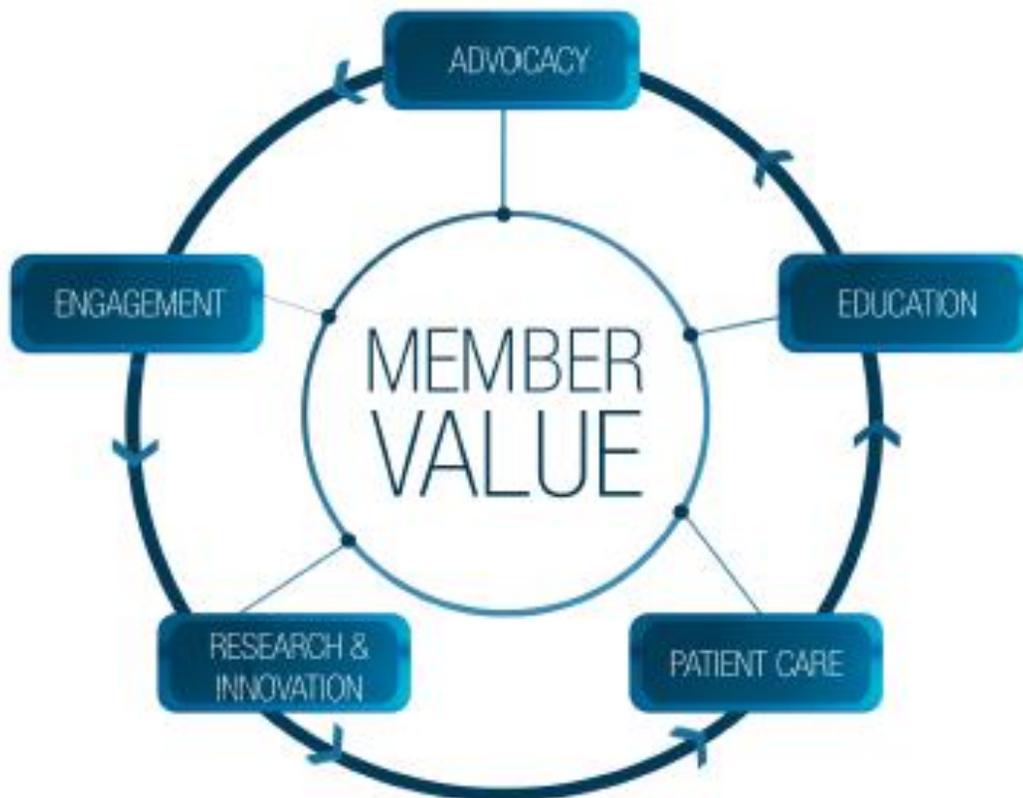
Pillars of Success	Advocacy	Education	Patient Care	Research and Innovation	Engagement
Intent	<ul style="list-style-type: none"> Influence decisions that empower the practice of radiology Educate the public on what radiologists do and their value to the healthcare system Address national funding issues 	<ul style="list-style-type: none"> Offer world-class accredited medical education opportunities Provide tools and expertise to enhance the capabilities of radiologists Offer CPD accreditation 	<ul style="list-style-type: none"> Provide guidance and tools to physicians, radiologists and other stakeholders for best practices in patient safety and quality care Deliver a quality assurance program 	<ul style="list-style-type: none"> Encourage research investments from funding agencies Enhanced leadership on delivering new research and technologies Encourage development of new technologies 	<ul style="list-style-type: none"> Build an Association where member voices are heard and needs are met Increase opportunities for member engagement
Strategic Objectives	<p>By 2022, we will:</p> <ol style="list-style-type: none"> Secure medical equipment funding from the federal government to improve diagnostic capacity Double the “seen, heard, understood” index, as reported by MPs and other stakeholders 	<p>By 2022, we will:</p> <ol style="list-style-type: none"> Increase participation by 10% in the: ASM, CAR Journal, ACLS and Radiology Leadership course Offer 10 eLearning opportunities Increase accredited CPD programs by 20% 	<p>By 2022, we will:</p> <ol style="list-style-type: none"> Offer 15 updated guidelines Increase usage of guidelines by 20% Offer three Accreditation programs Increase units accredited by the CAR by 20% 	<p>By 2022, we will:</p> <ol style="list-style-type: none"> Facilitate the creation of a National Network for Excellence Participate in the research, development, and implementation of artificial intelligence and deep learning tools 	<p>By 2022, we will:</p> <ol style="list-style-type: none"> Increase membership by 10% Achieve an overall member satisfaction rate of 80% satisfied/fully satisfied Increase member engagement by 25%
Key Initiatives	<ul style="list-style-type: none"> Implement a key stakeholder survey system Integrate as strategic communications plan Value of Radiology Project National Funding advocacy project 	<ul style="list-style-type: none"> ASM CARJ ACLS-r Communication Radiology Leadership course Establish an eLearning management system CPD opportunities Accreditation of CPD activities 	<ul style="list-style-type: none"> Update referral and clinical practice guidelines Develop apps for guidelines Undertake market survey of radiology units Complete accreditation offerings in mammography, BMD, and CT Expand accreditation capabilities 	<ul style="list-style-type: none"> Establish a strategic partnership with CHAR National Network for Excellence 	<ul style="list-style-type: none"> Member benefit program Benchmark association member satisfaction Member survey CAR working group system Website and digital strategy Corporate partner strategy Support affiliates Engage provincial radiology leaders

Canadian Association of Radiologists'

Five Pillars of Success

To articulate the definition of a strategy, the CAR has identified five member-centred core areas of focus, or Pillars of Success, for the next five years.

1. Advocacy
2. Education
3. Patient Care
4. Research & Innovation
5. Engagement



In the following sections of the document, each Pillar of Success is addressed in terms of:

- The Strategic Intent: clarifying the meaning of the Pillar
- The Strategic Objectives: outcomes that need to be achieved
- The Key Initiatives: activities that will be undertaken to achieve the desired member value

Pillar of Success – Advocacy

The Strategic Intent of Advocacy is to increase our capability to influence decisions that empower the practice of radiology. It involves educating various audiences on what radiologists do and how their value to the healthcare system and patient care. It also includes promoting the value of radiology and addressing national funding issues.



The Anticipated Outcomes – Strategic Objectives

By 2022, the CAR will:

1. Secure medical equipment funding from the federal government, to improve diagnostic capability
2. Double the “seen, heard and understood” index, as reported by MPs and other stakeholders

Key Initiatives

Implement a Survey System

A survey system will be implemented in year one with Members of Parliament and other stakeholders who are critical to the long-term success of the CAR. The initial survey will establish a benchmark of the level of visibility of the CAR, levels of awareness of CAR initiatives and levels of understanding about the positions taken by the CAR.



The results will aid in implementing communication strategies to close the gap in terms of being “seen, heard and understood”.

Days on the Hill

A key event each year will be the scheduled series of meetings between the CAR members and Members of Parliament and Senators. The events will include meetings on the Hill as well as invited guests to the CAR sponsored receptions.

The goal of the event is to ensure that CAR representatives can engage with Parliamentarians who play key roles on Standing Committees and other committees of influence. These interactions enable the CAR to share its perspective on issues that are vital to radiology in Canada. Moreover, these meetings are a forum to address specific barriers to optimal practice conditions, and opportunities to improve imaging care.

Strategic Communications Plan

The CAR Strategic Communication Plan will integrate the communication strategies necessary to achieve the results across the Pillars of Success for Advocacy, Education, Patient Care and Research and Innovation.



It will identify the top 100 influencers in Canada and develop a proactive approach to communicating with them.

The plan will describe the activities necessary to ensure other radiology stakeholder groups across Canada know, understand and support the work of the CAR.

The plan will develop a system of proactive communications across a range of digital platforms, as well as monitor and react to issues that arise in the media.

Value of Radiology Project

The Value of Radiology Project is a multi-faceted advocacy initiative, which involves our provincial partners and is designed to drive research that demonstrates the value of radiology.

In addition, it also delivers information to a range of audiences about the value of radiology. It starts with providing patients information on posters, videos and other media that directly connects the role of radiology within their patient care. It continues with the use of social media (lower cost) and other platforms to inform the public about the central role of radiology in patient care.

A decisive role of the project will be to create powerful presentations of information to inform hospital CEOs and other influencers and decision-makers at the regional and local levels, about the value of investing in radiology. Finally, the Value of Radiology Project will communicate to policy makers at the national level, about the importance of investing in innovation in Canada with a focus on radiology.

Each audience will be targeted with information appropriate to their needs using the most cost-effective communications channels.

National Funding Advocacy Project (Medical Equipment Fund)

The CAR will design and implement a national advocacy initiative that is designed to produce decisions resulting in funding, to improve Canada's radiological diagnostic capabilities and capacity.

The project will include several components. The CAR will create the narrative story which will build on the work of the Value of Radiology Project and include a document that helps the reader understand the practice of radiology, who radiologists are, why it is important and what is necessary to continue to build diagnostic infrastructure. The document will include specific recommendations about the nature, amounts and timing of the required investments.

The CAR will then identify the top decision-makers and influencers that can turn the advocacy project from an idea to reality. A specific program of meetings and communications will be conducted with the view to achieving the required support and decisions. A specific subset of officials/politicians will be identified as the decision-makers and will be targeted for intense lobbying.

Finally, stakeholders from across Canada will be mobilized to communicate their support for the specific radiology investments.



Pillar of Success – Education

The strategic intent of Education is to offer world-class accredited medical education opportunities to radiologists in Canada.

The CAR will provide tools and expertise that will enhance the capabilities of radiologists. Additionally, the CAR will offer Continuing Medical Education (CME) / Continuing Professional Development (CPD) accreditation.



The Anticipated Outcomes – Strategic Objectives

By 2022, we will:

1. Increase participation by 10% in the: Annual Scientific Meeting, CAR Journal, Advanced Cardiac Life Support and Radiology Leadership Courses
2. Offer 10 eLearning opportunities
3. Increase accredited CPD programs by 20%

Key Initiatives

Annual Scientific Meeting

The Annual Scientific Meeting (ASM) is the signature event of the CAR. It brings together practicing radiologists and leading researchers from around the world for four days of learning and networking. It has enjoyed strong support from attendees and it provides an important opportunity for knowledge exchange and networking for CAR members.

It provides a forum for the sharing of most recent learnings and trends in radiological research and innovation.

During the period of this plan, strong efforts will be made to ensure that the CAR is maximizing the potential member value from this event in terms of the content, the onsite experience and the channels of content viewing.

Surveys will be conducted to ensure that the most important content presentations are being provided in the most engaging manner.

It is essential that each radiological demographic community sees value in the agenda. An important constituency is that of the research and innovation proponents. The ASM can be an important opportunity for discussions about the required investments that will lead to radiological excellence.

In addition, efforts will be made to offer distribution of specific components of the conference using social media. This will facilitate access to the materials if people do not attend in person.



CAR Journal

CARJ is the official journal of the Canadian Association of Radiologists. Members of the CAR receive complimentary issues of the CARJ.

The CARJ will be operated as a discrete business unit of the CAR. In that respect, metrics will be closely monitored to determine the amount and type of usage in the online format. Surveys of readers will determine the value they derive from the publication and ensure that it is relevant.



Of interest will be the extent of support for a print version of the publication. A plan will be implemented that incorporates a full digital capability of promoting and delivering content on a range of social media. The 10% increase in participation in the journal will be measured via improvements to the submission rate, impact factor and member participation in the i4i CME program.

Advanced Cardiac Life Support for Radiologists

The Advanced Cardiovascular Life Support (ACLS) for Radiologists course offers training to diagnose and administer care to patients in cardiac and respiratory arrest. This interactive course offers small groups hands-on training, and highlights the importance of communication, recognition and intervention of cardiopulmonary arrest.

Offered in collaboration with the CAE Healthcare to incorporate realistic scenarios, simulation of cardiopulmonary arrest with the use of mannequins and computer-based scenarios and animations depicting rescues tailored to the specific realities of practicing radiologists. The ACLS course is currently offered once a year, prior to the Annual Scientific Meeting in Montreal.

By 2022, the CAR will offer this exceptional training opportunity twice a year and across various Canadian cities (e.g. Vancouver, Calgary, Toronto, Montreal, and/or Halifax).

Radiology Leadership Course

The course develops leadership skills to become radiology leaders of tomorrow who will shape the future of radiology to ensure quality, elevate service and deliver extraordinary patient care. With the right leadership training and the understanding of how to apply the knowledge gained, the CAR/CRF/UBC Sauder Leadership in Radiology course will help radiology professionals advance their careers and the profession.



The Radiology Leadership Course was co-developed by Canadian radiology leaders and UBC Sauder School of Business to teach business principles that are applicable to small and large problems pertinent to current challenges in Canadian radiology departments. The curriculum teaches concepts that can be applied to common radiology problems such as optimization of staff productivity, improved utilization of limited equipment and how best to expand services.

The course includes lectures and an extended focus on interactive and small group learning activities. The participants have the opportunity to directly discuss problems, concepts and solutions with the expert faculty. Presentations of case studies of typical Canadian radiology practices will challenge the course participants to put their learning into practice.

The Radiology Leadership Course is currently offered once a year, prior to the Annual Scientific Meeting in Montreal. The CAR will strive to offer this exceptional training opportunity three times a year and across various Canadian cities (e.g. Vancouver, Calgary, Toronto, Montreal, and/or Halifax).

Establish a Learning Management System (LMS) for Online Learning

The CAR will launch a Learning Management System (LMS) in 2018 to be able to offer its members eLearning CPD opportunities. The LMS, which is a learner-centric interface, will allow CAR members to participate in training and education opportunities. The functionality of the interface supports the administration, documentation, tracking and reporting of the eLearning.

Continuing Professional Development Opportunities

The CAR will offer new and innovative continuing professional development (CPD) opportunities for radiologists. This will be in the form of webinars, eLearning programs and onsite conferences/training activities across Canada.



The webinar and eLearning programs will be linked to newly developed or revised guidelines, position statements, advisories and accreditation programs. In addition, case studies will be developed and offered in an eLearning format through the CAR's LMS to all CAR members.

These accredited learning opportunities will support the knowledge transfer of CAR guidelines, quality improvement and patient safety initiatives and research publications, while offering CPD credits to radiologists.

Accreditation of CPD Activities

The CAR will continue to be an accrediting agent of the Royal College of Physicians and Surgeons of Canada, enabling the CAR to offer accreditation reviews for radiology-related CPD activities provided by other organizations.

The CAR accredits CPD programs and activities in Section 1 (group learning activities) and Section 3 (self-assessment programs). Self-Assessment Programs (SAP) provide specialists with the opportunity to review their knowledge and clinical judgment with current scientific evidence. Receiving Section 1 or Section 3 Accreditation from the CAR and the Royal College of Physicians and Surgeons of Canada allows organizers to promote that their event is of the highest educational quality.

Over the coming years, the CAR will review the CPD Accreditation application process to ensure that the process is efficient and user-friendly.

The CAR will develop a strong association with the universities and CHAR in order to have an inventory of all CPD activities developed in the different universities to keep the CAR members informed.

Pillar of Success – Patient Care

The intent of Patient Care is to provide guidance and tools to physicians, radiologists and other stakeholders, for best practices in patient safety and quality care.

In addition, the CAR will deliver a quality assurance program.



FOR BEST PRACTICES IN
PATIENT SAFETY AND
QUALITY CARE

The Anticipated Outcomes – Strategic Objectives

By 2022, we will:

1. Offer 15 updated guidelines
2. Increase usage of guidelines by 20%
3. Offer three accreditation programs
4. Increase units accredited by the CAR by 20%

Key Initiatives

Clinical Practice Guidelines, Position Statements and Advisories

The CAR works closely with recognized experts and other professional bodies to develop practice guidelines. The goal is to ensure the optimal procedure is done in the optimal way, so that Canadians can benefit fully from diagnostic imaging and from the skills and expertise of radiologists. Serving as guidelines for healthcare professionals and industry, the CAR practice guidelines promote high quality care for diagnosis and treatment.

The CAR also develops advisories and position statements. Advisories are aimed at providing clarification on issues when there are varying points of view. Position statements are intended to inform physicians and other interested parties of the formal opinion of the CAR concerning critical issues in radiology, evolving areas of clinical practice, and/or technologies that are widely available or new to the practice community. These statements are developed around topics that impact practice, are new or emerging, and for which a body of evidence or expert opinion is available.

As the authoritative national voice of radiology, the CAR is dedicated to providing up-to-date information on issues that affect patient health as related to the practice of radiology. For this reason, a five-year strategic plan has been established to review and revise all existing practice guidelines, position statements and advisories. Such publications will be reviewed for currency at least every three years, or sooner in the event of new technologies, research findings or changing practices.



THE CAR IS DEDICATED TO
PROVIDING UP-TO-DATE
INFORMATION

This work will be carried out, wherever possible, with the active engagement and collaboration of key stakeholders such as technologists, medical physicists, family physicians, and other medical specialties, as appropriate.

Furthermore, by 2019, the CAR will develop applications for smart phones and tablets that will facilitate easy and rapid access to the CAR's practice guidelines, position statements and advisories.

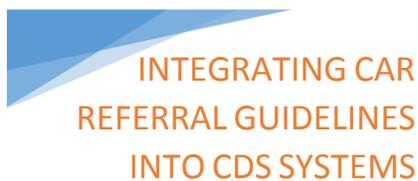
Referral Guidelines

The CAR has developed Diagnostic Imaging Referral Guidelines intended for physicians and aimed at assisting them in making decisions regarding appropriate imaging studies for specific cases.

The Referral Guidelines are evidence-informed and are based on expert opinion or case studies. A full reference guide was published in 2013 and is available to outline the recommendations, level of evidence and dose.

The CAR believes that integrating the CAR Referral Guidelines into Clinical Decision Support (CDS) systems is the most effective way of implementing them across Canada. This work is foundational to how the CAR proceeds in the area of Referral Guidelines now and into the future. In 2017-2018, the Referral Guidelines Working Group will advise the Board on the best way to maintain the CAR Referral Guidelines and the best way of making the guidelines available in CDS systems in Canada. The Referral Guidelines Working Group will be responsible for maintaining the CAR Referral Guidelines and for facilitating their distribution in CDS systems across Canada. The review, revision and prioritization of Referral Guidelines will take place with the active collaboration and input of key stakeholders such as Choosing Wisely Canada, family physicians, and other medical specialties, as appropriate.

In addition to the advancement of CDS systems, by 2019 the CAR will introduce applications for smart phones and tablets that will facilitate easy and rapid access to the CAR's referral guidelines.



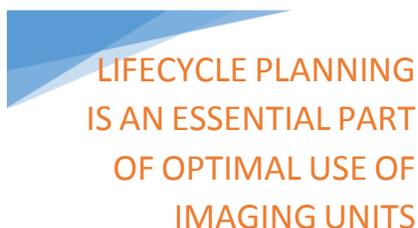
Undertake Market Survey of Radiology Units

The CAR is concerned that some outdated medical imaging equipment is currently in use in the healthcare system.

To ensure the safety of patients and in support of national accreditation programs that review the quality of imaging services, facilities must be using radiology units that take high quality images based on current standards, and that can still be serviced by the vendor. In 2001, the CAR received legal advice recommending that:

1. A radiologist must notify their hospital that outdated equipment can no longer be used, and immediately cease to use such equipment; and
2. A radiologist should propose an alternative such as referring the case to another establishment where the equipment is more adequate.

Lifecycle planning is an essential part of optimal use of imaging units. For this reason, with the support of our provincial counterparts, the CAR will undertake another Market Survey of Radiological Units to determine the types and age imaging units available across Canada.



Expansion and Sustainability of CAR Accreditation Programs: Mammography, Bone Mineral Densitometry, and Computerized Tomography

Improving the quality and safety of patient care is a core element of the CAR's mission, and one of the key methods of quality and safety improvement is through an accreditation program. The impetus for Accreditation Programs results from the concerns of radiologists, other national medical organizations,

and the public, that only qualified personnel perform and interpret radiological images and that dedicated imaging equipment remain optimally operational to ensure that patients receive radiological examinations with the lowest possible dose and risk.

Currently the CAR has a very successful national **Mammography Accreditation Program (MAP)**, instituted over 20 years ago to ensure that the quality of mammography images meet the highest standards, with over 665 Accredited Mammography Units within 525 facilities in 2016. This program offers radiologists the opportunity for peer review and evaluation of their facility's staff qualifications, equipment performance, quality control and quality assurance programs, image quality, dose, and processor quality control. By the end of 2017, the CAR will launch a new Digital Mammography Quality Control Manual and an updated web-based digital Mammography Accreditation Program.

The CAR's **Bone Mineral Densitometry (BMD) Accreditation Program**, originally developed and launched in 2001, was recently updated. The CAR BMD Accreditation Program has at its very foundation the CAR's Technical Standards for Bone Mineral Densitometry Reporting.

The **CT Accreditation Program** will involve the submission of clinical and phantom images, dose measurements and scanning protocols. The BMD and CT Accreditation Programs will be integrated into a user-friendly web-based program prior to the national reintroduction of BMD in 2018 and the introduction of CT following that. The Accreditation programs will be based on a three-year accreditation process built on the successful model of the award-winning

Mammography Accreditation Program (MAP). They will be designed to monitor the compliance of the facility and the unit, the reporting methods and continuing educational qualifications of the physician and the technologist in the practice of BMD and CT.

The introduction of Accreditation Programs for other imaging modalities will be considered over the next five years. The CAR Accreditation Programs are administered by experienced CAR staff, and steered by nationally representative panel of experts, and ensure quality assurance in practice, focusing on personnel qualifications, quality control, unit compliance and reporting quality.

Pillar of Success – Research and Innovation

The strategic intent of Research and Innovation is to encourage research investment from funding agencies.

The CAR will also provide enhanced leadership on delivering new research and technologies, as well as encourage development of new technologies.



ENCOURAGE RESEARCH
DOLLARS TO BE GRANTED
FROM FUNDING AGENCIES

The Anticipated Outcomes – Strategic Objectives

By 2022, we will:

1. Facilitate the creation of a National Network for Excellence in diagnostic and interventional imaging (similar to the Canadian Institutes of Health Research’s Institute of Ageing or Institute of Genetics)
2. Participate in the research, development, and implementation of artificial intelligence and deep learning tools and algorithms for use in radiology



CREATING A NETWORK FOR
EXCELLENCE SETS A CLEAR
TARGET FOR ADVOCACY &
POLICY DEVELOPMENT

Key Initiatives

Strategic Partnership with CHAR

The Canadian Heads of Academic Radiology (CHAR) is an association dedicated to the exchange of ideas on teaching programs, research, grants, and resident training. The CAR recognizes the unique role of CHAR, particularly the role of the 16 CHAR members who are the radiology department heads of Canadian universities. The CAR proposes to establish a strategic partnership, evidenced by a memorandum of understanding with CHAR, about the roles of our respective organizations in terms of advocating for research and innovation investments.

Generate Federal Support for a National Network for Excellence

The focus of the radiological community’s advocacy efforts on research and innovation would be the establishment of a National Network for Excellence in diagnostic and interventional imaging. This network will be based on the networking of the academic centers through CHAR.

In collaboration with CHAR, the CAR will identify the main area of research excellence in each university. The CAR will then conciliate these domains of excellence with the CAR strategic plan. The top research priorities that can support radiology advocacy and the advancement of science for the patients and the CAR members will be prioritized. CAR and CHAR will promote multicentre research projects involving top researchers in the institutions and provide support for funding application in the main federal grant agencies.

Also in collaboration with CHAR, the research leaders in fundamental and clinical research in imaging will be identified. These leaders will be proposed to participate in CIHR and NSERC scientific and steering committees.

The strategic focus of the National Network for Excellence will be developed in the first phase of the initiative.

Pillar of Success – Engagement

The strategic intent of Engagement is to build an association where member voices are heard and needs are met.

An important intent is to create increasing opportunities for member engagement.



The Anticipated Outcomes – Strategic Objectives

By 2022, we will:

1. Increase membership by 10%
2. Achieve member satisfaction rating of 80% satisfied/fully satisfied
3. Increase member engagement by 25%

Key Initiatives

Member Benefit Program

The CAR will undertake an assessment of the CAR’s member value proposition. This will include building a deeper understanding about how the CAR’s member programs and services create member gains, alleviate members’ professional pressures and assist members to get their work done more effectively.

The CAR needs to understand the importance of each of its offerings and the current gaps between the levels of importance and the levels of satisfaction.

At the end of the day, it is about growing new members and keeping current members by providing value at a price that is sustainable.

Benchmark Association Member Satisfaction

The CAR will use the recent member survey results to benchmark those results against empirical data that is available for associations of a like nature and size. The purpose will be to determine the results necessary to be in the top quartile in member satisfaction.



Member Communications Strategy

The CAR will develop and implement an effective approach to communicating with its members, so they are aware of the CAR’s strategic direction, the efforts that are being made by the CAR on their behalf, and the results that have been achieved.

To ensure that the CAR is reaching its members and delivering on its value proposition, the communications strategy will incorporate member feedback and survey results. The overarching goal of the strategy must be to close gaps, where they exist, between what members know about the CAR’s activities, and the full extent of the CAR’s offerings, work, and advocacy on their behalf.

The CAR will assess a range of communications channels, with a view to using the most effective, member friendly communications delivery.

An important element in the member communications strategy will be to ensure that the CAR communicates the full range of member benefits, contained in the member value proposition, to its current members and to prospective members, including residents.

Member Survey

The CAR will continue to survey its members and determine the overall level of member satisfaction. In addition, questions will be asked to identify the perceived level of importance and related satisfaction on a range of matters related to the CAR's mandate to provide service to its members. The survey will also identify those things that the CAR needs to continue to do well, things that the CAR needs to stop doing, and things that the CAR needs to start doing, to drive member value.

Annual action plans will be developed to address issues that have been identified in the annual member survey and the Strategic Plan.

The CAR Working Group System/ Engagement Strategy

The success of the CAR is predicated on the collaboration between volunteers and staff. The vehicle to accomplish many of the CAR's strategic objectives is through its Working Groups. It is essential that the CAR can establish on an ongoing basis, teams of people that have clearly articulated reasons for working together. They must have a purpose that is shared and supported by each member of the Working Group. They need good interpersonal communication skills - knowing how to listen, ask questions, and show support for members who need help. The successful CAR's Working Groups need to use clearly defined tools and processes to select priorities, make decisions, build action plans and review progress. Most importantly, they need to take timely action on the agreed plan. The CAR will ensure that these skills and tools are built into a CAR Working Group system.

Website and Digital Strategy

The digital strategy will enhance the capability to communicate with members, plan events and maintain operations, simply and effectively, in a seamless manner and across all facets of the CAR's operations.

The digital strategy will address:

- Member Relationship Management (MRM) database
- Event management
- Continuing education credits/certification/accreditation
- Document management
- Working Group management
- E-commerce (fees, registration, on-line offerings)
- Awards
- Surveys
- On-line forums
- Program and service registration/administration



THE SUCCESS OF THE CAR
IS PREDICATED ON THE
COLLABORATION
BETWEEN VOLUNTEERS
AND STAFF



ENHANCE THE
CAPABILITY TO
COMMUNICATE WITH
MEMBERS

Corporate Partner Strategy

The CAR's corporate partners are a source of vital intellectual and financial resources that are critical to the CAR's success. The CAR will identify the actions that are necessary to nurture its corporate partner relationships and ensure that its members benefit from strategically selected reciprocal agreements.



IMPORTANT INITIATIVE
FOR PATIENT SAFETY AS IT
GAINS MOMENTUM

Support Affiliates

The CAR will continue to provide support and leadership to a range of activities that include affiliate organizations. For example, Canada Safe Imaging needs a focused national strategy and a unified effort to ensure radiation safety in medical imaging for all Canadians. The CAR is currently one of the organizations contributing to the development of Canada Safe Imaging, and is pleased to be engaged in this important initiative for patient safety as it gains momentum.

Additionally, the CAR must demonstrate its commitment to strengthening and supporting other affiliates like the Canadian Society for Breast Imaging and similar affiliates should they come forward.

Provincial Leaders Engagement

Collaborating with provincial leaders is an important determinant in the overall support the CAR will receive during the life of this plan. The CAR will develop a matrix of programs, services and advocacy initiatives, and make efforts to include provinces in these initiatives based on MOUs.



CALENDAR OF KEY
NATIONAL AND
INTERNATIONAL
MEETINGS/EVENTS

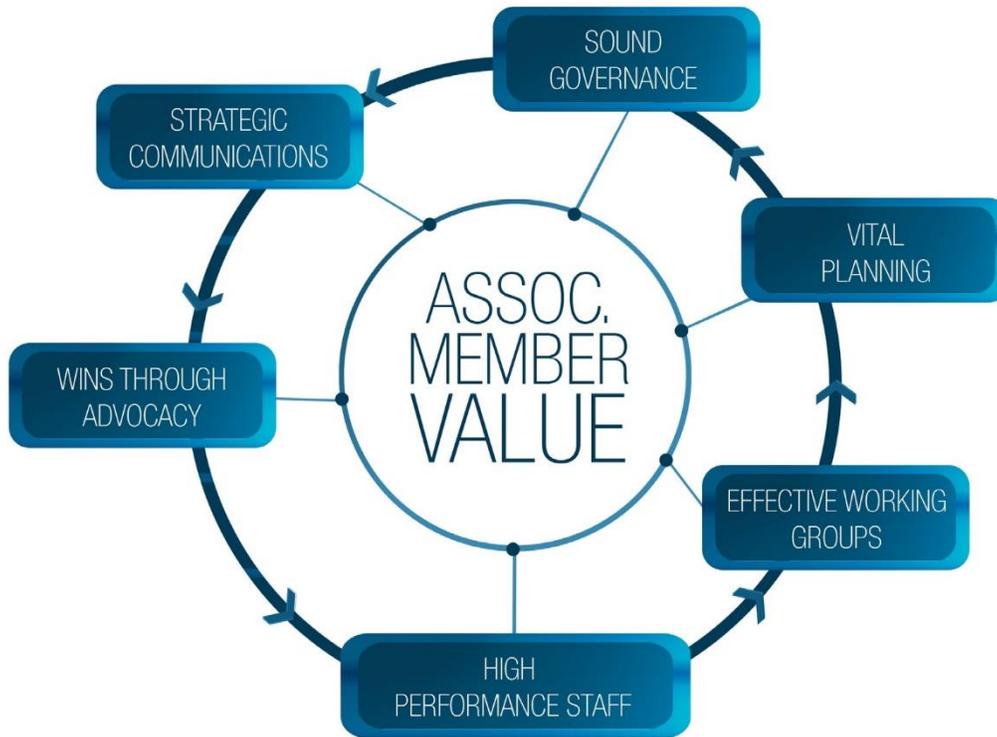
External Relations

There will be a continuing need to liaise with key national organizations from the United States and other countries, as well as certain international bodies.

The CAR will establish a rolling calendar of key international meetings/ events that will have been determined through a priority setting exercise with the Board of Directors and that are aligned to the CAR's external relations policy.

Summary

The CAR is positioned to achieve the strategic objectives described in this plan. In reviewing the capability of the organization there are six elements that are necessary for success. The relationship of each of these six elements to the strategic plan is described below.



Sound Governance

The challenge is to balance the national governance functions and the professional management support, in a way that creates a supportive team environment and provides timely decision-making to accomplish results.

Vital Planning

The approval of this strategic plan will enable the production of work plans and budgets that are aligned to the strategic direction of the organization, while being developed and approved in a timely manner within the governance structure. The financial dimensions of the CAR are implicated in each of these three management tools – strategic plan, work plans and the budget.

Effective Working Groups

Following the approval of this strategic plan, a review will be undertaken to ensure that the number and types of Working Groups is still relevant and they are aligned to the achievement of the strategic objectives. A CAR Working Group approach, as noted in the Engagement Pillar, is critical to success.

High-Performance Staff

Association staff are fundamental to success. The team of people that is currently in place has the competencies and the commitment to achieve the objectives that have been set for the organization. The administrative functions, including the financial and information technology systems are strong and will get stronger.

Wins through Advocacy

The strategic plan has outlined how advocacy will be supported by the other Pillars of Success:

- Education
- Patient Care
- Research and Innovation
- Engagement

Strategic Communications

Effective communication with members, decision-makers, influencers, stakeholders and government officials will support all aspects of this strategic plan. The CAR will employ a variety of communication channels, including social media and direct member outreach, to inform and encourage feedback and discussion.

A Final Word

This Strategic Plan has identified five major areas of focus, or Pillars of success. It has defined the intended outcomes, or strategic objectives, which are both measurable and time framed.

It has also described the key initiatives that will need to be undertaken to maximize member value. The CAR is both capable and committed to meeting the challenge it has set for itself.

The CAR is positioned to support its members through 2022.

The Voice of Imaging Excellence in Patient Care
Supported by good governance, operational excellence and financial sustainability