

The Academy for Radiology & Biomedical Imaging Research 2021-2024 Strategic Roadmap: Advocate - Engage – Expand

Executive Summary:

Since its establishment in 1995, the Academy has experienced tremendous growth in its scope and impact, broadening its focus to advocate for federal support for imaging research and the transformative effect of imaging technologies in large cross-cutting research initiatives. The Academy's success is grounded in the engagement of an all-volunteer board and a small staff. The growth in Academy membership and participation among academic radiology departments, imaging societies, industry partners and patient advocacy organizations has added to its strength, and the establishment and expansion of councils for both Early Career and Distinguished Investigators (DI) has deepened stakeholder participation.

The Academy's 2017 Strategic Plan was highly successful and accomplished:

- Increased Academy awareness on Capitol Hill and in government agencies
- Growth of the Council of Early Career Investigators in Imaging (CECI²)
- Launch of new opportunities for CECI² engagement and professional development
- Implementation of a name change, website improvements, and new communications platforms
- Increased interaction/engagement with all National Institutes of Health (NIH) Institutes and Centers (IC)
- Strengthened relationship with NIBIB leadership

In 2021 - 2024, the Academy will prioritize **advocacy, membership engagement, and engagement of stakeholders beyond radiology**. Given the current uncertainty and volatility of the political environment, it is a particularly challenging time in which to develop a strategic plan. For this reason, the Academy will continue with a three-year plan and continuously reassess priorities as circumstances change. At the same time, it is crucial to implement an *active* strategy to build on current strengths, capitalize on opportunities for improvement, and redouble efforts to educate policy makers and funding agencies about the value of medical imaging research.

Process for Developing Plan:

The plan development was driven by an engaged committee comprising the following individuals:

- Mitch Schnall, MD, PhD (Chair)
- Katherine Andriole, PhD (SIIM)
- Christine Buckley (Brain Aneurysm Foundation)
- John Hazle, PhD FAAPM (AAPM)
- Elizabeth Krupinski, PhD (Vice Chair/Emory and Representative DI Council)
- Rich Mather, PhD (Canon)
- Satoshi Minoshima, MD, PhD (SNMMI)
- Etta Pisano, MD (Officer)
- Vijay Rao, MD (RSNA R&E)
- Ex Officio: Academy staff Renee Cruea and Michael Heintz

The committee met via conference call twice and shared information, including the 2017 Academy Strategic Plan, and feedback electronically.

Academy Mission and Vision:

Our mission:

The Academy is a non-profit organization committed to advancing research in medical imaging by advocating for consistent federal investment into medical imaging research. By engaging a community of developing and experienced imaging scientists, novel technology experts and patients and their advocates, we facilitate shared learning, communication and collaboration on current and future research initiatives. Additionally, we educate policy makers about the impact and value of medical imaging and image-guided therapies.

Guided by the above, our collective vision for the organization is:

The Academy will enhance health care and impact lives through sustained education and advocacy in support of consistent federal investment in radiology and imaging research.

Strategic Goals:

- 1. Prioritize Advocacy Efforts***
- 2. Improve Membership Engagement***
- 3. Expand Engagement of Stakeholders Beyond Radiology***

GOAL #1: Prioritize Advocacy Efforts

This goal is central to the Academy's short- and long-term health and growth. Our strategies to support advocacy efforts focus on three initiatives: federal government agencies, Congress, and strategic partnerships and coalitions.

Initiative 1 – Broaden the base of advocacy activities across NIH Institutes

We will continue to build a broad-based plan for strengthening relationships with NIH Institutes and Centers with strong imaging portfolios [including, but not limited to, National Cancer Institute (NCI), National Institute of Biomedical Imaging and Bioengineering (NIBIB), National Heart Lung and Blood (NHLBI), National Institute on Aging (NIA), and National Institute of Neurological Disorder and Stroke (NINDS)].

Initiative 2 – Continue to advance our legislative advocacy for NIH funding and support for initiatives such as RadX and MDRIC, as well as facilitating new opportunities stemming from the “diagnostic cockpit of the future” initiative. To do so, we will:

- Utilize the six recommendations (listed below) from the report of the Office of Science and Technology Policy (OSTP) Interagency Working Group on Medical Imaging (IWGMI) to guide development of new initiatives to foster and sustain interdisciplinary discussion and collaboration across federal agencies and the imaging research community in pursuit of the diagnostic cockpit of the future, and maintain the U.S.'s role as a leader in medical imaging.
 - Standardize image acquisition and storage.
 - Apply big-data and data-science concepts to medical imaging.
 - Get to diagnosis more quickly, safely and cost-effectively.

- Make imaging more accessible.
 - Promulgate improved imaging practices.
 - Improve translation of new imaging technologies to clinical use.
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- Cultivate and sustain imaging champions in Congress, especially those members on committees key to health research, through advocacy in Washington, D.C. by Academy staff and members and grassroots efforts by the Academy membership throughout the year.
 - Continue to develop relationships with Administration entities, particularly those that impact funding and decisions affecting imaging research [including, but not limited to, the Office of Management and Budget (OMB) and Office of Science and Technology Policy (OSTP)].

Initiative 3 – Expand partnerships to increase Academy leverage.

Continue to advance the Academy’s goals through our coalition partners (Ad Hoc Group for Medical Research, the Coalition for Health Funding, and Research!America). Utilize Academy forums such as the annual CIBR Medical Imaging Technology Showcase, congressional briefings, and other meetings to strengthen existing and build new partnerships with federal agencies, academic institutions, advocacy organizations, patient groups, and industry around the importance of and support for medical imaging research.

GOAL #2: Strengthen Engagement of Membership

Develop and implement new ways to ensure our membership is aware of and understands the value of our efforts, and as a result chooses to become more engaged in Academy advocacy.

There is a lack of depth of awareness about the Academy within our member societies, departments, patient groups and industry. Often, there is one singular connection within these structures who is aware of and engaged with the Academy. To increase the effectiveness of our work, we need deeper and broader awareness and engagement within all of our membership categories and will focus on two initiatives:

Initiative #1 – Strengthen engagement opportunities for the Council of Distinguished Investigators

- Survey the Council members about their interests.
- Develop targeted opportunities based on the survey results.

Initiative# 2 – Improve and expand direct communication to member departments, societies, and industry.

- Regularly communicate information via email, social media, and videoconferencing technologies to members.
- Provide opportunities for members to engage with their congressional delegations throughout the year.
- Offer advocacy training opportunities to interested Councils, departments, societies, and patient advocacy groups as appropriate.

Initiative# 3 – Continue to implement and expand programs to develop future leaders in imaging sciences through the Council of Early Career Investigators in Imaging.

GOAL #3: Engage stakeholders beyond radiology

Engage a more diverse group in Academy initiatives, (e.g., *imaging investigators from other medical specialties and disciplines, such as pathology*). Imaging sciences encompass many medical disciplines. We would like to engage stakeholders/providers with efforts to communicate the value of imaging and imaging science. At the same time, we do not want to lose our driver seat. One way to achieve this is for the Academy to collaborate with provider societies at the inter-societal level, in lieu of creating smaller groups. We will consider two initiatives to assess substantive opportunities:

Initiative #1 – Consider new membership categories beyond the existing ones of imaging societies and radiology departments.

This expansion would potentially contribute to the long-term financial health of the organization and increase our membership diversity and effectiveness.

Initiatives #2 – Identify Academy initiatives and activities that would be strengthened by engaging stakeholders/providers from outside our community of traditional radiology, then develop and implement an outreach plan.