

# The British Institute of Radiology Strategic Plan 2011-2016

## Overview

The British Institute of Radiology (BIR) is a multidisciplinary membership organisation connecting all those with a professional interest in imaging science and radiation technology. It provides opportunities for people with an interest in radiology and radiation oncology to exchange ideas and gain new perspectives on technologies and treatments via scientific meetings and conferences, peer-reviewed journals and through regional networks.

*The core values of the BIR are:*

- Belief that every effort should be made to optimise the use of radiation in healthcare and in the diagnosis and treatment of disease.
- Belief in the value of multidisciplinary collaboration; all its members are equal regardless of profession or grade.
- Belief that it delivers its mission through educational meetings, publications and learned advice to the public.

## Background and context

This strategy builds upon the last strategic review conducted in 2007 and is informed by a major research exercise, including a membership survey, conducted over a 15-month period. The BIR dates back to the establishment of the Roentgen Society in 1897 and then the formation of the Institute in 1924. The three key pillars were scientific meetings, publications/journal and a library. The

core values of the BIR remain the same, but the method of delivery needs to change to reflect the modern context.

The NHS has become more diverse and is undergoing continual reform. Members' values are changing. There is increased emphasis on work-life balance. There is increasing difficulty in obtaining time and funding to attend the Institute. Yet the demand for information and the demand for education continue to grow. An important component of the BIR membership is the corporate sector and its needs are changing as the procurement landscape in the NHS has changed. The public and the wider community require authoritative scientific advice. The BIR recognises its leading role in providing scientific advice to the wider community.

The BIR is the oldest radiology society in the world and there is a strong association with the historical archive in the UK. The BIR continues to have a major role in the publication of scientific material. However, the Institute must modernise the way in which it delivers its objectives. It must recognise the changing needs of its members and stakeholders and it must embrace modern methods of working and modern methods of delivering education and scientific advice both in the spoken and written word. The BIR must operate on a sound financial basis and be fully compliant with charity law.

With this background in mind, the Institute has developed a strategy to modernise the organisation and deliver a structure that is relevant, fit, proactive and technologically-advanced for current and future members, particularly the younger community, and to enable virtual communication that embraces the entire membership body.

### **Key themes of the strategic plan**

- Rebuilding the multidisciplinary membership of the Institute
- Modernising and refreshing the educational and publishing activities of the Institute
- Taking a proactive approach to external engagement
- Fully embracing modern information and communications technology

### **Strategic Aim 1: Develop the membership**

The membership of the BIR is steadily declining and not refreshing itself with younger members. The corporate membership scheme has shown growth in the last few years, but there is further potential for growth and closer collaboration.

#### *Objectives:*

- To increase the number of members, in particular trainees and young members, and to seek to broaden the membership base.
- To redefine our membership package to provide value-for-money benefits relevant to today's professionals.
- To refresh our engagement with corporate members.
- To continue to develop the branch (regional) programme.

### **Strategic Aim 2: Develop the educational programme**

The delivery of education in the UK has undergone significant changes in the last decade. Whilst the traditional lecture format retains its valued place, other formats involving hands-on training and skills workshops are becoming increasingly

commonplace. Continuing professional development is a requirement for all healthcare professionals. This needs to be presented in a modern accessible format, reflecting the changing organisational needs within the National Health Service and the changing work-life balance of members. The BIR should seek to educate all stakeholders, including the public, in matters of radiation science pertaining to health and disease.

#### *Objectives*

- To develop an education programme that builds on the multidisciplinary strengths of the BIR and complements the programmes of sister organisations.
- To create a programme that concentrates on subjects surrounding radiological sciences, including the effective and safe use of radiological imaging techniques.
- To introduce a variety of innovative delivery methods that incorporate modern educational techniques for the provision and assessment of educational material at a local and national level and via online methods.
- To embed members' CPD and other professional requirements into the education programme.
- To establish a new programme committee underpinning the delivery of the new strategy.

### **Strategic Aim 3: Consolidate and develop the BIR publications**

The BIR developed a full publications strategy in 2009. The delivery of this strategy is making good progress. The fundamental change is the development of electronic publishing and the production of a new publication, BJR News, as a key membership benefit.

#### *Objectives*

- To enhance the impact factor of the British Journal of Radiology and maintain its position as the leading UK radiology journal.

- To develop the BJR News as a key membership benefit and as a leading source of information pertaining to radiological sciences and the radiological community.
- To develop Imaging as a key educational membership benefit.
- To continue to publish advice documents in the area of radiological science.

#### **Strategic Aim 4: Improve internal and external communications**

The BIR has a membership across the UK and throughout the world. It is essential that there is good and effective communication across the membership and to all stakeholders. The BIR needs to communicate effectively and rapidly with its stakeholders in order to fulfil its mission. The BIR should provide a modern accessible information resource for its membership. The BIR needs to publicise its activities effectively.

##### *Objectives*

- To develop a comprehensive communications strategy.
- To develop a policy library around key issues.
- To improve awareness of relevant issues in the media, and deliver the Institute's public benefit agenda.

#### **Strategic Aim 5: Develop a modern information and communications technology (ICT) infrastructure**

The business of the BIR needs to be conducted in a modern ICT infrastructure. The BIR should project itself as a modern, technologically advanced Institute, in parallel with its radiological scientific disciplines.

##### *Objectives*

- To develop an ICT structure and management fit for purpose for the new strategic plan.
- To embrace modern ICT technology for the conduct of BIR business.
- To review and modernise the information resources which the BIR offers to members.

#### **Strategic Aim 6: Ensure the BIR operates in premises and with a staffing structure that are fit for purpose**

The BIR and its needs have changed since it first occupied 36 Portland Place in the 1970s and it will continue to evolve as it realises its new strategy. This will place less dependence upon a facility for meetings and lectures and greater dependence upon a workplace which facilitates modern methods of working and communication with its membership. Good financial governance requires that the Institute manages all its resources effectively and fully within the scope of responsible charity management.

##### *Objectives*

- To review the premises as part of the finance and asset management of the Institute.
- To ensure that the premises are fit for purpose for delivery of the new strategy.
- To develop financial resources for implementation of the strategic plan.
- To develop a new staffing structure fit for purpose for delivering the new strategic plan.
- To maintain an active staff development programme linked to the delivery of the strategic plan.

#### **Conclusion**

This strategy has been designed to focus the development of the BIR in the next five years. The time has come to modernise the methods of working and communication with members. The publications and scientific meetings must be presented in a modern accessible format fulfilling the CPD needs of members and the wider community. The BIR must fulfil its objectives in a building which is fit for purpose. It must develop a resource strategy which is sustainable for the future. This plan marks a radical change for the BIR leading to a leaner, more sustainable organisation, which conducts its business in a modern context that reflects the needs of its members and other stakeholders.