

The Voice for Diagnostic Imaging Excellence

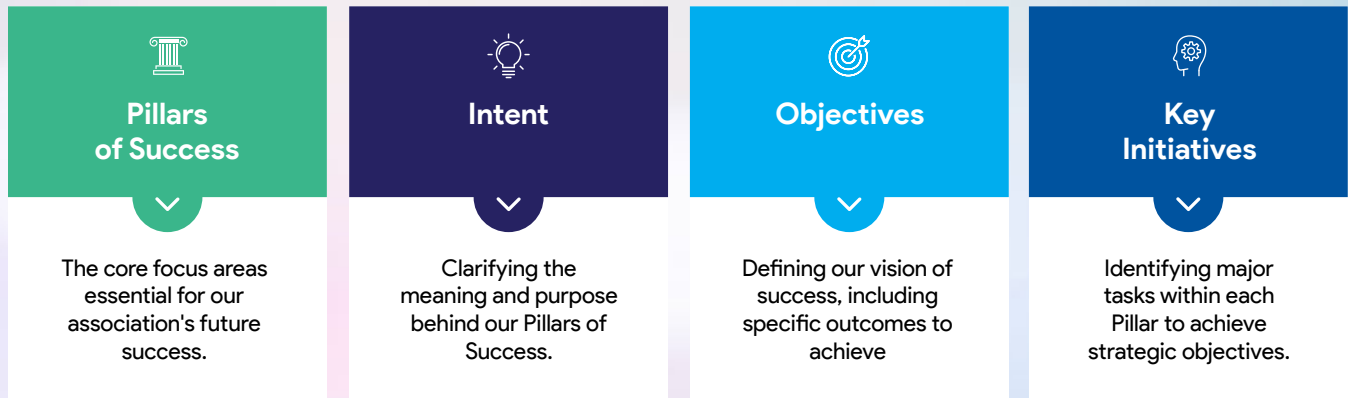
VISION 2028



Canadian Association of Radiologists
L'Association canadienne des radiologistes

Introduction

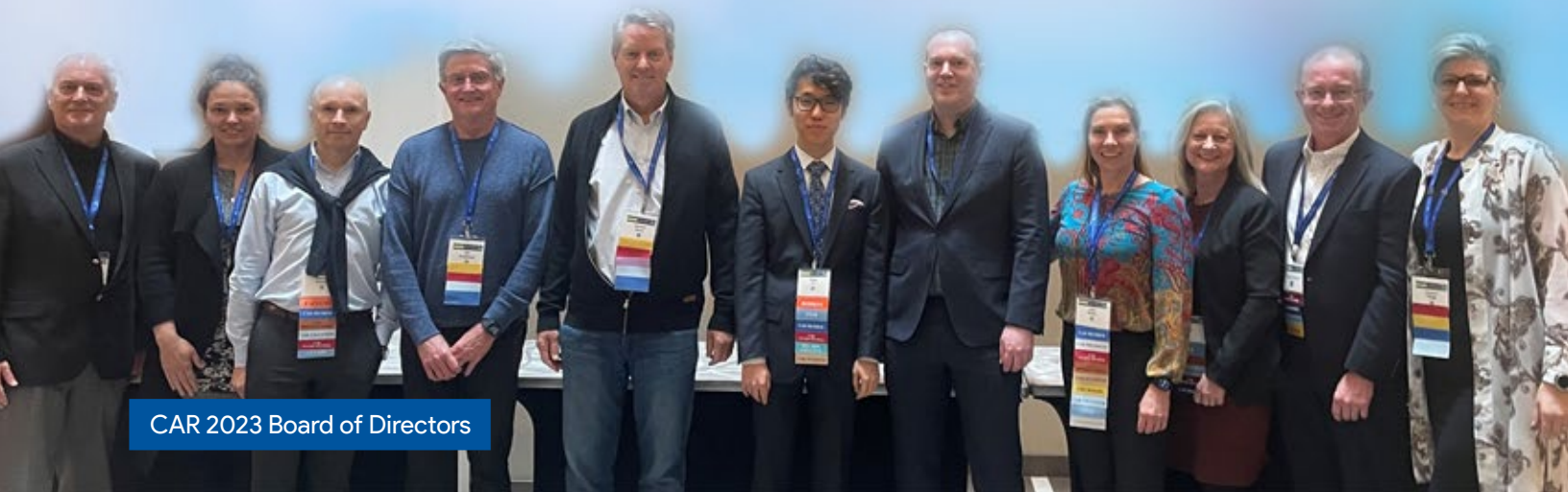
In September 2022, the Canadian Association of Radiologists (CAR) convened with its Board of Directors in Halifax to set the course for the organization's future. The planning process was based on surveys of the Canadian radiology community with guidance from the CAR Board of Directors. This strategic plan, "**Vision 2028**," charts the path forward for the CAR over the next five years, reflecting a renewed vision: "**The Voice for Medical Imaging Excellence**." This plan encompasses the following components:



A commitment to sustainability and good governance

Since 1937, the CAR has been the voice of radiology in Canada. The CAR's ability to deliver membership services is based on its financial sustainability and good governance. The CAR is committed to responsible and **fully transparent** operations to its members – radiologists in Canada. The CAR presents **audited financials** to all its members that include the revenues and expenditures that support the delivery of the strategic plan. The CAR is a **member focused organization** and the majority of its revenue comes from members. The CAR's operations are also supported by industry sponsored events that are governed by the **ethical standards** of the Royal College and MEDEC. The CAR Board has gone through a reputable search firm to hire the CEO that works with staff who are instrumental in the delivery of the programs in working with CAR members. The governance and oversight of the CAR through its board, standing committees (Annual Scientific Meeting, Artificial Intelligence (AI), Canadian Association of Radiologist's Journal (CARJ)) and working groups (e.g. guidelines) are recruited in a transparent process through a regular call to its members. These bodies are formally evaluated by the CAR board annually. All board members and committee members are governed by term limits to ensure that there is a **systematic geographic and demographic representation of our membership**.

The CAR is a not for profit registered with Industry Canada and abides by the highest standards for: financial, legal, governance and human resources.



CAR 2023 Board of Directors

Vision 2028 - Defining our goals

In 2028, the Canadian Association of Radiologists is recognized by radiologists, government, the academic community and other associations as **an influential thought leader and the most important authority regarding radiology in Canada**. The vital role of radiology is more visible in the broader healthcare community and our important contributions to system modernization and patient outcomes are understood by stakeholders.

By 2028 the CAR will have accomplished:

- Through our advocacy: **greater funding for radiology, increased capacity of radiology workforce and improved patient access. Reinforce the critical role of radiologists** in a stressed Canadian healthcare system.
- Increase in membership: taking into account **the diverse range of radiologists** in Canada and fostering equity, diversity and inclusion in all CAR led initiatives.
- **Leadership in accreditation that drives consistent quality and patient outcomes.** Enhances CAR's role as a more visible and influential anchor in the radiology community.
- **Relevant core education program:** enhanced access and expanded offerings assist radiologists to succeed in a rapidly evolving healthcare system.
- AI policy guidelines and effective partnerships that ensure a more **reliable and stable approach to AI** deployment in radiology leading to improved productivity and enhancing radiology capacity as well as ensuring patient safety and outcomes.
- Moving towards **sustainability and planetary health:** recognizing the important role of radiologists in ensuring appropriate imaging and reducing emissions leading to a more sustainable healthcare system for all.



Dr. Ania Kielar, CAR President and Jean-Yves Duclos, Federal Minister of Health, June 2023



The Voice for Diagnostic Imaging Excellence in Patient Care

Pillars of Success	Advocacy	Education	Patient Care	Research and Innovation	Engagement
Intent	<ul style="list-style-type: none"> Influence decisions to empower radiology practice Address national funding issues 	<ul style="list-style-type: none"> Enhance radiologists' capabilities through education 	<ul style="list-style-type: none"> Provide guidance and tools for quality patient care Promote best practices in patient safety 	<ul style="list-style-type: none"> Encourage more consistent research investments in radiology at the federal/provincial level Lead in research and technology development 	<ul style="list-style-type: none"> Build an association where member voices are heard Increase member engagement
Strategic Objectives	By 2028, we will:	By 2028, we will:	By 2028, we will:	By 2028, we will:	By 2028, we will:
	<ul style="list-style-type: none"> Secure further federal investments to improve diagnostic and interventional radiology capacity, building a sustainable radiology workforce as well as support technological advances (AI and Clinical Decision Support (CDS) systems) 	<ul style="list-style-type: none"> Increase participation in Annual Scientific Meeting and uptake of CAR Journal (by 10%?) Offer 25 eLearning opportunities Increase accredited CPD programs by 10% 	<ul style="list-style-type: none"> Offer 20 new/ updated guidelines Increase guideline usage by 20% Offer four accreditation programs 	<ul style="list-style-type: none"> Be the lead organization in artificial intelligence oversight and policy for radiology in Canada: AI Stewardship. Foster research and innovation 	<ul style="list-style-type: none"> Increase membership in non-affiliated provinces by 10% Achieve an overall member retention rate of 88% Enhance member engagement, through all stages of their careers, affiliate groups and at CAR events
Key Initiatives	<ul style="list-style-type: none"> Implement a stakeholder survey Integrate a strategic communications plan Submit annual Pre-Budget Submission Enhance the annual Radiology Day on the Hill Continue the Value of Radiology Project Pursue national funding advocacy projects 	<ul style="list-style-type: none"> Continue to hold the Annual Scientific Meeting and produce the CAR Journal Offer CPD opportunities on RAD Academy/live webinars Offer enhanced accreditation of CPD activities 	<ul style="list-style-type: none"> Update referral and clinical practice guidelines Develop a knowledge translation strategy for guidelines Undertake a market survey of radiology scanners/units/ devices Complete the four accreditation programs 	<ul style="list-style-type: none"> Strengthen our partnership with CHAR and academic radiology institutions Promote and grow membership in affiliate groups Continue to engage provincial radiology leaders 	<ul style="list-style-type: none"> Provide enhanced membership benefits Support and attend educational meetings across the country Engage provincial radiology leaders

Canadian Association of Radiologists' Five Pillars of Success

- I. Advocacy**
Empower radiology practice through influence on decision makers

- II. Education**
Offer world-class accredited medical education opportunities

- III. Patient Care**
Guide patient safety and ensure high quality care

- IV. Research and Innovation**
Encourage investment and leadership in research and innovation

- V. Engagement**
Grow a member-centric association for a more proactive, inclusive and cohesive Radiology community

I. Advocacy

The Strategic Intent of Advocacy is to increase our capability to influence decisions that empower the practice of radiology. It involves educating various audiences on what radiologists do and how they add value to the healthcare system and enhance patient care. It also includes promoting the value of radiology, driving improved access to medical imaging for all Canadians and addressing national and provincial funding issues.

The Anticipated Outcomes – Strategic Objectives

By 2028, the CAR will:

1. Secure new medical equipment, introduce new technologies (AI and implementation of Clinical Decision Support Systems) and investment in human health resources from the federal government, to improve diagnostic and interventional radiology capability.

Key Initiatives

Radiology Day on the Hill

A key event each year will continue to be the scheduled series of meetings between CAR members and Members of Parliament, Senators, political staff, and senior civil servants. The events will include meetings on the Hill and CAR-sponsored receptions.

The goal of the event is to ensure that CAR representatives can engage with Parliamentarians who play key roles on Standing Committees and other committees of influence. These interactions enable the CAR to share its perspective on issues that are vital to Radiology in Canada. Moreover, these meetings are a forum to address specific barriers to achieving optimal practice conditions, and present opportunities to drive improvements in medical imaging care. The CAR will maintain contact with MPs and the senior federal civil service to “keep the advocacy ball rolling” and capitalize on any political opportunities that arise.



Day on the Hill 2022

Strategic Communications Plan

The CAR Strategic Communication Plan will integrate the communication strategies necessary to achieve results across the Pillars of Success for Advocacy, Education, Patient Care and Research and Innovation.

It will identify the top 100 influencers in Canada and develop a proactive approach to communicating with them.

The plan will describe the activities necessary to ensure other radiology stakeholder groups across Canada know, understand, and support the work of the CAR.

The plan will develop a system of proactive and measured communications across a range of digital platforms, as well as monitor and react to issues that arise in the media.

Inform the public about the central role of radiology in patient care

Value of Radiology Project

The Value of Radiology Project is a multi-faceted policy initiative designed to drive research that demonstrates the economic value of radiology.

In addition, it also delivers information to a range of audiences (patients, the public, politicians, and policymakers) about the value of radiology. It starts with providing patients with information, videos and other media that directly connect the role of radiology to their patient care journey. It continues with the use of social media and other platforms to inform the public about the central role of radiology in patient care.

A key role of the project will be to create powerful presentations (infographics) of relevant information to inform hospital CEOs and other influencers and decision-makers at the regional and local levels, about the value of investing in radiology. Finally, the Value of Radiology Project will communicate to policymakers at the national level, about the importance of investing in an inclusive radiology workforce and innovation in Canada with a focus on radiology.

Each audience will be targeted with information appropriate to their needs using the most effective communications channels.

Being “seen, heard and understood”



II. Education

The strategic intent of Education is to offer world-class accredited medical education opportunities to radiologists in Canada.

The CAR will increase the number of tools (such as webinars) that will enhance the capabilities of radiologists. Additionally, the CAR will offer Continuing Medical Education (CME) / Continuing Professional Development (CPD) accreditation.

The Anticipated Outcomes – Strategic Objectives

By 2028, we will:

1. Increase participation by 10%: Attendance at the Annual Scientific Meeting (ASM), readership of the CAR Journal
2. Offer 25 synchronous eLearning opportunities

Key Initiatives

Annual Scientific Meeting

The ASM is the signature event of the CAR. It brings together practicing radiologists and leading researchers from around the world for four days of learning and networking. It has enjoyed strong support from attendees, and it provides an important opportunity for knowledge exchange and networking for CAR members.

It provides a forum for the sharing of most recent learnings and trends in radiological research and innovation.

During the period of this plan, strong efforts (marketing, benchmarking) will be made to ensure that the CAR is maximizing the potential member value from this event in terms of the content, the onsite experience, and the channels of content viewing.

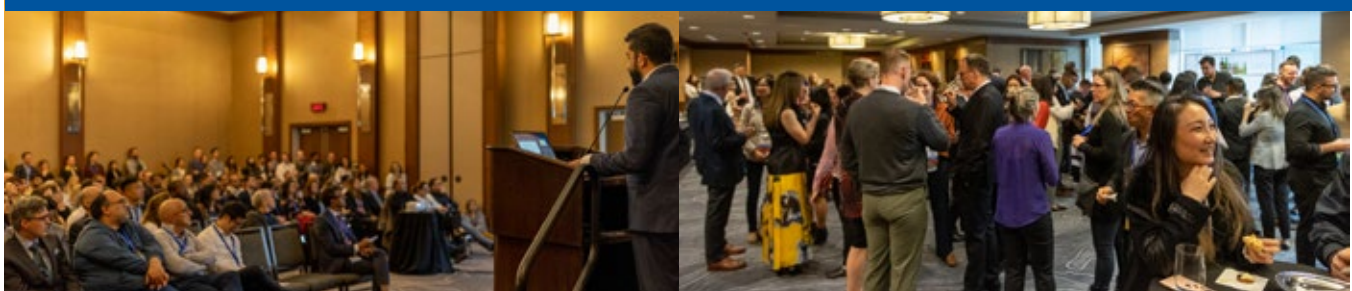
Regular surveys will be conducted and analyzed to ensure that the most important content presentations are being provided in the most engaging way possible.

It is essential that each radiological demographic community sees value in the agenda. An important constituency is that of the research and innovation proponents. The ASM can be an important opportunity for discussions about the required resources that will lead to radiological excellence.

In addition, efforts will be made to offer distribution of specific components of the meeting using social media and other communication vehicles.

Sharing of the most recent learnings and trends in research and innovation

2022 CAR Annual Scientific Meeting





CAR Journal

CARJ is the official journal of the Canadian Association of Radiologists. Members of the CAR receive complimentary issues of the CARJ.

The CARJ is operated as a discrete business unit of the CAR. In that respect, metrics will be closely monitored to determine the amount and type of usage in the online format. Surveys of readers will determine the value they derive from the publication and ensure that it is relevant.

A plan will be implemented that incorporates a full digital capability of promoting and delivering content on a range of social media. The 20% increase in participation in the journal will be measured via improvements to the submission rate, citations and impact factor.

Continuing Professional Development Opportunities

The CAR will offer new and innovative continuing professional development (CPD) opportunities for radiologists. This will be in the form of synchronous webinars and onsite meetings/training activities across Canada.

The webinar and eLearning programs will be linked to hot topics, relevant clinical information, and accreditation programs. In addition, case studies will be developed and offered in an eLearning format through the CAR's LMS, RAD Academy to all CAR members.

These accredited learning opportunities will support the knowledge transfer of CAR guidelines, quality improvement and patient safety initiatives and research publications, while offering CPD credits to radiologists.

Accreditation of CPD Activities

The CAR will continue to be an accrediting agent of the Royal College of Physicians and Surgeons of Canada, enabling the CAR to offer accreditation reviews for radiology-related CPD activities provided by other organizations.

The CAR accredits CPD programs and activities in Section 1 (group learning activities) and Section 3 (self-assessment programs). Self-Assessment Programs (SAP) provide specialists with the opportunity to review their knowledge and clinical judgment with current scientific evidence. Receiving Section 1 or Section 3 Accreditation from the CAR and the Royal College of Physicians and Surgeons of Canada allows organizers to promote that their event is of the highest educational quality.

Over the coming years, the CAR will review the CPD Accreditation application process to ensure that the process is efficient and user-friendly.

The CAR will develop strong partnerships with provincial stakeholders, universities and the Canadian Heads of Academic Radiology (CHAR) to have an inventory of all CPD activities developed in the different universities to keep the CAR members informed.

For best practices in patient safety

New and innovative CPD

III. Patient Care

The intent of Patient Care is to provide guidance and tools to physicians, radiologists, and other stakeholders, for best practices in patient safety and quality care.

In addition, the CAR will deliver quality assurance programs to ensure that best practices and guidelines created by the CAR have a direct channel to radiologist.

The Anticipated Outcomes – Strategic Objectives

By 2028, we will:

1. Offer 20 updated clinical practice guidelines
2. Increase usage of guidelines by 20%
3. Offer four accreditation programs
4. Increase units accredited by the CAR by 20%

Key Initiatives

Clinical Practice Guidelines, Position Statements and Advisories

The CAR works closely with recognized experts and other professional bodies to develop practice guidelines. The goal is to ensure the optimal procedure is done in the optimal way, so that Canadians can benefit fully from diagnostic imaging and from the skills and expertise of radiologists. Serving as guidelines for healthcare professionals and industry, the CAR practice guidelines promote high quality care for diagnosis and treatment.

The CAR also develops advisories and position statements. Advisories are aimed at providing clarification on issues when there are varying points of view. Position statements are intended to inform physicians and other interested parties of the formal opinion of the CAR concerning critical issues in radiology, evolving areas of clinical practice, and/or technologies that are widely available or new to the practice community. These statements are developed around topics that impact practice, are new or emerging, and for which a body of evidence or expert opinion is available.

As the authoritative national voice of radiology, the CAR provides up-to-date information on issues that affect patient health as related to the practice of radiology. For this reason, a five-year strategic plan has been established to review and revise all existing practice guidelines, position statements and advisories. Such publications will be reviewed for currency at least every three years, or sooner in the event of new technologies, research findings or changing practices.

This work will be carried out, wherever possible, with the active engagement and collaboration of key stakeholders such as technologists, medical physicists, family physicians, and patients, as appropriate.

Furthermore, by 2024, the CAR will investigate applications for smart phones and tablets that will facilitate easy and rapid access to the CAR's practice guidelines, position statements and advisories.

Integrating CAR referral guidelines into clinical decision support systems

Referral Guidelines

The CAR collaborated with referring healthcare experts to create Diagnostic Imaging Referral guidelines. These guidelines aim to help referring healthcare providers determine the most clinically valuable imaging tests, expediting the patient journey.

Built using a modified GRADE framework, the guidelines are evidence-based with referring healthcare providers as the target audience. The CAR views the incorporation of these Referral Guidelines into Clinical Decision Support (CDS) systems as the most effective implementation strategy. This integration serves as a cornerstone for CAR's efforts concerning Referral Guidelines.

Through to 2028, the Diagnostic Imaging Referral Guidelines Working Group will consult with the CAR Board on optimizing the integration of these guidelines into CDS systems nationwide. This working group will also maintain and update the guidelines while ensuring their widespread adoption CDS platforms.

The ongoing maintenance and enhancement of the guidelines will involve close collaboration with key stakeholders, including Choosing Wisely Canada, family physicians, and specialists from other medical associations.

The CAR is dedicated to providing up-to-date information



Sustainability of Radiology and Expanding CAR Accreditation Services: The Translational Element of CAR Products

CAR Accreditation is a key tool to ensure radiologists receive the highest quality of images to interpret. The technical guidance provided ensures that medical imaging equipment is optimally maintained and replaced if needed. Accreditation is also how the CAR can ensure that guidelines and other updates to best practices are disseminated so that we share in the responsibility of being up to date on the latest evidence-based practices. Finally, the standards in place protect patients and medical imaging community by ensuring that only qualified personnel perform and interpret radiological images.

The CAR has a very successful national **Mammography Accreditation Program (MAP)**, instituted over 25 years ago to ensure that the quality of mammography images meet the highest standards, with over 680 accredited mammography units within 520 facilities in 2023. This program offers radiologists the opportunity for peer review and evaluation of their facility's staff qualifications, equipment performance, quality control and quality assurance programs, image quality, dose, and processor quality control.

The MAP serving as a template, the CAR will launch our CT Accreditation Program (CTAP) by the end of 2023. This program will ensure that patients receive the best possible CT imaging experience at the

lowest possible dose. With the much of the CT equipment in Canada approaching its end of life, the CTAP will be available to ensure that equipment and the operations that conducted CT services meet the latest national standards.

The CAR's **Bone Mineral Densitometry (BMD) Accreditation Program**, originally developed and launched in 2001, was recently updated. The CAR BMD Accreditation Program has at its very foundation the CAR's Technical Standards for Bone Mineral Densitometry Reporting. The CAR is scheduled to pilot and launch the updated BMD Accreditation Program in 2024.

The CAR has also drafted MRI and Ultrasound standards to support accreditation programs in these modalities. All CAR accreditation efforts are a shared responsibility between all medical imaging professionals including medical radiation technologists, sonographers, and medical physicists. With the 2028 horizon, we want to ensure that the whole radiology community has access to their respective best practices and the resources to support the best of medical imaging care.

The CAR Accreditation Programs are administered by experienced CAR staff, and steered by nationally representative panel of experts, and ensure quality assurance in practice, focusing on personnel qualifications, quality control, unit compliance and reporting quality.



Accreditation



IV. Research and Innovation

The strategic intent of Research and Innovation is to encourage research investment from funding agencies.

The CAR will also provide leadership on trending research activities, as well as encourage development of new technologies.

The Anticipated Outcomes – Strategic Objectives

By 2028, we will:

1. Participate in the research, development, and implementation of artificial intelligence and deep learning tools and algorithms for use in radiology

Key Initiatives

The Canadian Heads of Academic Radiology (CHAR) is an organization dedicated to the exchange of ideas on teaching programs, research, grants, and resident training. The CAR recognizes the unique role of CHAR, particularly the role of the 16 members who are the radiology department heads of Canadian universities. The CAR will build on this strategic partnership, evidenced by a memorandum of agreement (established in 2023) with CHAR.

Radiology Artificial Intelligence Validation Network (RAIVN)

The CAR will continue to push for thoughtful regulation on AI based solutions in Radiology. We have proposed a framework which will partner with solutions providers to challenge AI solutions directly and ensure patients are best cared for by giving oversight of AI to the radiology community.



Encourage research dollars to be granted from funding agencies

Over the coming years, we will continue to work with regulators, researchers and industry to ensure that the solutions implemented are viable.

Generate Federal Support for a National Network for Excellence

The focus of the radiological community's advocacy efforts on research and innovation would be the establishment of a National Network for Excellence in diagnostic and interventional imaging. This network will be based on the networking of the academic centers through CHAR.

In collaboration with CHAR, the CAR will identify the main area of research excellence in each university. The CAR will then conciliate these domains of excellence with the CAR strategic plan. The top research priorities that can support radiology advocacy and the advancement of science for the patients and the CAR members will be prioritized. The CAR and CHAR will promote multi-centre research projects involving top researchers in the institutions and provide support for funding applications targeted at federal grant agencies.

V. Engagement

The strategic intent of Engagement is to build an association where member voices are heard, and needs are met.

The Anticipated Outcomes – Strategic Objectives

By 2028, we will:

1. Increase membership by 10%
2. Achieve member satisfaction rating of 80% satisfied/fully satisfied
3. Increase member engagement by 25%

Key Initiatives

Member Benefit Program

The CAR will undertake an assessment of the CAR's member value proposition. This will include building a deeper understanding about how the CAR's member programs and services create member gains, alleviate members' professional pressures, and assist members to get their work done more effectively.

The CAR needs to understand the importance of each of its offerings and the current gaps between the levels of importance and the levels of satisfaction. At the end of the day, it is about growing new members and keeping current members by providing value at a price that is sustainable.

Benchmark Association Member Satisfaction

The CAR will use the recent member survey results to benchmark those results against empirical data that is available for associations of a like nature and size. The purpose will be to determine the results necessary to be in the top quartile in member satisfaction.

The success of the car is predicated on the collaboration between volunteers and staff

Member Communications Strategy

The CAR will continue to enhance an effective approach to communicating with its members that is inclusive, so they are aware of the CAR's strategic direction, the efforts that are being made by the CAR on their behalf, and the results that have been achieved.

To ensure that the CAR is reaching its members and delivering on its value proposition, the communications strategy will incorporate member feedback. The overarching goal of the strategy must be to close gaps, where they exist, between what members know about the CAR's activities, and the full extent of the CAR's offerings, work, and advocacy on their behalf. The CAR will assess a range of communications channels, with a view to using the most effective, member friendly communications delivery.

An important element in the member communications strategy will be to ensure that the CAR communicates the full range of member benefits, contained in the member value proposition, to its current members and to prospective members, including residents.

Be in the top quartile for member satisfaction

CAR Membership: 6 Ways You Benefit



1
Advocacy
Promote our
profession nationally



2
RAD Academy
Access free online CPD



3
**Canada's Radiology
Journal**
Enjoy a free digital subscription



4
**Evidence-Based
Practice Guidelines**
Stay current on national best
practices for diagnosis
and treatment



5
Improved Leadership Skills
Participate in our many
national working groups



6
**Discounted Conference
Registration**
Network and be a part of the
Canadian radiology community

Other Features of a CAR Membership:



Online
Resident
Resources



Discounted
STATdx
subscription



Free job board
with locums and
full-time positions

Join Us

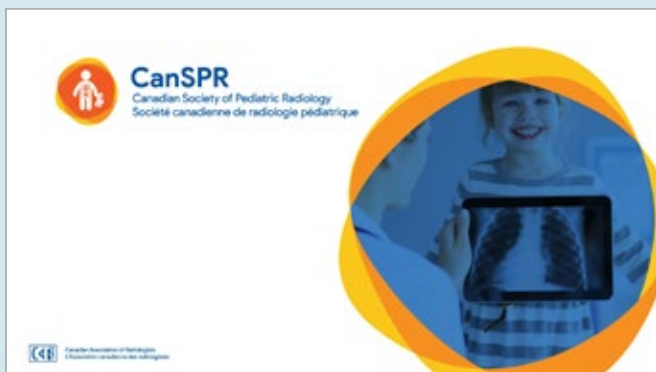
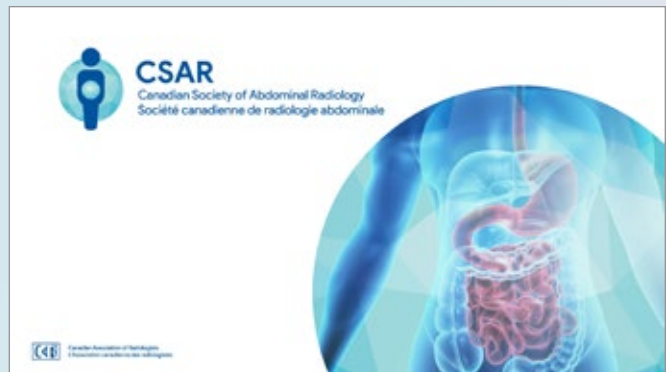
You will benefit. Radiology will benefit. Canadian patients will benefit.

car.ca/membership

The CAR Affiliates and Working Group System/ Engagement Strategy

The success of the CAR is predicated on the collaboration between volunteers and staff. The vehicle to accomplish many of the CAR's strategic objectives is through its Affiliates (CSTR, CSAR, CANSPR, CETARS) and Working Groups. It is essential that the CAR can establish on an ongoing basis, teams of people that have articulated reasons for working together.

They must have a purpose that is shared and supported by each member of the Affiliates and Working Groups – knowing how to listen, ask questions, and show support for members who need help. The successful CAR's Working Groups use clearly defined tools and processes to select priorities, make decisions, build action plans, and review progress. The CAR will ensure that these skills and tools are built into the Affiliates, Resident and Fellow Section as well as Working Groups.



CAR 2022 Affiliate Leaders

Website and Digital Strategy

The digital strategy will enhance the capability to communicate with members, plan events and maintain operations, simply and effectively, in a seamless manner and across all facets of the CAR's operations.

The digital strategy will address:

- Member Relationship Management (MRM) database
- Event management
- Continuing education credits/certification/accreditation
- Document management
- Working Group management
- Promoting networking and resources for radiologists-in-training
- E-commerce (fees, registration, on-line offerings)
- Awards
- Surveys
- On-line forums
- Programs and services registration

Enhance the capability to communicate with members

Corporate Partner Strategy

The CAR's corporate partners are a source of vital intellectual and financial resources that are critical to the CAR's success. The CAR will identify the actions that are necessary to nurture its corporate partner relationships and ensure that its members benefit from strategically selected reciprocal agreements.



Provincial Leaders Engagement

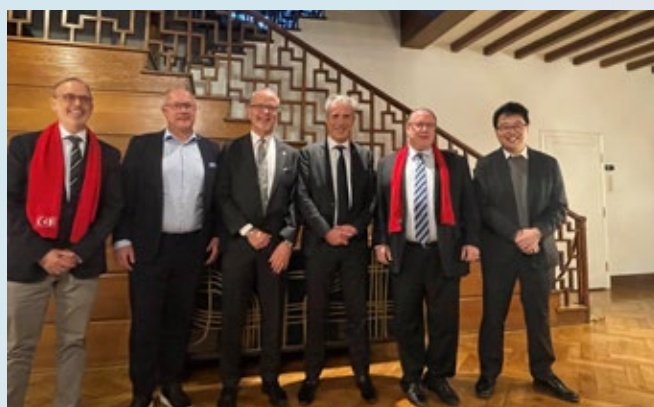
Collaborating with provincial leaders is an important determinant in the overall support the CAR will receive during the life of this plan. The CAR will develop a matrix of programs, services, and advocacy initiatives, and make efforts to include provinces in these initiatives based on MOUs.



External Relations

There will be a continuing need to liaise with key national organizations from the United States (the American College of Radiology and the Radiology Society of North America) and other countries under the European Society of Radiology, including the Société Française de Radiologie.

The CAR will establish a rolling calendar of key international meetings/ events that have been determined important through a priority setting exercise with the Board of Directors and that are aligned to the CAR's External Relations Policy.



ECR 2023 Reception at the Canadian Ambassador Residence in Vienna



ECR Meets Canada 2023

In Conclusion

Vision 2028 sets the course for the Canadian Association of Radiologists to be the leading voice in imaging excellence for patient care. With effective governance, strong planning, engaged working groups, high-performance staff, advocacy, and strategic communication, we are ready to deliver on our promises and support our members through 2028 and beyond.





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The background of the lower half of the page is a complex, futuristic collage. It features a central image of a human brain with glowing red nodes, overlaid with a DNA double helix. To the right, a hand in a white lab coat is shown interacting with a circular digital interface. The entire scene is set against a backdrop of glowing blue lines, circular patterns, and various scientific symbols, including chemical structures like Clc1ccc2c(c1)c(=O)[nH]c2=O and Nc1ccc2c(c1)ccc(N)cc2. On the left, there are circular progress indicators showing percentages like 42%, 85%, and 96%, along with a silhouette of a human figure and a brain scan image.