



the association for medical imaging management

STRATEGIC PLAN

April 2011

Consulting and Facilitation by:



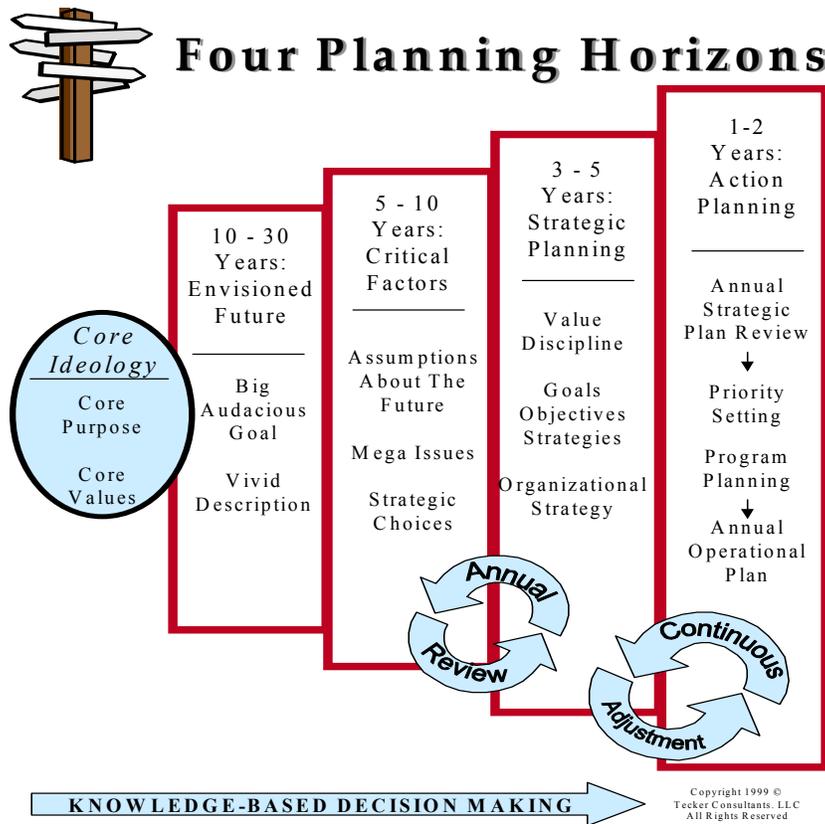
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PLANNING STRATEGICALLY

AHRA: The Association for Medical Imaging Management met in October 2010 to begin to develop a new **Strategic Plan**. The Team's goal was to adopt a program of **Planning Strategically** that would result in a road map for directing and managing the AHRA's future and the achievement of its short and long-term goals.

Glenn Tecker, President and CEO of Tecker Consultants, LLC (www.tecker.com), led the group in the process. The planning group engaged in a knowledge based and creative dialogue, which yielded a number of critical insights. The framework used for these discussions was a model of strategic judgments organized into four time-related horizons:



The group considered factors pertinent to the long-range planning horizon (10-20 years into the future), the not too distant future (5-10 years on the horizon), and the relatively short-term (3-5 years into the future). Leadership began to define and develop a roadmap in order for AHRA to position itself strategically in the future:

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- ❑ Identifying Key Drivers of Change
- ❑ The articulation of Core Ideology including Core Purpose and Core Values;
- ❑ The development of an Envisioned Future including a Big, Audacious Goal and a Vivid Description of what the world could be like for relevant stakeholders;
- ❑ A set of assumptions about the future of AHRA and medical imaging management with respect to relevant demographics, and the business, economic, legislative, political, societal, scientific, and technological environment of the future;
- ❑ Long-range visioning articulated in goal statements with objectives and suggested strategies for further consideration that identify where AHRA could be in the next several years and how it can get there.
- ❑ Identification of a set of mega issues – critical questions that will need to be asked and answered

The vision attempts to focus on how AHRA will provide beneficial outcomes to its members, patients, the communities served and relevant stakeholders. The following is the result of the Team's efforts based upon a review of the results of the Draft Strategic Plan circulated in e-ballot/survey format to participants at the strategic planning session and further refinement. The document is considered a "working draft" until approved or adopted by the Board of Directors.

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Key Drivers of Change

1. Connectedness will continue to matter. Face-to-face interaction, both in person and virtual, the quality of content, the experience of community and the distinguishing attributes of an effective learning opportunity will be even more important.
2. Less engagement due to demographic and economic shifts; less available time and dollars means value needs to be greater and the experience needs to be more meaningful.
3. Increased regulation means increased costs and confusion. Compliance cost and time will increase and the volume of regulation may make it impossible for any enterprise to ever be in full compliance with everything.
4. Credential, and /or the education required to achieve or maintain it in order to “be in the business,” will remain an essential need of professional operations.
5. Continued uncertainty about healthcare/health insurance reform and the economic climate will remain a source of reticence to act, anxiety about the future, and cautious decision-making.
6. Facilities will end up responsible for healthcare reform as a result of pressures caused by insurance and payment reforms.
7. Unforeseen technological advances will continue to be the “wild card” that can be a game changer for the medical imaging field.
8. Demographic shifts in the generational, gender, cultural and ethnically related experience of the workforce will continue to increase as a challenge to effective management.
9. Social media will be used mostly by those already involved in what the space and its host is about; the personalization of web-based information sources may decrease awareness of varied and alternative views.

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THE STRATEGIC PLAN

CORE IDEOLOGY

Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: **core purpose** – the organization's reason for being – and **core values** – essential and enduring principles that guide an organization.

CORE PURPOSE:

AHRA is a resource and catalyst for the development of professional leadership in medical imaging management.

CORE VALUES:

- Integrity:** Honesty evidenced by responsive and ethical behavior; commitment to quality, safety and evidence as the basis for decision-making; products and services driven by member needs; transparency achieved through member involvement in the decisions and work of the association; and accountability for success shared in a working partnership between leadership, staff and volunteers.
- Leadership:** Professionalism evidenced by development, recognition and credentialing of professional achievement; dedication to continuous learning and growth and fostering pride in our profession; advocacy on behalf of the value of our specialty and the importance of its expertise in policy decisions; and innovation enabled by the creative thinking fueled by a wide variety of generational, gender, cultural, and professionally related experience.
- Collegiality:** Fellowship evidenced by a diverse community connected by trust and common purpose; enjoyable engagement in the exchange of information critical to our success and the sharing of knowledge through mentorship; appreciation of the variety of diverse perspectives and experiences among professionals managing medical imaging.

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Envisioned Future

Envisioned future conveys a concrete, yet unrealized vision for the organization. It consists of a **big audacious goal** (BAG) - a clear and compelling catalyst that serves as a focal point for effort, the intersection of what a group is passionate about, what they do best, and what they can marshal the resources to accomplish --- and a **vivid description** - vibrant and engaging descriptive statements of what it will be like to achieve the big audacious goal.

BIG AUDACIOUS GOAL:

Be the indispensable source of professional support, information and shared knowledge for medical imaging leaders.

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VIVID DESCRIPTION:

Describes how the world could be different for key stakeholders such as members, customers, the public, community, the association, etc. as a result of AHRA attaining its Big Audacious Goal.

Innovation & Safety:

- AHRA's advocacy efforts are credited with post reform re-engineering of the use of medical imaging and quality, safety, access and cost have improved as a result.

Best Care:

- Medical imaging leaders are valued for their knowledge and expertise and are critical to the efficient and effective delivery of healthcare.

Learning & Leadership:

- AHRA members are recognized as the leaders of the profession and the value of AHRA membership is understood and appreciated, and medical imaging leaders are actively engaged in the work of the association.
- AHRA is the preferred source for training/education for the imaging industry, achieving compliance with government entities.

Collaboration:

- Globally, AHRA is seen as the catalyst for improved outcomes bridging the clinical and commercial perspectives.

Networking:

- Through its advocacy for collaboration with related entities, the AHRA improves the lives of its members by fostering confidence that a network of professionals and personal support is always available.

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3-5 YEAR PLANNING HORIZON – DRAFT GOALS

The following represents AHRA's draft long-range goals for the next 3-5 years. These **goals** are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move the association towards the realization of its vision.

QUALITY GOAL:

AHRA will set the standard for imaging leaders in providing quality care, innovative use of technologies and best practices in medical imaging management.

PROFESSIONALISM GOAL:

AHRA will enable imaging leaders to be recognized as professionals who possess the knowledge and expertise to serve as leaders in healthcare.

COLLABORATION GOAL:

AHRA will be a catalyst for healthcare improvement by fostering collaboration, communication and networking among colleagues and related entities.

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GOALS, OBJECTIVES & STRATEGIES

QUALITY GOAL:

AHRA will set the standard for imaging leaders in providing quality care, innovative use of technologies and best practices in medical imaging management.

C=critical H=high M=medium

Objectives:

1. **C** Increase real-time information communicated to members
2. **H** Increase member access and engagement in the exchange of relevant information and experience around the world
3. **H** Increase AHRA's presence and influence on key regulatory and policy making organizations

Strategies:

- a. **C** Provide timely federal regulatory/legislative information to members
- b. **C** Establish a Regulatory/Legislative Committee or Watch Group and assign the accountability to monitor and report on legislative/regulatory changes
- c. **C** Partner as appropriate with a company or organization that is already doing regulatory/legislative watch alerts i.e. Advisory Board, SQ2, Healthwatch, etc.
- d. **H** Identify and develop a community of resident resource experts that includes vendors, subject matter experts, members and international associations
- e. **H** Review and expand existing database resources and provide access to industry Best Practices in a systematic, easily accessible way

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GOALS, OBJECTIVES & STRATEGIES

PROFESSIONALISM GOAL 1:

AHRA will enable imaging leaders to be recognized as professionals who possess the knowledge and expertise to serve as leaders in healthcare.

C=critical H=high M=medium

Objectives:

1. **C** Increase awareness of AHRA and its resources
2. **C** Increase membership
3. **H** Increase current management skills and build future capacity
4. **H** Increase employer awareness and acceptance of the CRA credential
5. **H** Increase the number of CRA's

PROFESSIONALISM GOAL 2:

AHRA will cultivate future leaders through education, training and networking.

Objectives:

1. **C** Increase participation in education online and on-site
2. **C** Increase active participation in AHRA
3. **H** Increase the number of member/mentee relationships

Strategies:

- a. **C** Develop a comprehensive marketing plan
- b. **C** Continue regional meetings
- c. **C** Create a strategic educational plan/career path; work with vendors; determine content and delivery system
- d. **C** Develop additional mentor/mentee programs

- e. **H** Continue and/or increase joint meetings and programs
- f. **H** Collaborate with professional organizations- i.e. RBMA, ACHE, ASRT, RSNA, ACR, etc.
- g. **H** Expand the use of social media

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GOALS, OBJECTIVES & STRATEGIES

COLLABORATION GOAL:

AHRA will be a catalyst for healthcare improvement by fostering collaboration, communication and networking among colleagues and related entities.

C=critical H=high M=medium

Objectives:

1. **C** Increase awareness of AHRA internationally
2. **H** Increase the level of involvement in advocacy
3. **H** Increase liaison activity

Strategies:

- a. **C** Identify and prioritize potential organizations, agencies, and vendors, with which to collaborate
- b. **C** Engage in ongoing, frequent communication with liaisons
- c. **C** Define the role and responsibilities of liaisons and their scope of activities
- d. **C** Communicate AHRA's current collaborative activities
- e. **C** Evaluate member interest in advocacy and educate members on advocacy
- f. **H** Seek a better understanding of regulatory issues
- g. **H** Identify and understand cultural differences
- h. **H** Identify the reasons for turf wars and potential road blocks to liaisons
- i. **H** Educate others on commonality
- j. **H** Invite people from other external organizations to educate us
- k. **H** Foster membership with other organizations
- l. **H** Publish articles overseas
- m. **M** Devise tools that promote and support collaboration
- n. **M** Define AHRA's advocacy position

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5-10 YEAR PLANNING HORIZON

MEGA ISSUES

Mega issues are issues of strategic importance that represent questions the organization will need to answer in order to define the direction of its strategic plan. The questions begin with phrases such as: *“How can we...?”* *“How could we...?”* *“What should our role be in...?”* *“How can we most effectively address...?”* and often require further illumination and yield a subset of additional questions.

1. How do we deal with the uncertainty of healthcare reform?
2. What can we do to gain greater expertise in the legislative/regulatory arena?
3. How can we best manage member expectations, creating awareness of what we offer and improve member retention?
4. What can be done to address the decrease in membership?
5. What can be done to encourage greater member engagement/commitment in an environment where members may not support us because their organizations don't support them?

APPENDIX

Conditions, Trends & Assumptions Long-Range Plan Format Planning Terminology

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5-10 YEAR PLANNING HORIZON

~BUILDING FORESIGHT~

Conditions, Trends & Assumption statements developed by the group will help the association purposefully update its strategic plan on an annual basis. Since the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on the vision of the future that appears in this section, an annual review of this vision will be an appropriate method of determining and ensuring the ongoing relevancy of the goals.

Conditions, Trends & Assumptions

DEMOGRAPHICS:

Conditions:

- There is greater diversity in the workplace leading to challenging communication.

Trends:

- Staff members are staying longer due to the economy, and many of these are older staff.

Assumptions:

- The practice of doing more with fewer resources will continue.
- What our members manage will change to more process than people.

POLITICS /SOCIETAL VALUES:

Conditions:

- There is a move to reform the healthcare system.

Trends:

- There is an increase in use of social media and social networking.
- There is an increase in costs, concern about quality.

Assumptions:

- There will likely be some form of insurance for all.

LEGISLATION/REGULATIONS:

Conditions:

- There are a lot of uncertainties around national healthcare reform – expectations, regulations, public opinion, state lawsuits, etc...

Trends:

- There are a lot of questions around healthcare reform – more control, repeal, replacement, adjustments, etc.
- CMS is stricter; safety, quality, and outcome driven.

Assumptions:

- There will likely be more accreditation and fallout from healthcare reform.

BUSINESS/ECONOMIC CLIMATE:

Conditions:

- We are doing more with fewer resources and for less money.

Trends:

- Reimbursement is declining.

Assumptions:

- Vendor dollars will likely not increase.
- There will be a need to be prepared for a new payer system.

TECHNOLOGY & SCIENCE

Conditions:

- Facilities are not replacing equipment as frequently as in the past.

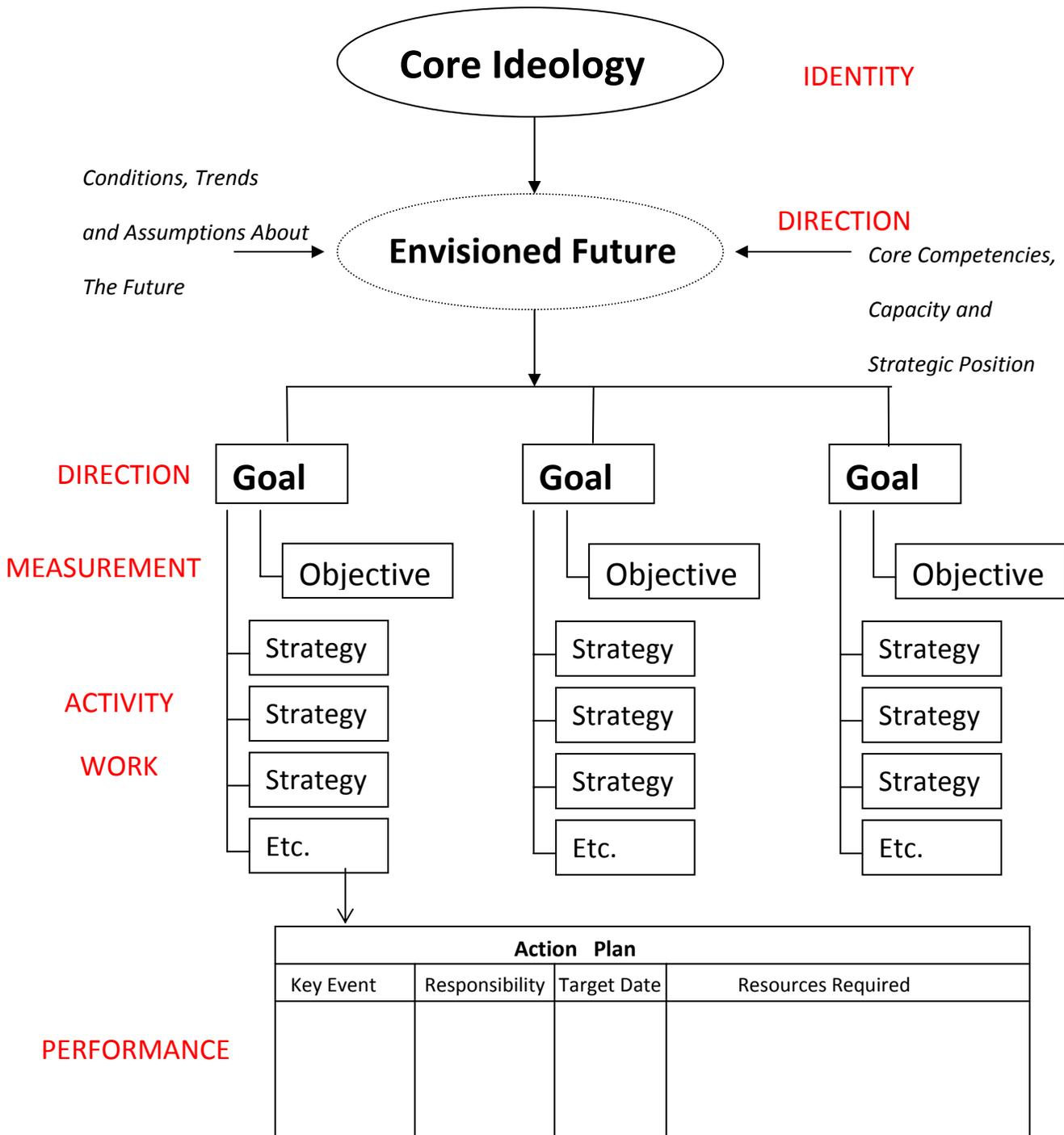
Trends:

- Electronic medical records use is increasing.

Assumptions:

- It will be increasingly important that correct information is input on patient EMR's.
- Online education will be the norm.

LONG-RANGE STRATEGIC PLAN FORMAT



Planning Terminology

Although always open to adapting the definitions commonly in use in a particular organization, Tecker Consultants generally utilizes the following terminology in describing the components of a strategic plan:

Assumptions about the future describe critical factors affecting the relevant world throughout the life cycle of the plan, often categorized as strengths, weaknesses, opportunities or threats.

Vision statements describe how the relevant world will be positively impacted by the work of the organization.

Statements of strategic direction provide a high-level summary of the choices made relative to mega issues. **Mega issues** are issues of overriding strategic importance, which reflect fundamental questions the organization must answer and the major challenges the organization will have to address in achieving its vision. They are usually related to industry or professional trends.

Goal statements describe the specific outcomes to members, the public, and other key stakeholders of the organization that the organization intends to achieve through its work.

Strategic objectives define the desired directions in which the organization needs to move in order to accomplish its goals. Describes what we want to have happen with an issue - what would constitute success in observable or measurable terms?

Strategies describe how the organization commits its limited resources to make its vision a reality, and are expressed as activities. The articulation of strategies will bring focus to annual operational allocation of discretionary resources. Action plans, checkpoints, and milestones will also be developed indicating progress towards each goal as it works through the strategies.