

ISUOG Strategic Plan 2017 – 2022

Background

In March 2016 ISUOG's Trustees met to review ISUOG's strategic plan: its vision, mission and values for the mid to long term, as well as some key strategic goals for the next 5 years. Ultimate goals remain membership growth (with a focus on retention), communications for increased influence, comprehensive education, and continued quality towards impact on healthcare outcomes. KPIs have been set to act as a benchmark to assess strategic development over that period.

This document outlines the main strategic objectives for ISUOG for the next five years. A day to day working objectives document identifies action points by activity / department to support this and detailed strategic plans support core activities around communications, membership engagement and new project development (in education and outreach).

Aims & opportunities

ISUOG has enjoyed steady growth in its first 25 years, with particular success in its high quality Journal, growth in membership, recognition and financial stability through its World Congress and increased diversity in building broader educational resources. Interest in education for members continues to increase. Although ultrasound is now a routine technology in women's health, its use is still increasing and expanding geographically, clinically and in terms of the technology available. Services are extremely variable around the World and are provided by different healthcare professionals. Training requirements are also very variable and, since the field sits between the broader specialities of Obstetric and Gynecology and general ultrasound / imaging, the regulatory frameworks also vary and many countries still lack formal training programmes. ISUOG has the unique opportunity to lead and influence since it occupies this niche position in the international market, and is also well placed to collaborate since it is not directly competitive with the national professional representation or registering bodies.

Charitable Objects

The object of the charity as listed in the constitution is the protection and preservation of health by promoting the science of ultrasound in obstetrics and gynecology and education therein for the benefit of the public.

Vision

ISUOG's long term vision is that every woman in the world has access to ultrasound, that every scan provider is competent and that the diagnosis of obstetric and gynecologic conditions is effective so that women's health outcomes improve.

Mission

Our mission is to improve women's health through the provision, advancement and dissemination of the highest quality education, standards and research information around ultrasound in obstetrics and gynecology.

Values

In our work, research and teaching we will demonstrate excellence, integrity, respect, inclusiveness and passion.

Critical success factors / ultimate goals

The factors considered most important in working towards our mission are:

1. The highest quality and clinical relevance in all outputs
2. A comprehensive education programme for all levels of training
3. Membership engagement, retention, diversification and growth
4. Collaboration and partnerships
5. Engagement of professionals, the public, and other stakeholders and partners to increase influence and impact on patient care
6. Sustainability

ISUOG strategic plan and key performance indicators 2017-2022

KEY: **Green 1: Complete** **Green 2: Established (continuous goal)** **Amber: Ongoing project / partially achieved** **Red: To do**

Critical success factor: The highest quality and clinical relevance in all outputs

Main reporting measures

- **Bibliometrics and Altmetrics (scores to improve)**
- **Scores of over 6 in all educational activities for the question ‘would you recommend...’.**
- **Journal ranking in our field to improve**

Strategic goal 1: The achieve the highest quality standards in education and research		
Goal	Status	Reporting
Publish UOG to the highest standards, including high quality review and optimal submission times and experience for submitting authors		<ul style="list-style-type: none"> • Increase in impact factor • Submission to initial decision for papers sent for review • Bibliometrics/ Altmetrics • Satisfaction scores
Increase the publication of high impact research and its broad dissemination to the scientific community		<ul style="list-style-type: none"> • Impact Factor • H index as a quality measure • Open access articles • Reflected in National guidelines • Science media centre / Press releases / PR coverage • EiC ‘assessment’ of impactful research
Consider new opportunities in Journal publishing to increase and expand clinical impact and remain current		<ul style="list-style-type: none"> • Open access opportunities reviewed • Commissioned articles on current topics
Keep up to date in publishing technologies and to continue to improve accessibility to the Journal, Congress and website		<ul style="list-style-type: none"> • App usage statistics • Increases in online membership / On Demand access • Trial live stream for part of congress
The World Congress is the leading event in the field		<ul style="list-style-type: none"> • Delegate attendance and feedback: Goal: 90% score over 6 for ‘would you recommend’ To what extend do you agree that this is the ‘leading event in the field’ (Score grid:1-7) • How many abstracts go on to be published within a year (survey)

Develop and disseminate comprehensive, current clinical guidelines for the use of ultrasound in obstetrics and gynecology		<ul style="list-style-type: none"> • Number of guidelines published • Number of guidelines reviewed / revised / reaffirmed • Percentage of guidelines less than 5 years old (Goal 100%) translated guidelines and number of languages translated in. • Number of downloads / citations of guidelines
Engage more broadly with stakeholders on new research and developments and use PR and media to disseminate findings		<ul style="list-style-type: none"> • Engage with Science Media centre • Press releases • Press mentions / citations
Improve Congress programme through submission topics (chosen to reflect current priorities)		<ul style="list-style-type: none"> • Number of abstracts submitted in new topics • Percentage of abstracts submitted in new topic categories
Measure customer service and satisfaction through continuous evaluation and user feedback		<ul style="list-style-type: none"> • Membership survey • Post-congress survey

Critical success factor: A comprehensive education programme to maximise learning at all levels of training

Main reporting measures

- **Tracking of completion of the online learning modules (% increase in mapped content complete).**
- **Comparative survey questions around impact on clinical care for all educational activities**

Strategic goal 2: To ensure comprehensive, innovative education programs targeted to all members: to teach, teach teachers and to improve clinical care.		
Goal	Status	Reporting
Finalise restructure and complete content collation for online educational resources into a comprehensive modular teaching framework		<ul style="list-style-type: none"> • Completion of online training programme (%) • Visits / usage / evaluation
Finalise and disseminate basic training programme (and be recognised as the go to place for basic training). <ul style="list-style-type: none"> • develop solutions for practical training • develop 'training centres' concepts • include self evaluation 		<ul style="list-style-type: none"> • Complete online Basic Training curriculum • Practical training approach established • 'Certification' established • Usage / number of countries accessing • No. of organisations using • Number of learners completing the curriculum

Explore and agree the scope for simulation in training		<ul style="list-style-type: none"> No. of companies with ISUOG modules No. of modules
Formalise Outreach templates and teaching teacher concepts, bring Basic Training and Outreach in line		<ul style="list-style-type: none"> Formal (customisable) templates established Number of modules in line with template Teaching Teacher programmes defined
VISUOG: decision and clear project plan for VISUOG		<ul style="list-style-type: none"> Progress report and percentage completion
Continue to develop resources and services in line with new developments and member / practitioner needs in all available media		<ul style="list-style-type: none"> Course attendance & Course satisfaction Livestreaming frequency and uptake No. of connections CSM
Continue to build translated educational resources in line with popularity		<ul style="list-style-type: none"> Number of translated educational sessions
Develop online presence toward being the primary online resource for practitioners in the field		<ul style="list-style-type: none"> Number of online hits Number of CME completions VISUOG chapters completion VISUOG usage Market comparison
Evaluate and monitor projects and demonstrate sustainability and impact of learning		<ul style="list-style-type: none"> Project specific KPIs and milestones reporting
Develop the options available around the concept of ISUOG school of ultrasound in O&G		<ul style="list-style-type: none"> Scoping document complete Curriculum methods tested and delivered through Basic Training

Critical success factor: Membership engagement, retention, diversification and growth

Main reporting measures agreed:

- **Member numbers: 22,000 by 2022**
- **Increase response rates to membership survey**
- **Retention rates of 70% of paid memberships**
- **Retention of 22% of trainees members after trainee period.**

Strategic goal 3: To engage, retain and grow membership to remain relevant and increase reach and influence.		
Goal	Status	Reporting
Increase member engagement and reach through targeted multi-media communication		<ul style="list-style-type: none"> Usage stats (download, clicks, likes) Evaluations Social media google analytics

		<ul style="list-style-type: none"> • Google grant (impressions and interactions)
Increase retention, particularly in trainee and 'gift membership' groups		<ul style="list-style-type: none"> • Number of members remains above 10,000 • 22,000 members by 2022 (Overall retention rises to 70% paid memberships, 22% trainees) • Number of trainee members • Survey of non-retained members results
Ensure a customised, personalised user experience through the new website		<ul style="list-style-type: none"> • Flexible membership package in place • New website evaluations • 80% of members access website 10x per year
Establish loyalty programme for members		<ul style="list-style-type: none"> • Loyalty programme in place • User feedback
Support attendance at the congress for (e.g.) researchers in low resource settings; junior researchers etc.		<ul style="list-style-type: none"> • % of discount of trainee rate compared to full member (Late registration) rate • Percentage of delegates taking advantage of the trainee rate • Travel grants programme
Increase membership in regions with low activity through Ambassador programme		<ul style="list-style-type: none"> • Regional membership proportion • No. approved courses • No. approved courses taking up £10 membership offer • Number and location of trainee programmes
Incorporate member and user feedback in developing resources and activities to engage and retain members		<ul style="list-style-type: none"> • Attendance at and results of Millennium Development Goals • ISUOG member survey

Critical success factor: Collaboration and partnerships

Main reporting measures:

- **Number of countries adopting ISUOG basic training**
- **Number of National and International bodies with collaboration MoU**
- **Number of joint guidelines**

Strategic goal 4: To develop strategic partnerships and collaborative ventures to establish ISUOG as <u>the</u> leading authority in the field		
Goal	Status	Reporting
Work with professional bodies and national societies to offer ISUOG's resources (e.g. trainee membership program, group memberships)		<ul style="list-style-type: none"> • Number of trainee partnerships • Number of trainee members
Continue subspecialty collaborations (contra deals on content live / live stream etc.) to increase reach (MFM, PND, AEPU etc.)		<ul style="list-style-type: none"> • Number of partnerships • Level of engagement
Build partnerships for Basic Training delivery (National bodies / National Societies etc.)		<ul style="list-style-type: none"> • Number of countries adopting ISUOG training (aim for 5 in 5 years)
Build strategic partnerships with NGOs and other organisations to develop ISUOG's Outreach effectiveness and funding		<ul style="list-style-type: none"> • Number of NGO partnerships • Level of engagement
Develop partnerships with other influential international organisations (WHO, UN, EBCOG, UEMS, FIGO etc.) to build awareness and sustainability		<ul style="list-style-type: none"> • Number of International partnerships • Level of engagement
To reach national societies for guidance and standards of care		<ul style="list-style-type: none"> • Number of joint / adopted guidelines • Number of guidelines citations in national guidelines
To collaborate with industry partners to disseminate education, research and opportunities		<ul style="list-style-type: none"> • Number of individuals targeted by the promotion • Number of partnership activities

Critical success factor: Engagement of professionals, the public, and other stakeholders and partners to increase influence and impact on patient care

Main reporting measures agreed:

- **Online metrics show increased presence**
- **Bibliometrics and Altmetrics on ISUOG guidelines**
- **Ratings of guidelines for clinical impacts**
- **Number of ISUOG material translated (at least 2 per year)**

Strategic goal 5: To establish communication strategies to engage with stakeholders, increase ISUOG's recognition and influence, and to improve on patient care		
Goal	Status	Reporting
Communication strategies to increase engagement with research for members and the broader scientific community		<ul style="list-style-type: none"> • Downloads • Networking • Social Media Statistics
Communication strategies to engage public and professionals		<ul style="list-style-type: none"> • Press releases • Medical alerts • Press coverage
Develop information for and engage with patients to improve effectiveness and their impact on services (patient leaflets, FAQ's etc.)		<ul style="list-style-type: none"> • Patient information published • Usage stats
Ensure Website is public / stakeholder friendly		<ul style="list-style-type: none"> • Non-member engagement with website • Statistics on usage of the public section of the website
Explore new opportunities for advocacy and external communications (e.g. free webinars in public health interest), patient consultation		<ul style="list-style-type: none"> • No of interactions with non-members
Increase clinical guidelines and broad consultation and dissemination with stakeholders		<ul style="list-style-type: none"> • No. of guidelines • No. of organisations engaged in consultation
Translate materials into key languages		<ul style="list-style-type: none"> • Number of materials translated • Number of languages • Proportion of the global population covered with languages

Critical success factor: Sustainability

Main reporting measures agreed:

- Performance against budget within 10%
- Investment portfolio performance
- Projects dashboard on target

Strategic goal 6: To strive for excellence, efficiency through evaluation, continuous improvement, and best practice in governance, management employment and learning		
Goal	Status	Reporting
Develop evaluation protocols and SOPs towards sustainability for Outreach (and all teaching activities)		<ul style="list-style-type: none"> • Established programme specific KPIs and evaluation protocols • Secure flow of data and feedback
Develop engagement with junior doctors / practitioners e.g. junior representation on committees for engagement and succession planning		<ul style="list-style-type: none"> • Junior / trainee committee representatives • Mentorship of juniors program established
Review and establish sustainable finance strategies for steady predictable income streams, including fundraising strategies, and established procedures for expenditure allocation		<ul style="list-style-type: none"> • Performance against budget • Predictable income / expenditure performance annually • Endowment income covers education 'admin cost' • New income streams identified
Improve and develop investment strategies to maximise return on investments, including diversification and outsourcing of investment management		<ul style="list-style-type: none"> • Return on assets / investments at or above 5% average
Ensure best practice in operating procedures, staffing levels, and reporting in collaboration with the society's advisors and auditors		<ul style="list-style-type: none"> • Completion and implementation of findings of management review • Improved orientation manual and MoU's published • Established office manual, procedures and policy • Establish dashboard for project progress reporting
Review and develop ISUOG's governance and committee functionality to best support the Society's goals and Objectives		<ul style="list-style-type: none"> • Completion and implementation of findings of governance review • Improve MoU and induction • Expand on Board skills assessment and appraisal
Invest in the necessary internal expertise and ensure appropriate learning and development for all staff		<ul style="list-style-type: none"> • Investment in top level management and specific expertise (communications, marketing, finance etc.) • Training provisions for staff