

STRATEGIC PLAN 2023-2025



October 2022

BACKGROUND

In 2015-16, Sonography Canada developed its first three-year strategic plan since the merger of the Canadian Association of Registered Ultrasound Professionals (CARDUP) and the Canadian Society of Diagnostic Medical Sonographers (CSDMS). This plan was then extended into 2019.

A new strategic plan followed for 2020-2022 with a goal to support the needs of members and to build organizational capabilities to do so efficiently and effectively. What we learned most from our members during the pandemic was that sonography is strongly affected by underlying healthcare trends, funding pressures, pandemic pressures, evolving practice and the shifting and overlapping scopes of practice among healthcare professionals. Sonography Canada must advocate for its members to address these issues.

The following outlines the strategic direction proposed for Sonography Canada for the period of 2023 to 2025. We will continue to lead in the areas in which the association is strong and well respected and will further seek to strengthen our voice to influence progress in areas that support our members the most.

Vision

Sonography is practiced with excellence across Canada.

Mission

We are the Canadian voice of diagnostic medical sonographers, fostering best practices and promoting the pursuit of excellence.



Strategies

1. **Work** to influence the health care system on behalf of sonographers.
2. **Lead** the continued progression of standards for diagnostic medical sonography to ensure the sustainability of the profession.
3. **Support** members to thrive through all stages of their professional practice.
4. **Build** upon Sonography Canada's organizational development to enable efficiency and growth.

WORK

Work to influence the health care system on behalf of sonographers.

Rationale

Health care in Canada is under enormous pressure. This is due to the pandemic, but also longer-term issues including an aging population, a complex delivery and funding structure, and shortages in some professions. For sonographers, the working environment is increasingly challenging, with higher demands for productivity, greater concern about injury, and widespread overall stress. Sonography Canada has been increasing its visibility at the federal level for the past number of years, but it needs to invest seriously to be part of the discussion about the future of health care, representing sonographers.



As health care changes in Canada, this strategy seeks to place Sonography Canada at decision-making tables, to respond to tangible member needs for better working conditions.

What we will do

- A. Conduct analysis of influence opportunities for Sonography Canada in the current context and use it to focus and calibrate efforts.
- B. Conduct research on key issues to inform standard-setting and advocacy.
- C. Build members' understanding and awareness of ongoing efforts.
- D. Continue to build Sonography Canada's credibility and profile through selective, targeted public affairs activities.
- E. Proactively engage with key organizations.

LEAD

Lead the continued progression of standards for diagnostic medical sonography to ensure sustainability of the profession.

Rationale

Sonography Canada plays a lead role in the profession in terms of the National Competency Profiles, professional credentials, accreditation of educational programs, and supporting members in their professional practice. In the current context, there is expansion of educational programs amid shortages of sonographers. Meanwhile, Sonography Canada also seeks to ensure high quality of practice. With this strategy, Sonography Canada will seek to optimize and resolve these competing demands through innovative and collaborative approaches with other stakeholders.



As the demand for sonographers and their services continue to rise, this strategy seeks to uphold Sonography Canada's role in setting and maintaining standards for diagnostic medical sonography in Canada.

What we will do

- A. Conduct an assessment and revalidation of the National Competency Profiles (NCPs).
- B. Continue to uphold educational standards in the context of system expansion.
- C. Explore opportunities for innovation to alleviate the bottleneck in clinical education and evaluation.
- D. Promote research capacity within the profession of sonography.
- E. Sustain and promote Sonography Canada's credentialing process as the Canadian gold standard.
- F. Develop relevant practice standards and guidelines to support best practices.

SUPPORT

Support members to thrive through all stages of their professional practice.

Rationale

Diagnostic medical sonography is a challenging and changing profession. Members look to Sonography Canada for their continuing professional development, and crucial services such as professional liability insurance. Sonography Canada's value to members is tangibly demonstrated by the support they receive across their careers, with special attention being paid in this strategic plan to those beginning their practice in Canada, particularly given the upheavals due to the pandemic.



This strategy represents most of the services and benefits that members connect to the value of Sonography Canada and that have the potential to influence the practice of sonography significantly for the benefit of sonographers and patients.

What we will do

- A. Be the primary Canadian source of high-quality continuing professional development for sonographers.
- B. Develop and implement an engagement strategy for Sonography Canada's membership ecosystem (i.e., members, students, volunteers, employers, supporters, provincial/regional engagement)
- C. Develop and implement a member communications strategy and plan.
- D. Support sonographers in their transition to practice.
- E. Enable and promote member access to services, resources, and programs relevant to them.
- F. Facilitate access to employment opportunities through the Job Board.

BUILD

Build upon Sonography Canada's organizational development to enable efficiency and growth.

Rationale

As it has grown and matured over the past 5-10 years, Sonography Canada has become more sophisticated. However, there remain significant improvements that it can make to consolidate the gains it has achieved and grow into the next phase of its organizational development. Policies and processes need to be harmonized, streamlined, simplified, and automated, to free up staff time to focus on other priorities, and to improve the member and volunteer experience.



This strategy makes the rest of the plan possible by improving the employee, volunteer, and member experience and supporting connection and community across the organization.

What we will do

- A. Review and thoroughly overhaul governance and operational policies to modernize, harmonize, and streamline.
- B. Build a data gathering and analysis capability to establish baseline and ongoing metrics that will support the strategic plan.
- C. Develop and implement a roadmap for continuous operational efficiency.
- D. Review the revenue model and explore additional opportunities for net revenue.
- E. Explore different options for formalizing provincial engagement (e.g., a chapter model or other forms/methods)
- F. Develop a stronger Human Resources function including legal compliance, performance management, employee engagement/satisfaction, training and development, and compensation.
- G. Conduct analysis and develop an approach to addressing diversity, equity, inclusion, and accessibility across the organization's internal and external activities.