



STRATEGIC PLAN 2018-2022

**Based on 2011 - 2015 Plan
Revised and updated July 2015
Revised and updated March 2018
Revised and updated May 2020**

VISION **The Society of Thoracic Radiology (STR) will be the premier cardiothoracic imaging society worldwide.**

MISSION **The STR will advance cardiothoracic imaging in clinical application, education and research worldwide.**

STR VALUES **We value...**

- **Education**
- **Research**
- **Patient-focus**
- **Professional health and wellness**
- **Fellowship and inclusiveness**
- **Mentorship**
- **Global collaboration**

NEW OVERALL STRATEGY FOR 2020-2022

Build on organizational strengths and seize new opportunities to redefine the role of radiologists with patients and influence the practice of radiology through...

- co-branded clinical practice guidelines and educational offerings with other respected organizations
- expanded STR influence and engagement globally
- providing the most up-to-date on-site and online cardiothoracic imaging education available to radiologists, fellows, residents, medical students, allied health professionals and patients
- expanded use of big data and artificial intelligence

- expanded mentoring opportunities for junior members
- expanded use of communication tools through social media technologies

GOALS & STRATEGIES

GOAL 1: BRANDING: STR will be widely recognized nationally and internationally as the leading voice of cardiothoracic radiology, redefining the role of radiologists with patients and influencing the practice of radiology.

Strategy 1.1: Utilizing the Big Data Committee, STR will, in partnership with other societies, compile databases and provide expertise to assist in the development of artificial intelligence and deep learning products

- create data elements for AI initiatives

Strategy 1.2 STR will work to cobrand with American College of Radiology (ACR), through the development of appropriateness criteria, standards/guidelines, and educational courses

Strategy 1.3 STR will continue to monitor international collaborative agreements and amend and/or expand as needed

Strategy 1.4 STR will work with radiology and related subspecialty organizations, including course co-branding

Key Performance Indicators

- Increase number and quality of collaborative agreements
- Successful co-branded courses and education offerings
- Participation in thoracic imaging database creation and expansion

Achievements:

- Increased number of collaborative agreements:
 - Asian Society of Thoracic Radiology (ASTR)
 - World Congress of Thoracic Imaging (WCTI) partner

- SIIM-STR Pneumothorax AI annotation agreements: Publication—Filice RW et al. Crowdsourcing pneumothorax annotations using machine learning annotations on the NIH chest X-ray dataset. *J Digital Imaging* 2020.
- RSNA-STR pneumonia AI annotation agreements: Publication--Shih G et al. Augmenting the National Institutes of Health Chest Radiograph Dataset with Expert Annotations of Possible Pneumonia. *Radiology: Artificial Intelligence* 2019.
- Successful co-branded courses and education offerings:
 - Manuscript on Collection and Handling of Thoracic Small Biopsy and Cytology Specimens for Ancillary Studies Guideline from the College of American Pathologists (CAP) in Collaboration with the American College of Chest Physicians (CHEST), Association for Molecular Pathology (AMP), American Society for Cytopathology (ASC), American Thoracic Society (ATS), Pulmonary Pathology Society (PPS), Papanicolaou Society of Cytopathology (PSC), Society of Interventional Radiology (SIR), and STR. VanderLaan PA et al. *J Am Soc Cytopathology* 2020.
 - ACR practice parameters on cardiac positron emission tomography (PET)-computed tomography (CT) imaging, pulmonary scintigraphy, performance and reporting of lung cancer screening thoracic computed tomography
 - STR-ASER COVID-19 statement on use of CT in diagnosis
 - STR and ACR endorsed RSNA consensus statement on reporting COVID-19 on CT
 - COVID-19 Reporting- recorded educational lectures (STR-RSNA)

GOAL 2: RESEARCH: STR will restructure its current research efforts to accomplish a broader range of objectives and to mentor those who do have grants.

- Strategy 2.1 STR will continue seed grant funding, understand impact of funding, and promote its mentoring program
- Strategy 2.2 STR will promote the activities of the Big Data Committee.
- Strategy 2.3 STR will expand research efforts by leveraging opportunities with other organizations (e.g. RSNA, SIIM; seed grants) and providing information about grant opportunities from other sources
- Strategy 2.4 Provide infrastructure for multi-institutional collaborative research projects.

Key Performance Indicators

- Provide opportunities for members to participate in databases for big data research activities, to provide data, and to serve as readers/curators on research initiatives.
- Number of proposals received and successful publications
- Increase the number of mentor/mentee dyads and develop affinity groups under the guidance of the Mentorship and Membership Committees.

Achievements:

- Provide opportunities for members to participate in development of databases for big data research activities to provide data and serve as readers/curators on research initiatives:
 - Established a formalized process to survey STR membership for research purposes
 - STR AI initiatives: RSNA-STR MOU for pneumonia and SIIM-STR pneumothorax challenges with STR participating as annotators for AI challenges
- Increase the number of mentor/mentee dyads under the guidance of the Mentorship and Membership Committees. Monitor participation based on use of STR website activity:
 - Trainee Travel Grant program for STR Annual Meeting developed and implemented in 2019 and 2020
 - Mentoring committee surveys and dyads established

GOAL 3: EDUCATION: STR will increase utilization of all STR and STR-endorsed educational materials.

Strategy 3.1 Enhance on-line education and promotion of educational offerings, including CME

Strategy 3.2 Maintain educational offerings at the annual meeting targeting radiologists in-training and radiologists in-practice, including career development

Strategy 3.3 Develop global educational outreach of online and live material

- Facilitate translation and access to educational material
- Increase international presence
- Increase knowledge of international practices

- Facilitate STR Speakers Bureau

Strategy 3.4 Organize, curate, and identify needs within online educational curriculum

Strategy 3.5 Develop communication strategy to disseminate educational material to targeted audiences

Strategy 3.6 Develop programs to increase STR speaker engagement with other societies and institutions

- STR speaker bureau
- Virtual visiting professor

Key Performance Indicators

- Increase in STR page visits, number of visitors, including patients globally
- Increase in social media presence and engagement for educational content
- Increase in registrants at annual meeting, bootcamp and other courses
- Engagement of junior faculty at the annual meeting
- Increase in value of affiliations including collaborative projects and increased membership

Achievements:

- Increase in page visits, number of visitors, including patients: STR's social media presence, including Twitter, STR website, Veritas TV, STR online curriculum, medical student curriculum
- Increase in registrants at annual meeting and other courses:
 - 2020 Annual Meeting proof of concept for hybrid program content delivery
 - STR Resident Bootcamp 2019 and 2020
- Assist development and engage in partnerships with international cardiothoracic imaging organizations underway for outreach to underserved areas of world, followed by tracking use of website and downloads:
 - ASTR MOU
 - Discounted memberships for low-income level countries
 - Created ad hoc translation committee for resource translation into Spanish
- Online Introduction to the Cardiothoracic Imaging Program launch:

- Completed online educational curriculum geared toward medical students and allied health professionals: Introduction to Cardiothoracic Imaging
- STR Bootcamp videos 2019 and 2020
- CME provided by cardiothoracic imaging online curriculum

GOAL 4: GUIDELINES: STR will develop, independently or in collaboration, 1 to 2 widely-accepted, high-impact guidelines every several years and assist in their dissemination.

Strategy 4.1 Develop guidelines collaboratively with radiology and cardiothoracic subspecialty organizations

Strategy 4.2 Identify needs for guidelines and position statements related to new technologies and emerging diseases and controversies

Key Performance Indicators

- A high-impact, collaborative guideline produced within 3 years
- Generate position statements and press releases
- Track number of citations and social media engagement of guidelines

Achievements:

- A high-impact, collaborative guideline produced within 3 years:
 - Formation of a STR Public Liaison Committee distributing breaking news, online resources, with intentions of whitepaper development (e.g., vaping and COVID19).
 - ACR practice parameters on cardiac PET-CT imaging, pulmonary scintigraphy, performance and reporting of lung cancer screening thoracic computed tomography.
 - Manuscript on Collection and Handling of Thoracic Small Biopsy and Cytology Specimens for Ancillary Studies. Guideline

GOAL 5: MEMBERSHIP: Members will recognize the additional value STR offers and will increasingly utilize STR resources and engage in its activities.

Strategy 5.1 STR will develop additional member benefits and engage its members via its website and social media efforts

Tactics:

- Website case of the month
- Website expanded curriculum
- Online hot topics
- Online offerings from annual meeting for non-attendees (*e.g. digital poster sessions*)
- Shared case repository for members

Strategy 5.2: STR will promote the mentoring program to personally reach out to members seeking career guidance and development

Strategy 5.3: STR will explore membership incentives with international organizations (ESTI, KSTR, etc.) for meaningful collaboration

Strategy 5.4 STR will explore new opportunities to benefit trainees at the Annual Meeting

Strategy 5.5 STR will explore ways to develop and promote the next generation of STR speakers

Strategy 5.6 STR will develop collaborative opportunities for members to share educational materials

- Communal teaching file
- Offer learning credits

Strategy 5.7 STR will promote those full members who have demonstrated excellence and commitment in STR activities

Key Performance Indicators

- Increased member acquisition and retention
- Increased utilization of services
- Increase the number of mentors and mentees dyads and develop affinity groups within the STR members
- More residents, fellows, and medical students at meeting

- Monitor website utilization
- Increased number of new speakers at the annual meeting
- Develop Health & Wellness indicators
- Define a pipeline and how to measure its progress

Achievements:

- Increased membership and retention: STR has added on a broader social media presence to the STR’s existing website and online technologies. Developed a Health & Wellness committee with focused efforts on member engagement.
- Increased utilization of services: STR expertise and resources being shared internationally through the use of social media and 2020 hybrid meeting protocols.
- Increase the number of mentors and mentees dyads for STR members: Mentor/Mentee dyad development and programming (in progress).
- More residents, fellows, and medical students engagement at STR Annual Meeting: Established STR Travel Grants and STR Resident Boot Camp directed towards resident education
- Monitored website utilization: STR implemented website analytics with regular reports provided to Electronic Communications Committee
 - Cardiothoracic online education and medical student electronic curriculum, STR Annual Meeting online curriculum, and Case of the Week hits and views
 - Twitter engagement
 - Mentorship committee about dyads
 - Cardiothoracic online education from annual meetings
- Increased number of new speakers at the annual meeting: STR 2020 invited several ASTR speakers and moderators for the purpose of expanding the speaker pool, while recognizing STR collaborative partners.

GOAL 6: ORGANIZATIONAL STEWARDSHIP: STR will continue to improve its financial sustainability and organizational effectiveness.

Strategy 6.1: There will be an Executive Committee-approved annual budget which is reviewed quarterly.

Strategy 6.2: STR will expand industry relationships and increase corporate support

Strategy 6.3 There will be an increase in individual giving opportunities and a subsequent increase in contributions, including enhanced donor recognition

Key Performance Indicators

- Presentation of and adherence to a balanced budget
- Report of corporate support, including capturing continuity and diversity of corporate support
- Increased individual giving

Achievements:

- Presentation of and adherence to a balanced budget: Budgets are reviewed on an annual basis; financials are reviewed on a monthly basis with access to financials provided to STR Treasurer.
- Increased corporate support: 2019 and 2020 Annual Meeting corporate sponsorship initiatives have resulted in the highest level of financial and breadth of corporate support in Society history.
- Increased individual giving: STR Appreciation Letters have been developed for all member donations. In addition, the STR website has been modified to include an easy-to-see donation opportunity for all members.