



2008-2010 DEVELOPMENT PLAN

Inter-American College of Radiology (CIR)

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President

CHAPTER ONE

TENETS, OBJECTIVES AND PROGRAMS

1. TENETS

The history of the Inter-American College of Radiology dates back seven decades. At present, its membership includes national associations in 23 countries in the Americas and Spain, representing close to 50,000 radiologists. The official languages of the College are Spanish, English and Portuguese.

The CIR is a non-profit organization created in compliance with the final proceedings of the First Inter-American Congress of Radiology held in 1943 in Buenos Aires, Argentina.

The CIR gathers various national scientific groups (societies, associations, federations, colleges and others) working in radiology and other forms of diagnostic imaging, and that share scientific, cultural and language bonds in the Americas and Spain.

The CIR membership includes radiologists and scientists working under the highest academic, scientific and professional standards for the benefit of their patients.

The CIR follows no political belief system and does not practice financial, ethnic, religious or any other form of discrimination against human dignity.

2. OBJECTIVES

The objectives of the CIR are:

- a) To promote membership of all national groups, and scientific and technological exchanges among them.
- b) To promote the creation of national associations in countries where they do not exist.
- c) To promote, support and encourage the growth and development of all the aspects of the specialty, thus contributing to overall health improvement.
- d) To establish curricular criteria, promote the development of graduate programs and foster accreditation and/or certification for the specialty by competent authorities in all the member countries.
- e) To promote and protect the interest of the national associations and their members on the basis of ethical principles.
- f) To promote publications by member associations or individuals using methodologies that contribute to the transfer and exchange of knowledge and information.
- g) To organize inter-American congresses and sponsor national, regional and international congresses and other activities.
- h) To support and promote national education programs through the CIR "Visiting Professor Program".
- i) To adopt and develop new diagnostic imaging technologies by fostering knowledge exchange among CIR member radiologists.



In order to accomplish the above objectives, the CIR has made the following commitments:

- a) To work jointly with CIR member associations, under conditions of respect for their autonomy.
- b) To serve as a consulting, reference and regulatory framework for all processes related to diagnostic imaging, at the request of its members.
- c) To promote strategic partnerships, collaboration and exchanges among its members and between them and all health, government, scientific and technical agencies.

3. INSTITUTIONAL PROGRAM HIGHLIGHTS

The Inter-American Radiology Congress

Twenty-three congresses have been held over the years since the first Inter-American Congress in Buenos Aires. Since the 1940's and up until the 1990's, the Congress was the primary academic activity of the CIR. Originally organized every four years, it is now a biannual event organized jointly with the national hosting association. Fourteen congresses have been held in South America, 6 in North America, 2 in the Caribbean and 1 in Spain. Two of the congresses, the one in Buenos Aires and the 2004 version were organized in association with the International Radiology Congress.

Visiting Professor Program

Since its inception, the College's "visiting" professors have been an important source of support in education, with their lecturing activities in the remotest areas of Latin America. Member countries have also contributed to education with their training courses at their own facilities and services open to students and professional radiologists alike. In 1998, an experimental program was set up between the RSNA and the CIR for visits to 3 or 4 countries in the year, with the participation of professors from different regions. The success of the program led the College to devote part of its budget to the financing of similar programs every year, giving rise to the "Visiting Professor Program" as such. At present, the faculty includes approximately 70 distinguished professionals from all countries, specialties and sub-specialties with an outstanding academic record and recognition. The CIR pays for airfares and logistics, while the host country provides lodging during these visits, of which there are close to eight every year.

Publications

One of the initial objectives of the CIR was to publish scientific papers and books written by Latin-American radiologists. Between 1951 and 1990 the CIR Journal was published with some interruptions over the years until it finally disappeared because of financial and distribution difficulties.

The first multi-author publication directed by Professors Juan M. Taveras (USA) and J. Manual Cardoso (Mexico) gathered 325 authors and co-authors from 11 countries who worked on a series of seven volumes under the title of "Radiological and Diagnostic and Therapeutic Imaging Collection", covering head and neck, chest, breast, muscle-skeletal, abdominal, pelvic and retroperitoneal imaging. Since then, a small number of radiologists started to publish new material.

There is a new project under way consisting of the publication of a series of monographs under the coordination of the Publications Committee, covering different organs and systems. The initial books cover liver, chest and the muscle-skeletal system.



e-Learning

Since the successful launch in 2005 of the first On-Line Radiology Congress and the web portal www.radiologiavirtual.org as an experimental program under the leadership of groups in Argentina and Spain, the CIR General Assembly adopted this form of learning as an official institutional project and created the “e-Learning Department” which has become a wide-ranging, leading innovative education program. To date, two On-Line Radiology Congresses (2005 and 2007) and two interactive courses have been organized. They include, free of charge, refresher courses, scientific papers, clinical cases, discussion forums and evaluations. Additionally, records are kept and points and certificates are awarded towards certification and accreditation programs.

4. ACTIVITIES DURING THE 2004-2008 PERIOD

During this period, the CIR focused on strengthening education in Spanish America through different activities:

a) Organization of three Inter-American Radiology Congresses:

- XXII Inter-American Radiology Congress, together with the XXIII International Radiology Congress Montreal, Canada (June 2004).
- XIII Inter-American Radiology Congress, together with the XXVIII National Radiology Congress of SERAM Zaragoza, Spain (2006)
- XXIV Inter-American Radiology Congress, together with the XXXVII Brazilian Radiology Congress Belo Horizonte, Brazil (October 2008).

b) Creation and development of the e-Learning Department in charge of organizing regular low-cost, large-scope programs for radiologist of all regions. The Department was created in 2005 and gave rise to the on-line Radiology web portal (www.radiologiavirtual.org) that has been joined by more than 8,000 people to this date.

The following programs and events have been organized through the portal:

1st On-line Radiology Congress, 2005

4,568 visitors from 39 countries
1,789 participants
36 refresher courses

2nd On-line Radiology Congress, 2007

83,685 visitors from 65 countries
2,850 participants
51 refresher courses

Neuro-radiology Course

1,549 participants
24 courses

1st International Meeting of Radiology Hospital and Residence Programs

50 radiology services from 10 countries
2,439 participants



c) Visiting Professor Program:

During this period, the CIR has supported courses and congresses with outstanding professors in the following countries:

2004

Montevideo, URUGUAY, October 4 - 8
Caracas, VENEZUELA, October 7 - 10
Lima, PERÚ, November 4-7

2005

Tucumán, ARGENTINA, May 25-28
San Juan, PUERTO RICO, May 26-29
Cuenca, ECUADOR, August 11-14.
Panamá, PANAMÁ, October 12-14.
Piriápolis, URUGUAY, November 10-12
La Paz, BOLIVIA, November 17-19

2006

Guatemala, GUATEMALA
Córdoba, ARGENTINA
Cartagena, COLOMBIA
Buenos Aires, ARGENTINA
Viña del Mar, CHILE
Guayaquil, ECUADOR

2007

San Pedro Sula, HONDURAS
Tucumán, ARGENTINA
Buenos Aires, ARGENTINA
Chiclayo, PERÚ
Quito, ECUADOR
Montevideo, URUGUAY
Managua, NICARAGUA

2008

Córdoba, ARGENTINA, May 1-4 / 2008
Medellín, COLOMBIA, August 6-9 / 2008
Tegucigalpa, HONDURAS, September 19-20 / 2008
Lima, PERÚ, September 26-28 / 2008
Viña del Mar, CHILE, October 2-4 / 2008
Caracas, VENEZUELA, October 22-25 / 2008
Montevideo, URUGUAY, November 6 -8 / 2008
Managua, NICARAGUA, September 22-27 / 2008

d) Sponsorships and Fellowships in foreign countries.

The CIR has reached agreements with national associations for exchange academic programs through fellowships for radiologists in foreign countries. This program has gained wide acceptance and there is high demand, especially from radiologists in training programs.

e) NotiCir

This monthly on-line bulletin was first posted in 2004. It contains the most important news and events from CIR and its member countries, with special emphasis on academic activities. Published in the official languages – Spanish, English and Portuguese - NotiCir is read by more than 20,000 radiologists in the American continent and other countries in the world. It is the official means of communication for important information coming from the Board of Directors and other CIR bodies.

f) Web Site

Our official Web Site in Spanish is www.cir-radiologia.org. Updated on a regular basis, it is a tool for institutional information where the associates can access all of the corporate documents and information on programs and activities.



g) Publications by affiliated radiologists:

Doppler Color Venoso
Dr. Miguel Lo Vuolo

Física de la Radiología y Seguridad Radiológica
Fis. Enrique Gaona

Atlas de imagenología en metástasis óseas
Evaluación con PET-CT
Dr. José Luis Criales Cortés
Dra. Claudia Estrada Sánchez
Dra. Carmen Herrera Zarza

Radiological English
Dr. Ramón Ribes
Dr. Pablo R. Ros.

Manual de Tomografía Computarizada
Multicorte
Dr. José Carlos Ugarte Suárez

Aprendiendo los fundamentos de la Resonancia Magnética
L. Oleada Zufiría
J. Lafuente Martínez

Muñeca-Mano. Diagnóstico por la Imagen
Énfasis en la RM
Dr. José Antonio Recondo

CHAPTER TWO

CIR DEVELOPMENT PLAN 2008-2010

1. Basic principles of the 2008-2010 development plan

Structural levels. Development pyramid

The CIR may be described as a pyramid with different tiers or evolution stages, all of them of equal critical importance. This structure will serve as a sound basis for our understanding of CIR's fundamental values, its functioning and its future programs.

Participation and a sense of belonging form the **first structural tier** or base of the pyramid.

By definition, all radiologists in Spanish America must have a thorough understanding of the Association that represents them, leading to a sense of identity and belonging. It is important for all radiologists to realize that they have the possibility and assurance of participating of the benefits and duties of their membership. They must have access to the governing bodies of the Association and also to spaces for critical and constructive discussions. Considering that people are the most valued asset, if CIR members are motivated, all other processes will follow, resulting from well-intended individual and group work. In keeping with this line of thought, CIR's governing bodies are democratic, competent, respected and highly recognized. Each of the member associations, interpreting the thinking of its individual associates, shall have a sound structure and organization, long-term plans and representatives with genuine decision-making power. Individual and collective charisma and leadership, both of individual members and associations, must be the driving force behind the success and harmonious development of the CIR.



The executive, operational and financial platform of the CIR represents the **second structural tier**.

Without clear direction and execution, it would be impossible for the CIR to achieve its goals and objectives. Expedite and accessible tools are required in order to facilitate program implementation, as well as excellent communication and process effectiveness. Procedures must not be cumbersome and lines of command and responsibility must be clear. Financial stability and self-sufficiency are a must. The financial equity of the CIR must, at least, remain stable, with no losses, through every fiscal year. However, deliberate attempts must be made at increasing its budget significantly without compromising proposed activities and programs, in order to enhance the benefits offered to the associates.

Specific programs and tasks constitute the **third structural tier**.

These programs must result from open discussion and consensus among the Assembly, the Board of Directors and the Executive Committee. Programs must then be communicated widely and internalized by the associates, and it is important to ensure that they are feasible and viable. Measurement, corrective and revision tools must be put in place in order to determine the success or failure of the programs and to take the necessary corrective steps, if required. Finally, programs must be designed for the long-term in order to avoid frustrations and ensure that goals are accomplished.

Excellence is the **fourth and final structural tier**.

Excellence is understood as an exceedingly high level of individual and collective growth. The final goal must be to attain the highest quality standards with all ideas, actions and results.

There is a close, unimpeded interaction between all of the structural tiers. They each condition and influence each other and feed into the final expected outcome – excellence. Therefore, all of the actions and programs under the Development Plan are implemented simultaneously at all the structural levels.

2. Development plan and area programs

The Development Plan provides a roadmap and direction for the implementation of all the activities considered for the 2008-2010 period.

The following general policies are created:

- Respect, democracy, participation and a sense of belonging
- Accountability, honesty and commitment to service
- Equality, transparency and consistency
- Efficiency, effectiveness and self-assessment
- Representation and authority

The Plan must become the “guiding”, consultative frame of reference for the radiology profession in the member countries of Spanish America.

The following strategic interactive and participatory task forces are created in order to put the Development Plan into action: Ideological, Administrative, Professional and Academic.



2.1 Ideological program task force

This task force will be in charge of all tasks designed to reinforce organization culture:

Disseminate, publish and share corporate values and objectives. The CIR by-laws must be made public to all the members who must know them and abide by them.

Update the Vision and Mission of the CIR.

Update the internal regulations governing the activities.

Create a school of institutional leaders in order to develop new generations of radiologists who are committed to the ideals of the CIR and who can take over executive roles.

Strengthen and communicate the corporate image.

Create a “Good governance code” under the framework of ethics and accountability.

Create the identification card and promote a sense of belonging among CIR members.

Organize a reengineering “work” meeting in order to assess the present situation of the CIR and analyze strengths and weaknesses in order to define a roadmap for the next five years. This three-day meeting will take place in the first quarter of 2009 and attendance shall be compulsory.

2.2 Administrative program task force

Abide by the regulations and the by-laws established by the Assembly.

Foster at least two meetings per year of the Board of Directors, the administration and the operational bodies.

Support the activities and functions of the President, the Secretary and the Treasurer.

Ensure the continuation of the different committees established in the CIR by-laws: International Relations, By-Laws and Regulations, Publications, Education, Awards, Bioethics.

Consolidate the administrative and executive actions and guidelines established by the Assembly and Board of Directors.

Strengthen the permanent head office. It must be an “intelligent” office devoted mainly to information management and communication, with adequate resources in terms of staff, clerks and support personnel. Operational technology will also be implemented.

In order to ensure that projects will be carried through, the position and responsibilities of the Executive or Administrative Director are strengthened.

A finance department in charge of preparing budgets, receiving and coordinating income and expenses is created. This department shall work in close coordination with the Sponsor Program and donations.



The central document and data archives are created (Central Data Bank). Documents must be updated regularly and stored in secure technological devices. The Central Archives shall have a universal data management platform for storage purposes and also to feed specific project operations.

Data collection and information files:

- a. Boards of Directors of the member associations, including updated terms of office.
- b. Principal and deputy council members.
- c. Databases of individual members provided by the national associations, including demographic information: name, age, gender, specialty, subspecialty, etc.
- d. By-laws of the member associations.
- e. Specific member association programs.
- f. By-laws and directors of strategic partner societies or institutions: WHO, PAHO, ISR, RSNA, ESR, ACR, SILAN, etc.
- g. Legal data bank: compilation of country laws and regulations pertaining to the practice of radiology, including related documents. An important sub-group of legal files is the compilation of lawsuits and malpractice cases relevant to the professional practice of radiology.
- h. Specific data bank on quality standards regarding ionizing radiation.
- i. Documentation, by country, on certification and accreditation programs and standards. If possible, information must be collected regarding radiology training programs by country. Data bank on evaluation and certification questions and examinations.
- j. List of congresses and academic activities by country. Agenda of annual congresses.
- k. Information and indexation of publications and official journals.
- l. Manual of costs and rates for radiological and diagnostic imaging services and procedures.
- m. List by country of hospitals or academic centers for eventual rotations, and training centers.
- n. List of radiology and diagnostic imaging research centers.
- o. List of equipment and technology in the area of radiology and diagnostic imaging.
- p. List of radiology supply companies by country: name, directors and organizational structure.
- q. Web sites for the dissemination of information of the different associations and CIR related institutions.
- r. List of fellowships and education support offered by the national associations and countries, including independent institutions.
- s. Organization and custody of the historical archive of important written documents of the CIR. Organization and custody of important historical photographic, video or graphic files.
- t. Compilation of distinctions, recognitions or awards granted by the CIR in accordance with its by-laws, and of any distinctions awarded to the CIR.

The archive and document center becomes the intelligence and information central bank that is of vital information for the implementation of the various specific programs. It will be the central source of information. The data collected shall serve as a basis for the future "CIR On-line Library" where users will have access to all the information pertaining to the world of radiology. The information will be managed by the CIR in accordance with the ethical standards of confidentiality and copyright.

The two strategies for gathering the information are a large Spanish-American survey prepared by the secretariats of the member associations, and the provision of information regarding each of the specific projects to the central bank and office.



- A proposed task is the creation of a Sponsor Program at the CIR. Under this program, commercial firms will be able to pay for the right of supporting CIR activities, including events, on-line activities, grants, etc. Programs and sponsorships will be provided for one or two years. Each program develops a product or groups of products to be supported by the donor. This will generate sufficient resources for CIR operations and ensure the availability of funds for the implementation of CIR programs. The Sponsor Program will require the implementation of a complex administrative strategy. The program will be under the direct coordination of the President.
- Establish an aggressive donation program for the CIR, different from the Sponsor Program, similar to that of the RSNA. Institutions and individuals will be invited to provide financial support to CIR's programs.
- Communication and dissemination Master Plan

In order to accomplish the Master Plan, existing programs will be maintained and strengthened among the members and among other institutions, associations and agencies. However, the master plan must articulate the entire corporate image. It must guide future changes and incorporate future publications, events and even the identification card that must be available for all the associates in the future.

The Communication Master Plan includes the following actions:

To continue with the regular publication of NotiCIR, enhancing its content and information; to assess the possibility of a fortnightly publication in Spanish, Portuguese and English.

To develop the CIR Web site to its full potential in order to ensure that it continues to be the core information and communication tool of the organization in Spanish, Portuguese and English.

To create an on-line and telephone communication center to enable direct contact between the administrative and steering bodies with the associations and individual members in all countries. Such a mechanism would also facilitate interactive on-line meetings and, eventually, academic activities.

To support and enhance the work of the on-line education department: radiologiavirtual.org.

To structure an advertising and public relations department in charge of dissemination information on the organization and of creating a corporate image and common graphic links and references. The CIR logo reflects the ideals of the organization both philosophically and aesthetically, and it is a well-known brand. However, given the variety of activities and programs, it is important to come up with an overall corporate "image" encompassing the communication devices such as NotiCir, the Web site and on-line radiology, written publications, the stationery, and all the programs.

2.3 Professional programs task force

Consolidate the CIR member representations. Update the information regarding the CIR Board of Directors and Council members.

Strengthen the internal structure of the CIR member associations. A data bank of association by-laws and work policies will be created.

Promote the integration with the other radiology and diagnostic imaging subspecialty associations existing in Spanish America and evaluate new alternatives for partnerships and joint work.



Establish partnerships with other associations and institutions of the world that share CIR's goals and objectives.

Work jointly with executive and legislative country entities.

Improve working conditions and income for individual associates by means of a census of costs, rates and competitiveness, and create adjustable rate manuals.

Implement uniform quality standards for the member countries in order to create manuals and protocols.

Create a legal data bank with information on legislations and lawsuits in order to create strategies that can help guide the work of radiologists and provide them with advice.

Validate professional degrees and universalize education programs in order to remove barriers and hurdles that limit the practice of the profession.

Establish a database of technology, equipment and inputs used in the field of radiology in order to formulate strategies for investment, use and disposal of resources. It is important to promote environmentally-friendly means for disposing of equipment and to create an environmental protection code.

2.4 Academic programs task force

Maintain biannual CIR congresses

Strengthen on-line communication and education tools, for example, radiologiavirtual.org. Support must be provided to the radiology journals of each member country.

The Visiting Professor program must be reinforced and revisited. A statute governing its operation must be devised. Ideally, Visiting Professor events should not be included as part of the official events of the national associations and they should preferably be organized in depressed areas.

All countries must develop at least one Visiting Professor event every year. The budget allocated to this program must be reviewed.

Promote the training, exchange, rotations and internship program (CIR-Carpovas) which is linked to the data bank of training and education centers.

Creation of the Radiology Research and Clinical Epidemiology department – design, administration, financing and action plan. With good sponsorship and close relationships with the commercial firms, multi-center work integrating members and association will be made possible. Moreover, incentives will be developed for research or grants. This department will also be in charge of promoting and rating research papers, on-line and printed posters, and research projects presented during national radiology congresses. It will set the basis to call for scientific papers to be presented at the Inter-American Radiology Congress.

Establish strategies for research funding.

Strengthen and continue to promote CIR's own publications as well as those of external institutions. Develop an inventory of all radiology journals in the different countries and provide integration and advisory services.



Standardize radiology programs in the various countries in order to ensure harmonization and validation of degrees, thus enabling the practice of the profession in all countries.

Promote, regulate and unify the practice of tele-radiology through the adaptation of the existing standards and principles.

Summary of specific programs:

- a. Ideological project and institutional strengthening. Reinforcement of organizational values and culture. By-laws, mission and vision.
- b. Institutional leadership school.
- c. Good Governance code in coordination with the Bioethics committee.
- d. Membership card and institutional image.
- e. Institutional work meeting. Reengineering. First semester of 2009.
- f. "Intelligent Office" program. Includes enhanced and improved operational activities.
- g. Institutional archives/Data bank. "CIR 2009 Census program".
- h. "Sponsor/CIR" Program with commercial firms and donations programs with other institutions and College members.
- i. Communications and Advertising Master Plan. Cir/Radiologia.org and NotiCIR.
- j. Institutional program for the development of partnerships and strategic alliances. "CIR as sub-specialty integration agency", and others.
- k. CIR visiting professor program.
- l. Inter-American Radiology Congress
- m. Certification and accreditation program. Validation of professional degrees at a continental level.
- n. Standardization of academic and residence programs.
- o. "Quality standards" and radio-protection programs.
- p. CIR/Carpovas and training centers programs. Fellowship program; research grants program.
- q. Research and Clinical Epidemiology Department.
- r. On-line education program (www.radiologivirtual.org).
- s. Publications program
- t. "Ecology project". Environmentally friendly technologies and supplies.

A specific work plan with clear strategies will be developed under each of these programs. Quantifiable goals and objectives will be set. A steering body shall be created together with rules and accountabilities.

CONCLUSION

I urge you to work hard in order to make the purposes and goals contained in the CIR Development Plan for 2008-2010 come true, thus enhancing the practice of radiology in Spanish-America for the benefit and wellbeing of our patients.

Rodrigo Restrepo González, M.D.
CIR President, 2008-2010