



Diagnostic Imaging



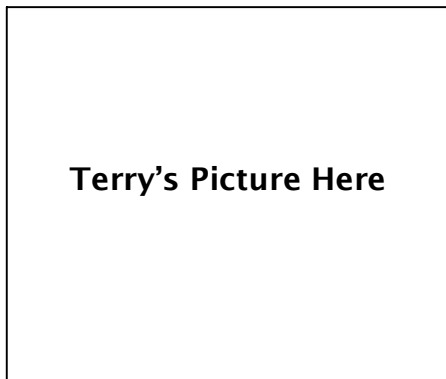
Reading into the Future

BCRS Strategic Plan



Message from the President

I am pleased to share the British Columbia Radiological Society's Strategic Plan for 2009-2013 with you and the framework that defines how we hope to achieve our vision of creating a world leading diagnostic imaging system within this province.



The role and responsibility of British Columbia Radiological Society (BCRS) to achieve this vision is clear, focusing on two key stakeholders along the way; 1) the residents of British Columbia who are the targets of our efforts, and 2) the Radiologists, our members, who are critical to achieving this vision.

The purpose of this document is to serve as a strategic roadmap that sets out the objectives we will be focusing on and how we will get there over the next five years. Being a roadmap, we have set our sights on where we want to go, with a plan, this plan, on how to get there. As our priorities evolve, there may be some bumps along they way that may cause us to rethink the route to take, however, the vision should remain unchanged. It is our commitment to stay on course to achieve the stated goals and objectives to the best of our ability.

Sincerely,

A handwritten signature in black ink, appearing to read 'Terry Warner', with a stylized flourish at the end.

Terry Warner
President

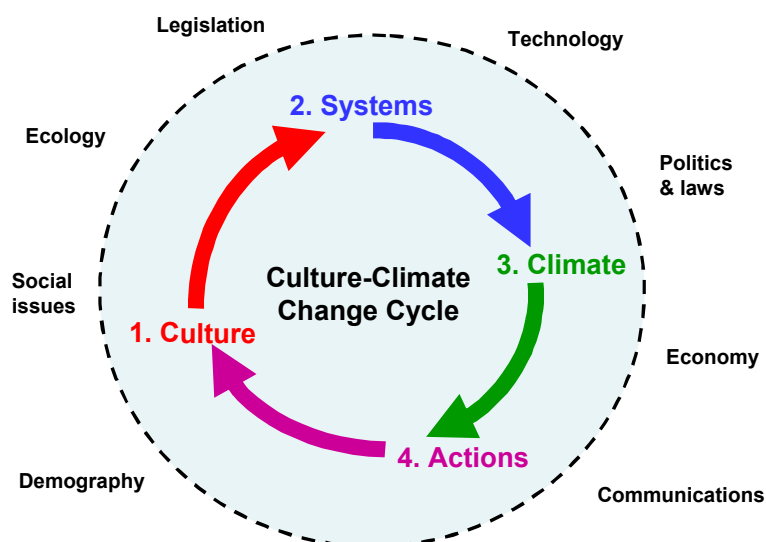
British Columbia Radiological Society 2009 – 2013 Strategic Plan

This strategic plan is the direct result of a passionate Executive Management Team that oversees the operations of the British Columbia Radiological Society (BCRS), who recognized the need and opportunity for the Radiologists to take a leadership role within the provincial health care system. The primary driver of this plan are the residents, who, as they require health care, will benefit from the ongoing development of a world class diagnostic imaging system being serviced by highly qualified Radiologists in British Columbia.

Strategic planning at a system level represents a new but necessary approach for the BCRS, which is focused on creating change at 2 levels; at the micro and at the macro level.

The micro level change is an inward focus for the BCRS, as effort is being made to make a cultural shift to support the Society's goal of providing effective leadership within diagnostic imaging for British Columbia.

The macro level change is an outward focus for the BCRS, where the Society will leverage the experience, expertise and knowledge of their membership to contribute to meaningful health care outcomes – system & patient – through meaningful partnership.



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Vision - Mission - Values

Vision

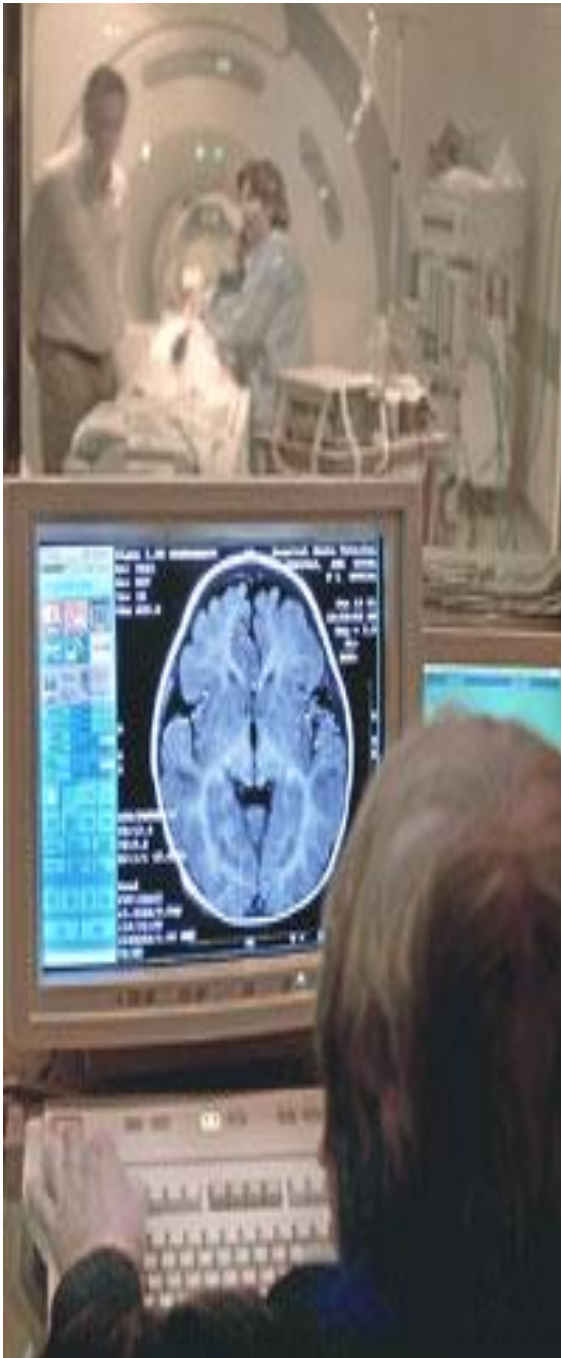
A world leading diagnostic imaging system.

Mission

To provide the highest quality of diagnostic imaging for the residents of British Columbia through the provision of world class radiological care and services.

Values

- **Trustworthiness** - The Society and its members function with a high degree of integrity
- **Accountability** - We hold ourselves accountable to the highest ethical and performance standards.
- **Respect** - We respect each other and those we engage
- **Fairness** - We strive to be fair to all in a reasonable and honest manner
- **Strength** - We will leverage the collective strengths of the Society to the benefits of others.

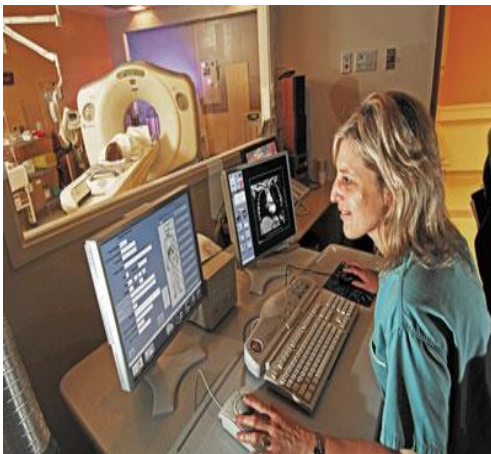


Society Goals

The BCRS New Corporate Personality:

“We are strong and confident. We have many who seek our guidance. We are trusted by many and are the captains of our own ship. We lead change, not manage it. We accomplish our goals through intelligent advocacy that proposes creative and fair solutions. Through this our members achieve both life balance and a rewarding career. We are what other professional associations strive to be”.

(January 2009 BCRS Executive Team Strategic Planning Session)



Strong Presence

- To value for internal and external stakeholders.

System Management

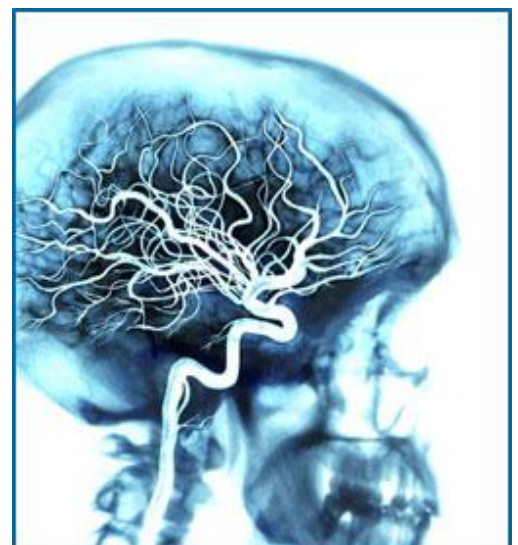
- To be a leader in optimizing the design and delivery of diagnostic imaging services.


Quality Management

- Optimize patient care through quality assurance practices.

Fee Management

- Ensure fairness within the compensation structure for radiologists.



GOAL	Strong Presence	
To deliver value for internal and external stakeholders.		

Objective 1	<p>To create an effective communicate plan to engage, inform and involve stakeholders with the BCRS.</p>
Strategies	<ol style="list-style-type: none"> 1. Identify and list all stakeholders of the BCRS 2. Design and launch awareness external stakeholder BCRS –Radiologist awareness campaign. 3. Re-design and re-launch BCRS website. 4. Connect to UBC radiology residents program 5. Link to patient interest and advocacy groups
Outcomes	<ol style="list-style-type: none"> 1. Clear understanding of stakeholders by: <ol style="list-style-type: none"> a. Affiliation b. Issues or opportunities c. Projects or initiatives 2. Campaign launched <ol style="list-style-type: none"> a. Target group(s) clearly identified b. Key messages reaching intended audience c. Success indicators developed and measured 3. Website is successfully re-launch <ol style="list-style-type: none"> a. High traffic from targeted users b. Increased functions for members c. Repository for CME and QA information 4. Ongoing interaction with UBC residents program <ol style="list-style-type: none"> a. BCRS is regular presenter b. Increased resident membership with BCRS 5. Ongoing partnership with groups/organizations that are focused on similar issues and opportunities as the BCRS

GOAL

Strong Presence



To deliver value for
internal and external stakeholders.

Objective 2

To develop and launch a continuing medical education (CME) plan targeted at meeting the needs of the membership.

Strategies

1. Formal needs assessment to support plan development
2. Accreditation is sought for all CME events
3. Internal policies developed to support ongoing CME
4. Seek external sponsorship to support CME.

Outcomes

1. Needs based CME is developed and delivered
 - a. Needs assessment tool is developed
 - b. Needs assessment is repeated annually
2. CME events are accredited as a standard of practice
3. Policies are in place to address:
 - a. Speaker selection
 - b. Disclosure
 - c. Honorarium
 - d. Accreditation
 - e. Sponsorship
4. Ongoing CME sponsorship is secured

GOAL	Strong Presence	
<p>To deliver value for internal and external stakeholders.</p>		

Objective 3	<p>To increase participation in external projects and initiatives relevant to the mandate of the BCRS.</p>
	<p>Strategies</p> <ol style="list-style-type: none"> 1. Perform environmental scan 2. Assess opportunity and relevance to the BCRS mandate 3. Establish and engage contacts to opportunities 4. Ensure appropriate and active participation by BCRS
	<p>Outcomes</p> <ol style="list-style-type: none"> 1. Completed environmental scan: <ol style="list-style-type: none"> a. Projects and initiatives are identified 2. Identified projects and initiatives are ranked and prioritised considering relevance and impact 3. Based on priority rankings, establish contact to explore participation 4. BCRS involvement in targeted opportunities

GOAL

System Management

To be a leader in optimizing the design and delivery of diagnostic imaging services.



Objective 1

To champion the development and implementation of an integrated diagnostic imaging digital network, linking institutions to community clinics.

Strategies

1. Connect with e-Health, MOH
2. Participate in planning, lending BCRS expertise
3. Support interactions and discussions with e-Health and Community Imaging Clinics (CICs)
4. Introduce and utilize the CIC digital imaging research document commissioned by the BCRS.

Outcomes

1. Involvement of BCRS within the planning
2. CICs become part of the provincial digital imaging strategy and network
3. Available funding to support the CICs with the transition from analogue to digital technology
4. Full connectivity with the Health Authorities .

GOAL

System Management

To be a leader in optimizing the design and delivery of diagnostic imaging services.



Objective 1

To lead the radiologist component of the Health Human Resource strategy for British Columbia

Strategies

1. Complete BCRS radiologist demographic survey
2. Connect with Human Health Resource, MoH
3. Discuss key findings of survey
4. Increase participation with Health Human Resource planning for diagnostic imaging - radiologists

Outcomes

1. MoH awareness of current to future trends of radiologists in British Columbia
2. Increased understanding of the role/impact of radiologists play within the health care system
3. Longer term planning for recruitment and retention strategies targeting radiologists

GOAL	System Management	
To be a leader in optimizing the design and delivery of diagnostic imaging services.		

Objective 1	To champion the connectivity between RIS, PACS, EMRs and the Health Authorities' planned DI central registry/scheduling tools.
Strategies	<ol style="list-style-type: none"> 1. Demonstrate the need and benefit of this connectivity through the order entry guidelines project. 2. Link discussions between e-Health, PITO, Specialists Services Committee, Shared Services Committee and other MoH departments 3. Seek support through targeted funding opportunities
Outcomes	<ol style="list-style-type: none"> 1. Fully integrated RIS, PACs, EMR and Patient Registry systems. 2. Access to support through targeted funding 3. Increased efficiencies and benefits realized to patients, referring physicians and radiologists.

GOAL

System Management



To be a leader in optimizing the design and delivery of diagnostic imaging services.

Objective 1

To develop and introduce guidelines overseeing the growing use of teleradiology in British Columbia.

Strategies

1. Partner with the College of Physicians and Surgeons in the area of telemedicine and regulation development
2. Convene radiology working group for development
3. Engage and communicate guidelines to key stakeholders pre-launch of guidelines
4. Launch provincial guidelines

Outcomes

1. British Columbia teleradiology guidelines adopted at provincial level

GOAL

Quality Management

Optimize patient care through
quality assurance practices.



Objective 1

To introduce and support an ongoing Radiologist quality assurance initiative within British Columbia.

Strategies

1. Partner with the College of Physicians and Surgeons in the area of physician revalidation/recertification
2. Research and develop a quality assurance framework
3. Pilot quality assurance initiative
4. Develop quality assurance BCRS website management capability
5. Launch provincial quality assurance initiative

Outcomes

1. Quality assurance program recognized by the College of Physicians and Surgeons
2. Full uptake by radiologists practicing in British Columbia
3. BCRS is lead organization managing the quality assurance program.

GOAL

Quality Management



**Optimize patient care through
quality assurance practices.**

Objective 1

To lead and facilitate the use of imaging ordering guidelines with referring physicians to maximize appropriateness of imaging services requested

Strategies

1. Target efforts within primary care and family physicians
2. Seek partnership with the Ministry of Health, Health Authorities and the Canadian Association of Radiologists
3. Seek support through targeted funding opportunities
4. Establish pilot projects in targeted areas
5. Launch provincial order entry initiative

Outcomes

1. Engaged primary care physicians
2. Electronic decision support tool
3. Increased appropriateness in diagnostic imaging ordering

GOAL

Fee Management



Ensure fairness within the compensation structure for radiologists.

Objective 1


To determine the most appropriate and effective radiologist fee negotiations structure.

Strategies

1. Consider options and/or alternatives to current SSPS membership
2. Explore coalitions with other sections
3. Engage the BCMA and Ministry of Health
4. Engage the membership

Outcomes

1. Determination and movement towards a revised fee negotiations structure that is fair and equitable to the members of the Section of Radiology.

GOAL	Fee Management	
Ensure fairness within the compensation structure for radiologists.		

Objective 1	To evaluate and redevelop the current Section 16 Fee Guide.
Strategies	<ol style="list-style-type: none"> 1. Strike Fee Guide working group 2. Engage membership 3. Review and redraft fee guide structure 4. Approval by membership 5. Submission and adoption
Outcomes	<ol style="list-style-type: none"> 1. Revised Section 16 Fee Guide

GOAL

Fee Management



Ensure fairness within the compensation structure for radiologists.

Objective 1

To develop and maintain an accurate interprovincial fee comparison database.

Strategies

1. Initiative fee comparison across Canada
2. Engage other radiology organizations
3. Create BCRS fee comparison database
4. Lead the development of a national fee comparison database
5. Utilize data within future fee negotiations

Outcomes

1. Comprehensive fee comparison database at provincial and national level
2. Increased understanding of interprovincial disparities
3. Data to be linked to recruitment and retention strategies

Next Steps

The BCRS strategic plan will need to be implemented in a way that is meaningful and impactful. This plan now serves as the BCRS's master document, requiring that the yearly operational plan's objectives, actions and deliverables must be aligned to it.

Accountability for the strategic plan resides with the BCRS Executive team, who are responsible for an annual review and update of the plan as required, accommodating the changing environment of imaging in British Columbia. The Executive Director is charged with the responsibility and is accountable to move the BCRS towards achieving the business goals identified within this document. Formulated within the BCRS yearly action plan, clearly defined and measureable objectives and deliverables will determine the degree to which this has been achieved. A report card format has been adopted as an evaluation platform.

The President of the BCRS will integrate the strategies identified within this document, the action and deliverables of the yearly action plan and the report card score into the President's annual report.

Continuous monitoring and reporting will better ensure that we are well on our way to achieving our vision of a world leading diagnostic imaging system in British Columbia.