

ANNUAL REPORT 2016

CANADIAN ASSOCIATION OF RADIOLOGISTS



Canadian Association of Radiologists
L'Association canadienne des radiologistes

Aussi disponible en français sous le titre :

L'Association canadienne des radiologistes
Rapport annuel 2016

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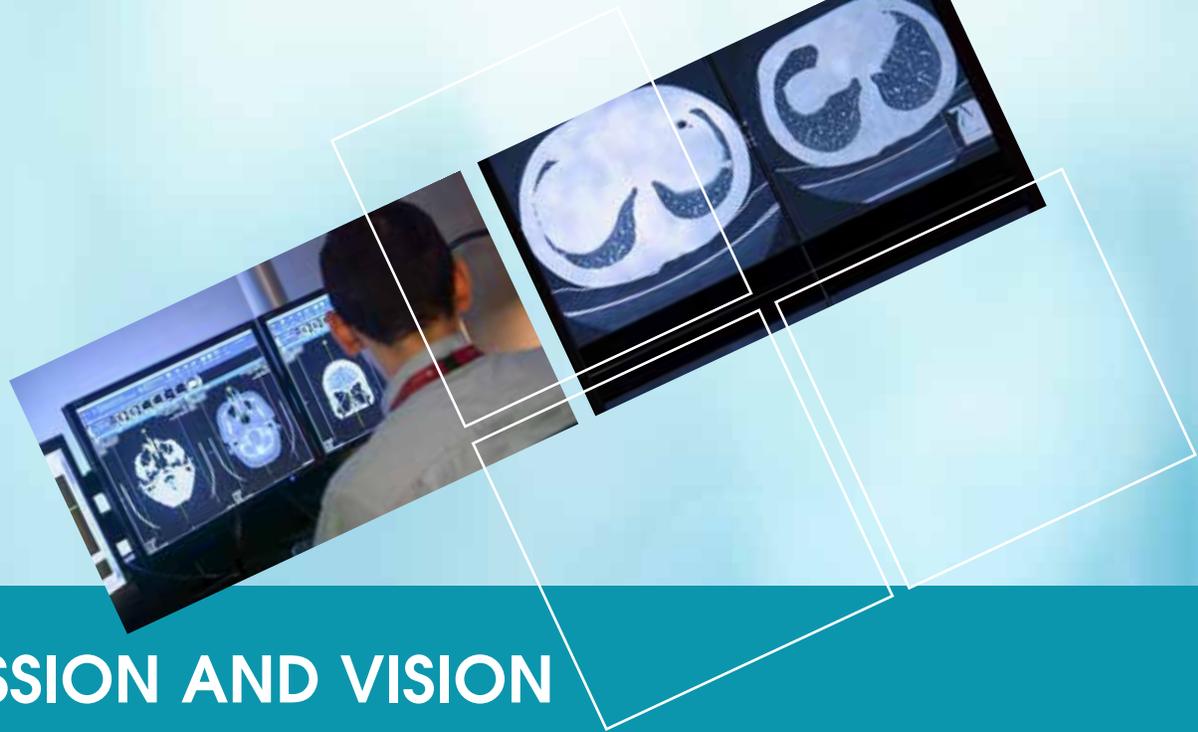
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CAR MISSION AND VISION

MISSION

The Canadian Association of Radiologists (CAR) is the national voice of radiology committed to promoting the highest standards in patient-centered imaging, lifelong learning and research.

Its physician members are respected as the experts in using diagnostic and therapeutic interventional imaging technology to promote safe, efficient and quality healthcare for Canadians.

VISION

1. The CAR is the **national authority and political voice of radiologists** speaking to governments, industry, healthcare authorities, provincial and international radiology organizations and other specialty societies on matters of radiology training, research, manpower, licensing, accreditation, standards and future trends in radiology.
2. The CAR is a strong organization with universal membership providing a **unified, guiding, respected voice for all Canadian radiologists** and the practice of radiology in Canada.
3. Emphasizing appropriate, safe and cost-efficient quality care, CAR is the **preferred source of best practice information for radiologists, government, industry, healthcare authorities and the public**. CAR actively disseminates best practices by creating and maintaining guidelines, standards and advisories and promoting continuing education for radiologists, other physicians, healthcare workers, healthcare policy makers and the public.
4. The CAR anticipates changes in radiology, technology, healthcare and related fields, predicts impact and pre-emptively acts to best address and shape change. In this way, the CAR **undertakes to directly influence the future of the radiology profession in Canada** and to be a leader in radiology on the global stage.

2016-2017 BOARD OF DIRECTORS

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Dr. Jason Wong



STRATEGIC GOALS

1. Be recognized as the national voice of radiologists and advocate for the profession in Canada, with the profession and beyond.
2. Be recognized as the leader in setting practice guidelines and defining the quality agenda for diagnostic imaging in Canada, and to facilitate the implementation of those practice guidelines with a view to improving the quality of patient care.
3. Be recognized as a relevant and valuable national association by Canadian radiologists, providing unique programs and services.
4. Be a resilient organization, able to respond to changing needs through a strong foundation and operations that are aligned with association best practices.

TOP 5 INITIATIVES OF 2016

There were five key CAR initiatives in 2016 that contributed to the promotion of high standards in patient-centred imaging, lifelong learning and research.

1. The CAR commissioned the Conference Board of Canada to research and produce *The Value of Radiology in Canada* - a report that quantifies for the first time, the value that radiology contributes to Canadian healthcare. *See page 9 for more details.*
2. Through its work with the **CAR Residents' Section**, the CAR launched the **fellowship database**, and the **RAD Careers** site which houses job opportunities from across Canada. *See page 12 for more details.*
3. The CAR participated in **more than 30 conversations and meetings** with members of Parliament and held a successful inaugural **Day on the Hill**. Discussions focused on key issues such as the value of radiology, small business tax deductions, the need for investments in medical imaging, and the need for investments in digital health. *See page 8 for more details.*
4. **New communication tools** were developed and existing ones were enhanced to increase awareness of CAR activities, programs and services. Members now have more ways to engage with each other and with the CAR. *See page 12 for more details.*
5. The CAR started to update the strategic process for the regular review and revisions of all published guidelines to ensure they remain relevant and current. *See page 10 for more details.*

A YEAR IN NUMBERS

12	Media requests for CAR input/comments on topical issues in radiology
15	Mentions of the CAR in the media
19	Continued Professional Development (CPD) accreditation applications handled
280	CAR volunteers
500	Attendees at the CAR 2016 Annual Scientific Meeting
500	Attendees at the 2016 CAR Canadian Reception at the annual meeting of the Radiological Society of North America (RSNA)
524	Centres with units accredited by the CAR Mammography Accreditation Program (MAP)
665	MAP accredited units
2,182	CAR members

MESSAGE FROM THE PRESIDENT



I am writing this as I approach my final weeks as CAR president. The last two years have been a whirlwind of activity for me, our board, CAR volunteers and our office. I am confident that we are making progress as an organization and are successfully raising awareness of radiology's critical contributions to healthcare.

In 2016, the CAR leadership developed a strategic approach to advocacy. This work resulted in a robust advocacy and government relations platform which included successful communications with the Parliamentary Standing Committee on Finance in order to influence the federal budget. It also included having meetings with a number of leading members of Parliament which resulted in raising the profile of radiology and enhancing policymakers' awareness about our critical contributions to patient care. In our current health care climate of economic challenges, it is imperative that radiologists speak up for our profession, and for the value we bring to healthcare in Canada.

Our work on the *Value of Radiology in Canada* project resulted in a powerful report by the Conference Board of Canada which details the value that radiology brings to Canadian healthcare. It was based on sound economic principles and drew on the expertise of expert economists and radiologists from across Canada. The report was extremely well-received both here and abroad. I look forward to the next phase of the project which will further support the value we add to the system and increase awareness within our community, amongst our colleagues, patients and governments.

We also worked hard to improve communications with our members. We now distribute monthly newsletters and have a new, growing social media presence. We believe that keeping members informed of our association's progress is our responsibility, and that better communications strengthen the organization.

We are beginning to explore the influence and impact of artificial intelligence and deep learning on our profession. This exciting new area has great potential benefits, and some potential risks for radiology. We believe that our engagement in the evolution of this technology will prove very valuable to our members.

It was my privilege to act as emissary for the CAR at international radiology meetings, and to draw attention to the vital work that Canadian radiologists are doing across the country. I worked to strengthen ties with our colleagues from around the world while representing the Association on your behalf. It was an honour and privilege. Radiology is under pressure throughout the world. As we strive to create positive solutions in Canada, we stand to benefit from the knowledge and expertise of our international peers, and they from ours. Despite current politics, I believe we work in a global community, and we all gain from sharing our expertise and best practices.

The progress we have made this year is due to the dedication and efforts of many. I take this opportunity to thank the CAR's dedicated volunteers, board members and staff for a remarkable year of hard work on behalf of our profession and for the benefit of our patients.

I look forward to a bright future for the CAR and for radiology as a profession.

William Miller, MD, FRCPC
President of the Canadian Association of Radiologists
2015-2017

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Dear CAR members,

It has been an honour and a privilege to serve as the CEO of the Canadian Association of Radiologists this past year. Almost 80 years ago, the CAR was formed at the end of the Great Depression. The challenges and opportunities that brought radiologists together then, still bring CAR members together today. In this year's review, I will focus on how the CAR worked to bring the Canadian radiologist's voice further forward.

CONNECTING WITH MEMBERS INSPIRES OUR WORK

A highlight of mine this year, was meeting with members across the country. I heard members' stories about why they chose to pursue radiology and the current challenges of practicing. To name just a few, I met with: Drs. Laurence Péroquin in Montreal, Mark Cresswell in Vancouver, and Joël Surette in Dartmouth, NS. At Dr. Jacques Lévesque's clinic in Quebec City, I saw the uniqueness of radiology which reflects the marriage of new (cool) technologies, working with patients, primary care specialists, other specialists and technologists. Radiology is at the hub of care. I can tell you that this work inspires your CAR leadership to bring the voice of radiology forward. Here are a few ways that the office has worked with the Board to bring this forward to the members, the public, politicians and policymakers.

COMMUNICATIONS WITH THE COMMUNITY – FROM COAST-TO-COAST-TO-COAST, CAR MEMBERS CARE

In 2016, the CAR moved from a quarterly newsletter to a monthly e-newsletter. A reflection of our members' engagement is that open rates for the CAR newsletter are **double the industry average**. In order to further increase our communication with our members and stakeholders, the CAR also established a solid presence on social media, with daily messages related to CAR activities and initiatives. The CAR also launched a career section of the website, RAD Careers, to offer a unifying national platform for radiology jobs which continues to grow.

ADVOCACY – BRINGING THE VOICE AND VALUE OF RADIOLOGY TO PARLIAMENT HILL

Led by CAR president Dr. Willie Miller, the CAR had more meetings with MPs than ever before. The CAR held its inaugural **Day on the Hill** in November which was a great success. The event coincided with the International Day of Radiology. Beyond meetings with MPs, the day was anchored by a real-time demonstration of a (turkey) breast biopsy ultrasound led by Dr. Jean Seely from Ottawa. The demonstration was attended by Senators and MPs including Mr. Bill Casey, Chair of the Standing Committee on Health. Beyond the presentation of the **pre-budget submission**, MPs heard firsthand what radiologists do and the value that they add to the system. **Radiology was seen, heard and understood.**

RESILIENCE – THE CAR TEAM

The activities in the last year, a transitional year, would not have been possible without the leadership and grace of our president, Dr. Willie Miller. I am grateful for his stewardship. In the time of the CEO transition, Dr. Miller was guided thoughtfully by CAR Director Josée Roy-Pilon. In 2017, the CAR will continue to build on the gains made in communications and advocacy and will be making an upgrade to its Accreditation and Education programming. None of this is possible without the many member volunteers from across the country as well as the second efforts and dedication of the CAR staff.

I look forward to building on the many initiatives undertaken in 2016, and hope that you, our members, see the value in the work we do on your behalf, as we do in yours.

Nick Neuheimer, CAE, MSc
Chief Executive Officer, Canadian Association of Radiologists



ADVOCACY

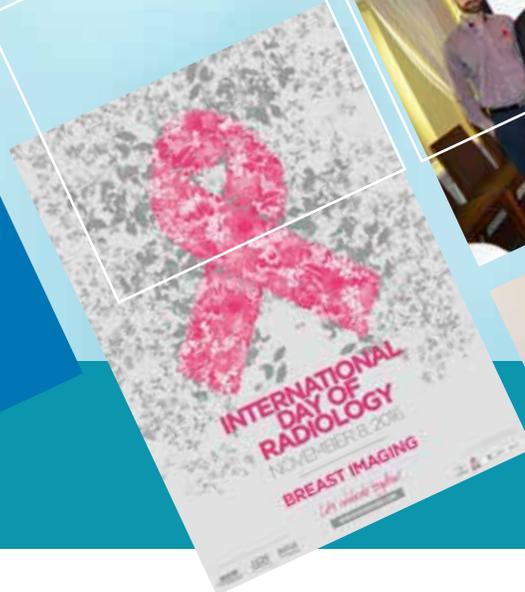
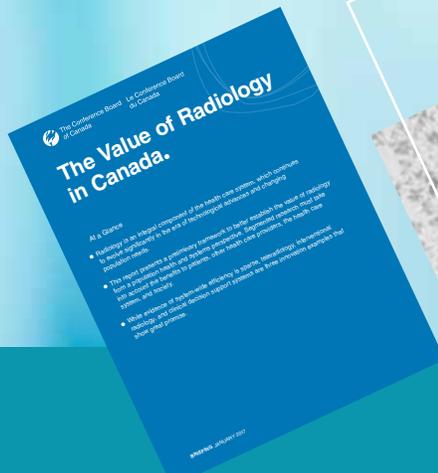
2016 was defined by an increased focus on advocacy, which was spurred by the hiring of a new CEO with a new vision. Advocacy activities were aligned with the national political calendar and opportunities to engage with members of Parliament. We worked with the Canadian Medical Association as well as other partners to strengthen our messages and prepare for meetings with elected officials. Our conversations were fruitful and opened the door to future dialogue. Another key advocacy activity was the completion of the Conference Board of Canada report that defines the value of radiology. Results from this unique research will better prepare the CAR to engage in important conversations with elected officials, policymakers and others, about the value of radiology to the healthcare system. The following is a summary of just two of the key accomplishments of the past year.

TELLING OUR STORY IN A NEW POLITICAL LANDSCAPE

The association delivered a revitalized advocacy strategy that focused on key issues of importance to members, the practice of radiology and to the healthcare system. In late summer, the CAR prepared its first formal **pre-budget submission** to the Standing Committee on Finance which included recommendations to create a national medical equipment fund, support a nation-wide implementation strategy for a clinical design support network, and maintain the small business tax deduction exemption for group medical practices. The CAR was then invited to present its position to the committee's hearing on the Canadian economy – another association first. Although

the recommendations were not reflected in the subsequent federal budget, the CAR's efforts represent major progress in the evolving role of the CAR as the national voice of radiologists. The CAR celebrated International Day of Radiology by hosting their inaugural **Day on the Hill** in November. The event included one-on-one meetings with members of Parliament as well as hands on demonstrations that showed advancements in breast imaging using ultrasound and the impact of new technology on patient outcomes. Among other advocacy activities in 2016, the CAR met with **more than 30 members of Parliament**, including the Minister of Health, to educate them about the association, its commitment to a sustainable healthcare system and to quality imaging and patient care.



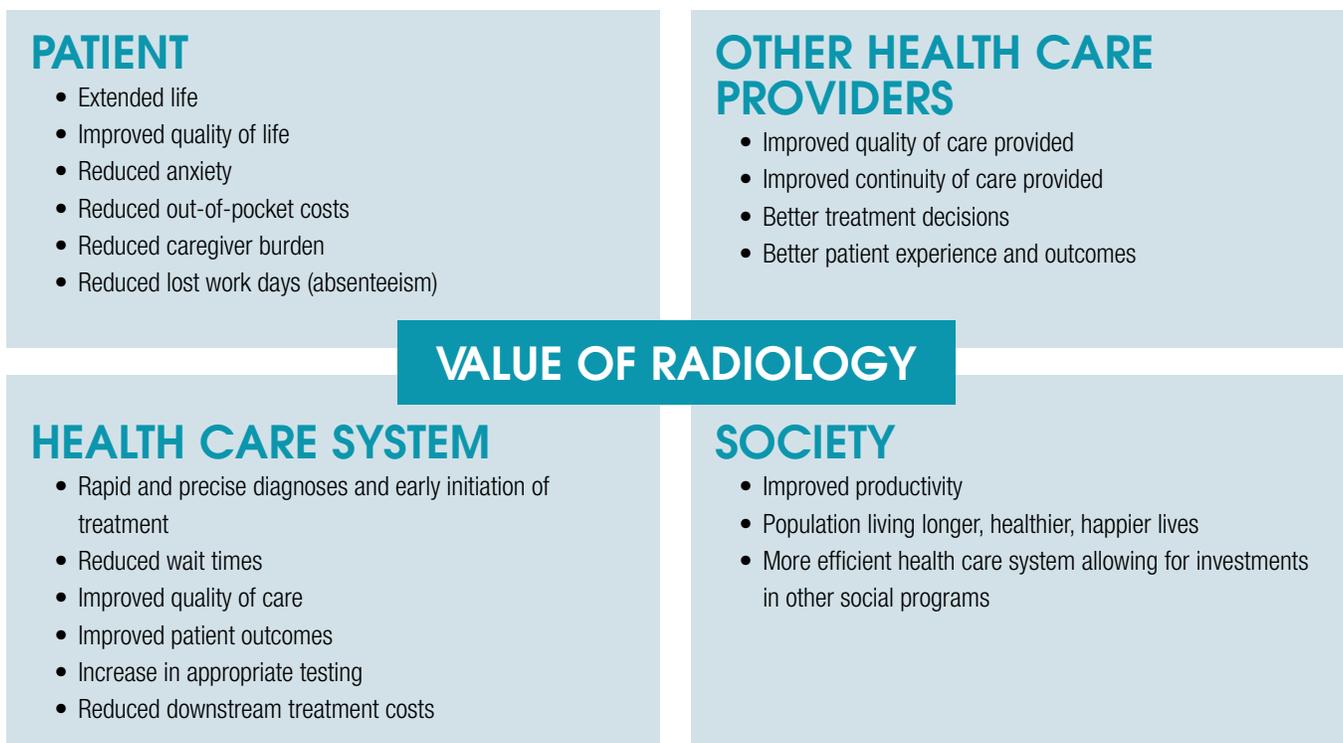


DEFINING THE VALUE OF RADIOLOGY

The *Value of Radiology in Canada* – a report released by the Conference Board of Canada and developed in collaboration with the CAR and representatives from each province – quantifies, for the first time, the significant value that radiology brings to the overall Canadian healthcare landscape. It suggests that radiology benefits systems both inside and outside that of healthcare, as outlined in Figure 1. The report is an important advocacy

tool for future conversations with provincial and federal elected officials, media and the public. While the roll out of the report continues, the international radiology community has already taken note of the report, sighting its important contribution to discussions about sustainable healthcare in other jurisdictions. The report has created a positive momentum in raising awareness of our role as the national voice of radiologists. Research and consultations will continue to further define the value of radiology in Canada.

FIGURE 1: PERSPECTIVES AND METRICS FOR VALUING RADIOLOGY IN CANADA



QUALITY ASSURANCE AND PATIENT SAFETY

The CAR is dedicated to maintaining the highest standards of care, promoting patient safety and helping radiologists contribute to the very best healthcare for patients. The ongoing work of developing, reviewing and revising the CAR clinical practice guidelines (CPG) is one of several ways the CAR contributes to this work. The CPG working groups are multidisciplinary in nature, ensuring appropriate representation of medical subspecialties and allied health disciplines. Hundreds of volunteers contribute their time and expertise to work groups and others like The Mammography Accreditation Program (MAP). It is through these types of relationships that the CAR shares information, provides leadership, and consults on emerging issues. As a result, members can access information, resources and professional meetings they might not be able to access otherwise. In this section, we share just a few examples of the accomplishments made possible through our partnerships and collaboration.

STRENGTHENING OUR CLINICAL PRACTICE GUIDELINES PROCESS

In 2016, Dr. Reza Forghani, Assistant Professor McGill University, Associate Chief, Department of Radiology, Jewish General Hospital became the new chair of the CPG Work Group. The working group began the necessary work to develop a strategic process for the regular review and revisions of all published CAR guidelines to ensure their relevance and currency. It is thanks to the volunteer work of dedicated radiologists from across Canada that the CAR guidelines come to fruition.

CALLING ALL VOLUNTEERS!

The CAR is inviting radiologists who are interested in volunteering on CPG working groups to contact Markirit Armutlu, CAR Director of Quality Assurance at marmrutlu@car.ca.

CT LUNG CANCER SCREENING GUIDE

Chaired by Dr. Jana Taylor, Assistant Professor, Residency Program Director, McGill University and radiologist at the McGill University Health Centre in Montreal, this group completed its work on the CAR Guide on CT Lung Cancer Screening. In November, the Guide was approved and work began to develop accompanying tools and resource materials which will be completed and published in 2017.

PRACTICE GUIDELINES AND TECHNICAL STANDARDS FOR BREAST IMAGING AND INTERVENTION

The Guidelines and Technical Standards for Breast Imaging and Intervention, which were approved in September 2012, were modified in 2016 to include a chapter on Tomosynthesis. Dr. Shiela Appavoo, Assistant Clinical Professor, Radiology and Diagnostic Imaging, Sturgeon Hospital in St. Albert, Alberta, chaired this working group.



GROWING OUR MAMMOGRAM ACCREDITATION PROGRAM

The Mammography Accreditation Program (MAP) initiated a review of its processes in 2016, based on input from client facilities, MAP reviewers and the MAP working group members. As a result of this work, the CAR will launch a new MAP database in the summer of 2017.

The new database will make the MAP application and review process paperless and seamless. This database will decouple the continuing professional development requirements from the application and evaluation processes, and will eliminate the duplication of work.

By the end of 2016, 665 units across 524 centres were MAP accredited, a new record indicating an overall growth in demand for accreditation in clinics and hospitals.

MAP ACCREDITED CENTRES AND UNITS

Jurisdiction	2014		2015		2016	
	Centres	Units	Centres	Units	Centres	Units
Alberta	64	86	64	82	69	87
British Columbia	38	46	38	45	39	44
Manitoba	10	17	8	15	9	15
New Brunswick	14	18	13	15	15	19
Newfoundland and Labrador	7	9	8	10	7	8
Nova Scotia	12	15	10	13	11	14
Northwest Territories	1	1	1	1	1	1
Ontario	198	261	224	290	236	305
Prince Edward Island	2	3	2	3	2	3
Quebec	117	154	119	152	122	155
Saskatchewan	12	13	13	13	13	14
Total	475	622	500	639	524	665

The CAR acknowledges and thanks Dr. Gregory J. Butler, Assistant Professor, Department of Diagnostic Radiology, Dalhousie Medical School and radiologist at the Valley Regional Hospital, for his many years of dedication and support of radiology and of the CAR. Dr. Butler was chair of the CGP Work Group from 2009 to 2015. Dr. Butler will remain a member of the working group to support the new chair and the ongoing CPG-related activities.



MEMBERSHIP ENGAGEMENT

Membership expansion and engagement remains a top priority for the CAR as it continues to solidify its position as the national medical leadership organization for Canadian radiologists. Members are at the core of all decisions and actions the CAR takes and the organization constantly seeks to engage members in various ways.

CONNECTING RESIDENTS TO RESOURCES THEY NEED – CAR RESIDENT SECTION

The CAR Resident Section (RS) is a network of Canadian residents from all the 16 Canadian universities that offer radiology programs. Each university is represented by a senior and junior liaison. In 2016, the CAR RS was led by Dr. Kari Visscher from January to April, and by Dr. Mitchell Wilson from April onwards. The Resident Section is a for residents, by residents initiative with a focus on creating services and products that are relevant and useful by Canadian radiology residents.

Over the past year, the CAR worked with the RS to launch a **Canadian Fellowship database** that is searchable by subspecialty and university. It houses all radiology fellowships currently on offer in Canada, making it a unique and useful tool for residents. It also launched **RAD Careers**, a career portal for all radiology jobs in Canada. By partnering with Workopolis, CAR is able to provide an up-to-date site capable of helping both job seekers and employers find the right fit. Applicants can create a profile, upload a CV, and search jobs. The site will continue to grow in 2017, and will strive to capture most radiology jobs across Canada in order to facilitate cross-country job and candidate searches.

CREATING MORE WAYS FOR MEMBERS TO CONNECT

During the early part of the year, the CAR members voiced a desire to become more engaged with the Association. In response, the CAR expanded its communication to members by refreshing the *Beyond the Image* e-newsletter and increasing the frequency of its distribution from four to 12 editions a year. Thanks to additional adjustments, the CAR can now tailor messages more effectively and purposefully to members, partners, elected officials, and media using the CAR website, Twitter and Facebook accounts, more frequent e-newsletters, as well as the Canadian Association of Radiologists' Journal. These platforms help inform and engage our members about advocacy, educational opportunities, quality improvement initiatives, and membership benefits. If you would like to be added to our mailing list, please email us at info@car.ca.



2016 MEMBERSHIP STATISTICS

Province	Members in 2016
Alberta *	290
British Columbia *	208
Manitoba	31
New Brunswick	31
Newfoundland and Labrador	19
Nova Scotia *	75
Ontario	284
Prince Edward Island	8
Quebec *	632
Saskatchewan	43
Subtotal	1,602
Special Category	
1 st Year Post-residency	17
Retired and Semi-Retired	58
Fellows	28
Residents and Medical Students**	469
International Radiologists	8
Subtotal	580
Total Members for 2016	2,182

* Reciprocal member provinces – in order to deliver maximum benefit to its members, and recognizing the complementary roles that a national body and provincial bodies play in serving Canadian radiologists, the CAR has entered a Reciprocal Membership agreement with the provincial radiology associations from Alberta, British Columbia, Nova Scotia and Quebec whereby radiologists practicing in these provinces must become members of both organizations to be members of either.

** Medical students (adhered by their own means) and radiology residents (adhered through their universities), including international residents and medical students.

RECOGNIZING EXCELLENCE

CAR Gold Medal Award

Dr. Gregory J. Butler – Kentville, NS

CAR Young Investigator Award

Dr. Matthew McInnes – The Ottawa Hospital, Ottawa, ON

Departmental Clinical Audit Projects Contest

Étienne Haché – University of Ottawa

Radiologists-in-Training Contest

1st place: Trevor McGrath – University of Ottawa

2nd place: Prasham Dave – University of Ottawa

3rd place: Kathryn Darras – University of British Columbia

2016 Educational Exhibits

1st place: Naoya Shatani – University of British Columbia

2nd place: Marie-Michèle Thériault – Dalhousie University

3rd place: Nasir Jaffer – University of Toronto

2016 Scientific Exhibits

1st place: Hina Arif – University of Arizona

2nd place: Ravi Shergill – McMaster University

3rd place: Gilat Grunau – University of British Columbia



79th ANNUAL SCIENTIFIC MEETING

As the premier clinical radiology event in Canada, the CAR Annual Scientific Meeting held in Montreal was a notable success, attracting close to 500 participants and addressing some of the most pressing issues facing radiologists, medical radiation technologists, radiologists-in-training, and allied health professionals. *Imaging in an era of comparative effectiveness: how to stay relevant* was a perfect theme in advance of CAR's fall advocacy efforts. It covered important clinical matters and national standards and offered delegates a host of networking opportunities. This annual event is not only an opportunity for radiologists from across Canada to learn the latest scientific developments in radiology, it is also one that allows colleagues to convene face-to-face to share information, professional stories, clinical research, insights and ideas for future projects.

CANADIAN RECEPTION AT THE RSNA

The CAR held its annual Canadian Reception on Sunday, November 27, 2016, in conjunction with the Radiological Society of North America's (RSNA) Scientific Assembly and Annual Meeting. The event attracted over 500 attendees. The CAR was pleased to provide coverage of the Canadian Football League's 104th Grey Cup which coincided with the event. Reception attendees were happy for the opportunity to root for their team while enjoying CAR hospitality and mingling with old and new acquaintances alike.





ORGANIZATIONAL RESILIENCE

In order to be a resilient organization, we must be able to respond to changing needs through a strong financial foundation and operations that are aligned with association best practices. 2016 was another year of growth and progress for the CAR as the Association continued to build financial and organizational resilience and stability. The CAR ended the year with a robust surplus. This surplus was the result of stable revenues across the board while expenses were prudently managed. The surplus was added to the CAR's unrestricted fund balance and it remains a goal of the organization to continue enhancing organizational stability through maintaining reasonable reserves. For full financial statements, members may contact info@car.ca.

2016 CAR PARTNERS

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