



Strategic Plan

September 2014

Timeless Core Ideology

Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose** – the organization's reason for being – and **Core Organizational Values** – essential and enduring principles that guide the behavior of an organization.

Core Purpose:

To serve patients and society by empowering members to advance the practice, science, and professions of radiological care.

Core Organizational Values:

- Leadership
- Integrity
- Quality
- Innovation

Longer-term Envisioned Future (10+ years)

The **envisioned future** conveys a concrete yet unrealized future for the organization. It consists of a **vision or big (hairy) audacious goal (BHAG)** – a clear and compelling catalyst that serves as a focal point for effort and a **vivid description of a desired future** which is a vibrant and engaging description of what it will be like to achieve the vision/BHAG.

Vision (BHAG):

ACR members are universally acknowledged as leaders in the delivery and advancement of quality healthcare.

Vivid Description of a Desired Future:

Radiology professionals are an integral part of the healthcare delivery team and are directly involved in the care of their patients and population health. They are collaborative, cost effective, accessible, and innovative in supporting and achieving patient outcomes and recognized as institutional leaders. Through the use of state-of-the-art tools, ACR members practice at the highest levels of quality and safety in accordance with established and universally adopted best practices. Their practices are supported by science and continuously evolve to develop and integrate evidence-based clinical processes, new innovations, and the latest technologies. A variety of high quality practice models are recognized in response to the changing dynamics within healthcare and the distinctive needs of individual healthcare systems. Amidst the ongoing changes in healthcare, radiologists are essential and valued providers of patient care and participate in population health management. Radiologists are highly satisfied with their professional opportunities and medical students are consistently attracted to the profession.

ACR's leadership continues to advance the profession and serve the professionals. Radiology is effectively supported by a unified voice recognizing the needs and contributions of all stakeholders. ACR fosters collaboration, encourages cooperation, and is recognized as an established global voice of quality, safety and best practices. Radiology professionals are served effectively and efficiently by the cooperative efforts of radiology organizations worldwide. ACR is recognized within the House of Medicine and by patient advocacy groups as a leader in shaping the future of healthcare. Government decision-makers look to the ACR for solutions. ACR fosters a sense of community among radiologists both locally and nationally. Radiologists are satisfied with the value of ACR membership and the profession is moving forward due to the collective efforts of radiology organizations.

Goals and Objectives (3-5 years)

Goals represent **outcome-oriented statements** intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting **objectives further clarify direction** and describe what the organization wants to have happen; a descriptive statement of what constitutes success in measurable terms.

Healthcare Payment Policies and Practice Models

Existing and new practice and payment models recognize the value delivered by radiology; ACR members are prepared to adapt and thrive within the models.

Objectives:

1. Ensure radiology's relative value under the existing fee-for-service model and minimize further payment cuts.
2. Increase ACR's leadership role in defining, developing, evaluating, and advocating for new payment models that promote high value, patient-centered radiological care.
3. Enhance members' understanding of and participation in new practice and payment models that promote high value, patient-centered radiological care.
4. Promote appropriate funding for radiology graduate medical education and research within healthcare reform.

Membership and Member Engagement

Grow and retain the membership and foster meaningful member engagement.

Objectives:

1. Maximize the benefits relative to the cost of ACR membership.
2. Increase understanding of the value of ACR membership by all radiology professionals.
3. Enhance effectiveness of member communication.
4. Increase member participation and satisfaction.
5. Increase diversity and inclusion in the radiological professions.
6. Facilitate and empower residents, fellows, and young physicians to engage in ACR.

Radiology and Patient Centered Care

Radiology professionals consistently employ best radiological practices throughout the continuum of disease detection, diagnostic evaluation, and therapeutic care.

Objectives:

1. Establish radiology professionals as stewards of the patient's entire radiological care experience.
2. Increase the range and application of tools available to radiology professionals to facilitate patient centered care.

3. Increase the understanding of radiology professionals' roles and value in integrated patient care teams.
4. Enhance ACR's role as a global leader in radiological quality and safety.

Innovation and Research: From Science to Practice and Policy

Facilitate future practice innovations through research and education for the benefit of patient care and population health.

Objectives:

1. Foster clinical innovations to advance radiology's value in patient care.
2. Enhance opportunities for IT and informatics innovations.
3. Increase health policy and health services research to achieve best radiologic practice.
4. Expand diversification of funding streams in support of ACR research activities.

External Relationships

Strengthen the profession through communication, cooperation and collaboration with other organizations and stakeholders.

Objectives:

1. Increase coordination and collaboration among radiology organizations to advance the profession and serve radiology professionals.
2. Expand understanding of the importance of radiology by external stakeholders (e.g., government policy makers and regulators, healthcare administrators, other medical specialties, patients, and industry).
3. Enhance and establish relationships with patient advocacy groups.

Financial Sustainability

Assure short term and long term financial sustainability through an unwavering commitment to financial accountability.

Objectives:

1. Maintain balanced operational budgets beginning in FY16.
2. Increase fiscal accountability and responsibility for new and ongoing initiatives by aligning resources to support identified strategic goals and priorities.
3. Grow revenue from existing and new sources.
4. Eliminate waste and reduce redundancy in operations.