



**NOVA SCOTIA ASSOCIATION OF  
MEDICAL RADIATION TECHNOLOGISTS**

**STRATEGIC PLAN**

# STRENGTHENING OUR VALUE THROUGH COLLABORATION

A STRATEGIC PLAN FOR

Nova Scotia Association of  
Medical Radiation Technologists

2018–2022

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**Prepared by:**

M. Stephanie Coldwell, CA  
902-452-1664  
[stephanie@coldwellassociates.com](mailto:stephanie@coldwellassociates.com)



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## INTRODUCTION

The Nova Scotia Association of Medical Radiation Technologists, consisting of Radiation Therapists, MRI Technologists, Nuclear Medicine Technologists and Radiological Technologists, is in the process of significant change. Under a new Act and Regulations (Bill 70), passed into legislation in 2013 and anticipated to be proclaimed in the short term, the Association will become a College, a self-regulating body with the primary purpose of protection of the public with a secondary mandate of offering educational opportunities to its registrants. The new organization will include amalgamation with the Nova Scotia Society of Diagnostic Medical Sonographers under the name Nova Scotia College of Medical Imaging and Radiation Therapy Professionals.

The organization has worked to prepare for the change in many areas including the hiring of a part-time Executive Director and a major increase in dues to be able to fund the responsibilities of the new College. The organization has begun the process of funding required reserves and developing standards of practice and a code of conduct as well as transitioning to a policy focused Board with both organizations involved the transition.

In anticipation of the move to a College, the organizations developed a Strategic Plan to direct operations from 2015 to 2017. This year, the organization has undertaken the development of a new Strategic Plan to direct the organization until 2022.

## OBJECTIVES

The following key objectives for the process:

- To develop a Strategic Plan that clearly articulates priorities for the next three to five years and includes tactics to ensure continued effectiveness, relevance and sustainability;
- To consult the membership and provide opportunities for members to provide input to the process.

The process included the following steps:

- Key informant interviews with Board members, Committee Chairs, the Registrar, and a selection of members;
- A documentary review of appropriate legislation, corporate documents such as by-Laws, Manuals, annual plans and budgets, financial statements, Minutes; membership survey results; federal and provincial websites for other Radiation Technologists and Sonographers and other Allied Health professions;
- Two on-line member surveys that garnered 123 responses;
- A Strategic Planning Workshop with members of both Boards; and
- The development of a Straw Model to test the Strategic Plan concepts.

## VISION, MISSION AND VALUES

The Vision, Mission and Values have been rearticulated to more appropriately reflect the role of a self-regulating College.

### VISION

The leader in regulating dynamic standards of competency and performance for the medical imaging and radiation therapy professionals who ensure Nova Scotians receive exceptional care.

### MISSION

Through defining and supporting ethical practice standards and continuous professional development, we instill public confidence and advance the profession.

### VALUES

**Excellence:** We are committed to defining and maintaining the standards of excellence required for high quality, evidence informed care by competent MIRT professionals.

**Transparency:** We are fair, open, and forthright in our processes.

**Accountability:** We protect the public interest by ensuring our profession is ethical and competent.

**Collaboration:** We work with internal and external stakeholders to improve practice and professional competency.

# STRATEGIES

## STRATEGIC THRUST

Strengthening Our Value Through Collaboration—Together we will lead to a College that regulates highly skilled professionals practicing to their full scope of practice as respected experts in medical imaging and radiation therapy.

## STRATEGIC PRIORITIES

### PRIORITY 1—GOVERNANCE FOR LONG TERM VIABILITY

Governance is effective, stable and participatory

#### The goals:

- To expand the member participation rate in the Association/Society/College by 25% over five years
- To develop a participation benefits plan
- To develop a Recruitment Plan focused on:
  - Communicating opportunities and requirements
  - Communicating benefits
  - Professional responsibility
  - Engaging students and new registrants early
  - Engaging employers for professional development
- To institute a leadership and governance training protocol
- To develop a database of required skills

#### The outcomes:

- Members accept engagement in the profession as a responsibility of membership
- Employers encourage registrants to engage and participate in the Association/Society/College
- New registrants expect to participate in the organization
- Volunteer succession is planned

#### Implementation:

##### Year 1

- Develop a Board Mentoring Program
- Have each Board member take on an office or Project
- Produce an Orientation Manual
- Implement annual Governance Training

- Develop a database of required skills
- Measure member participation rate
- Add request for volunteer plans to registration

#### Year 2

- Develop a database of volunteers
- Develop a Participation Benefits Plan
- Measure member participation rate

#### Year 3

- Develop Recruitment Plan
- Implement Recruitment Plan for students and new registrants
- Measure member participation rate

#### Year 4

- Implement employer engagement portion of Recruitment Plan
- Measure member participation rate

### **PRIORITY 2—ENGAGED MEMBERS**

Members understand the role of the Association/Society/College, want to participate and are satisfied with its performance.

#### **The goals:**

- To increase the number of members who are knowledgeable about the role of the Association/Society/College to a minimum 75%
- To increase the member satisfaction with meeting mandate rating to 75% (either Satisfied or Very Satisfied)
- To develop a Member Engagement Plan focused on:
  - Utilization of a broad range of media
  - Highlighting the role of the Association/Society/College
  - Reporting on the work of the Association/Society/College
  - Formalizing member input forums to Association/Society/College processes and member issues
  - Highlighting and rewarding the role and value of Site Champions
  - Acting as conduit for professional development

#### **The outcomes:**

- Members are well-informed about the role of the Association/Society/College
- Members view the Association/Society/College as an important source of relevant information
- Members recognize the value of the Association/Society/College
- Members choose to participate in the work of the Association/Society/College

## Implementation:

### Year 1

- Develop a calendar of communications tactics:
  - Town Hall
  - AGM (webinar)
  - Eblasts for important announcements
  - Newsletters every four months
  - Site visits to 14 sites
  - Facebook posts
  - New awards program
- Develop new tactics
  - Welcome package to new registrants
  - Welcome letter
  - Access information
- Put minutes on the website
- Measure member satisfaction
- Measure knowledge level about the role of the organization

### Year 2

- Develop Member Engagement Plan
- Highlight the value of Site Champions and develop a rewards program
- Measure member satisfaction
- Measure knowledge level about the role of the organization
- Start posting webinars that can be viewed by members

### Year 3

- Develop member Issues forums
- Consolidate professional development opportunities
- Measure member satisfaction
- Measure knowledge level about the role of the organization

### Year 4

- Develop a CPD repository on the website
- Measure member satisfaction
- Measure knowledge level about the role of the organization

### **PRIORITY 3—PROACTIVE PARTNERING**

The Association/Society/College actively seeks to engage stakeholders to reach mutually beneficial goals

#### **The goals:**

- To develop planned and structured dialogue with post-secondary schools to maximize continuing education opportunities for members
- To explore opportunities for adding value to the community through partnering with related organizations
- To leverage the relationship with provincial, regional and national health based professional organizations to:
  - Optimize communication structures
  - Grow public awareness
  - Improve understanding among health based facilities and professions
  - Maximize professional development value to members
  - Ensure effective administration

#### **The outcomes:**

- Members are satisfied with continuing education opportunities
- NSCMIRTP is a leader in health professions
- NSCMIRTP initiatives are collaborative and level of effort is substantially supplemented by the efforts of others

#### **Implementation:**

##### **Year 1**

- Begin providing relevant notices from other organizations
  - Post Dal notices to Facebook and the website
  - Highlight notices in newsletters

##### **Year 2**

- Establish annual discussions with post-secondary institutions regarding continuing education opportunities

##### **Year 3**

- Review and document the purpose and relationship with related regional, provincial and national organizations
- Leverage relationships to:
  - Optimize communications structures
  - Maximize professional development value
  - Ensure effective administration



#### Year 4

- Leverage relationships to:
  - Grow public awareness
  - Improve understanding among health based facilities and professions

### **PRIORITY 4—ACTIVE PROMOTION**

Registrants are recognized by the public and the healthcare industry as highly skilled imaging and radiation therapy experts

#### **The goals:**

- To position MIRT expertise:
  - With the public
  - With health care employers (management)
  - With other health care professionals
  - With government
- To develop messaging that positions MIRTTPs:
  - As highly skilled professionals
  - In improving quality of life
  - In leadership and innovative solutions

#### **The outcomes:**

- The community recognizes the value of MIRTTPs
- MIRTTPs are employed in full scope of practice
- MIRTTPs are considered an integral part of the inter-professional healthcare team

#### **Implementation:**

##### Year 1

- Develop a Plan to position MIRTTP expertise
  - Recognizing excellence
  - Clearly articulating expertise
  - Recognizing innovation and leadership
- Redo the website
- Develop messaging that positions MIRTTPs as highly skilled professionals
  - Create public information brochures
- Expand mailing list for Annual Reports and Newsletters to include:
  - Post-secondary institutions
  - Government
  - Health care employers
  - Other health care professionals

#### Year 2

- Focus information and engagement on government
- Focus information and engagement on other health care professionals

#### Year 3

- Focus information and engagement on health care employers

#### Year 4

- Focus information and engagement on the public

### **PRIORITY 5—SEAMLESS INTEGRATION**

The new College has a single structure with well-informed registrants

#### **The goals:**

- To lobby government for proclamation
- To engage the Health Professions Network for assistance in lobbying for proclamation
- To develop an integration plan
  - Governance
  - Committees
  - Finances
  - Policies and Procedures
  - Social Media
  - Communications
  - Standards of Practice
  - Professional Development
- To source and engage all non-registered sonographers
- To develop a communications plan for all registrants and potential registrants
- To publicly celebrate the new College

#### **The outcomes:**

- A single functioning organization
- All sonographers registered
- Well informed registrants
- The health care industry and the public are aware of the new College

#### **Implementation:**

##### Year 1

- Lobby government for proclamation
- Request assistance from the Health Professions Network to lobby government for proclamation

- Source all Sonographers through Sonographers Canada
- Speak with Sonographers at the fall conference
  - Request that they follow on Facebook
  - Invite Sonographers to site visits

#### Year 2

- Develop an Integration Plan for post-proclamation
- Engage Sonographers Canada re: proclamation
- Engage and inform employers
- Engage non-registered Sonographers

#### Year 3

- Implement Integration Plan as appropriate
- Publicly celebrate the new organization