

# OAMRT

## Strategic Plan 2012 - 2014



Ontario Association of  
Medical Radiation  
Technologists

17 January 2011

# Strategic Plan 2012 - 2014

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## INTRODUCTION

The 2012-2014 Strategic Plan was developed from the input of the Membership and Stakeholders during our Strategic Planning Retreat held in October 2010.

This strategic plan provides a process for mapping a clear path from present conditions to a vision for the future. This plan allows flexibility and growth as the environment warrants and therefore allows the nimbleness of the association to adjust the plan accordingly.

The Key Drivers impacting the Association are:

- Political
- Economic
- Social
- Technical
- Legal
- Environmental

The following Strategic Priorities were established:

- Governance and management of the association through strong dynamic leadership
- Advancing the profession through influence, recognition, partnerships, collaborations, alliances and membership involvement
- Providing high value and impact programs and services
- Appropriate acquisition and use of technology to serve the needs of our stakeholders

Each Strategic Priority includes a description of the Goal, along with detailed "We Will" statements providing the necessary justification for each Goal. The Goals are further broken down into key indicators, actions and estimated cost.

All associations must work within their financial means and ours is no different. Finances strongly influence the ability of the association to provide value to the stakeholders. This plan includes Primary and Supplementary Action Plans. The Primary plan will be implemented as we begin 2012.

Envisioning the future and the potential for our financial position to improve, a Supplementary Action Plan was developed which will enable the association to reconsider strategic actions during the annual review of this plan.

The future of the profession is going to involve challenges and excitement as we advance. I am proud to have been part of this process as we visualize the future of the profession. It has been an honour to lead this Association.

Greg Gurniak  
Chair of the Board and President

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## **ASSOCIATION ETHOS**

### **STRATEGIC FRAMEWORK**

The core elements of the strategic framework for the Association are the:

- Vision Statement
- Mission Statement
- Core Values
- Beliefs
- Members' Bill of Rights

### **VISION STATEMENT**

"We envision the Association as a highly respected, vibrant, organization with the necessary infrastructure to be representative of all Medical Radiant Energy Practitioners in Ontario. As the undisputed leader of the Profession, the Association will serve the needs of its Members through its Programs and Services. In doing so, it will be recognized as the sole voice and advocate in Ontario in advancing the Profession, and as the champion in assisting its Members to deliver safe and quality care."

### **MISSION STATEMENT**

"The OAMRT is the collective and influential voice of the Profession of Medical Radiation Technology dedicated to the support and promotion of the interests and needs of its Members".

## CORE VALUES

- **Accountability** – we believe in being accountable to our Membership, our Profession and the public we serve.
- **Transparency** – we are committed to providing all our Stakeholders, a window into the Association in order for them to see that we operate in an ethical and professional manner.
- **Integrity** – we are committed to inclusive, respectful and ethical business practices.
- **Trust** – we believe that trust comes with transparency and integrity and that this is essential for the Association’s future.
- **Sensitivity to Members’ Views** – we are committed to seeking out and evaluating Members’ views, to move the Association forward, and providing them a community they can trust.
- **Collaboration** – we believe that the best results are achieved through collaboration and team work.
- **Wisdom through knowledge** – we are committed to seeking knowledge, in order to make sound decisions, keep the Association nimble and build trust to create respect among Members, partners and Staff.
- **Evidence based** – we are committed to using the best available evidence and experience in making decisions.

## BELIEFS

- That the welfare and dignity of the patient is paramount in the delivery of health-care;
- That we should strive to create and sustain an organizational environment that inspires trust, integrity, collaboration, a sense of community, personal responsibility, and well-being;
- That a climate of life-long learning will ensure the growth of our Members and the Association;
- That participating decision-making and consultation is essential in order to achieve an effective Association;
- That a diversity of perspectives leads to a deeper understanding of issues and enriched knowledge for decision-making;
- That the empowerment of our Members and our Employees results in our success;
- That supporting calculated risk-taking and innovation is a means to achieve organizational improvement.

### **MEMBERS' BILL OF RIGHTS**

Medical Radiation Technology is an essential element of the health-care system and is a major influence on quality of care. Above all, we want to deliver high quality care in an integrated health-care system grounded in the principles of the Canada Health Act.

As Medical Radiation Technologists (MRTs) who are professional health-care providers, we believe we have specific rights which need to be honoured, promoted and respected by society, government, other health-care practitioners, and our patients.

#### **MRTs expect:**

- The right to be heard and consulted on health-care issues and health-care reform;
- The right to be provided with the appropriate equipment, resources and support to provide high quality care;
- The right to be advocates for the Profession without fear of reprisal;
- The right to advocate for the patients and the health-care system without fear of reprisal;
- The right to working conditions that promote and foster professionalism, team work and contributing to society;
- The right to work in settings that are free from harassment and discrimination, and that nurture learning, personal growth, job satisfaction, diversity and mutual support;
- The right to work in settings that are free from violence of all types and classifications.

## **PROGRAMS AND SERVICES**

### **OVERVIEW**

The Programs and Services the Association will be providing are listed below.

### **SERVICES**

The Association's Services include:

- Registration
- Advocacy
- Advice
- Education
- Facilitation
- Position Statements
- Information and knowledge transfer

### **PROGRAMS**

The Association's Programs include:

- Orientation and Mentoring
- Continuing Professional Development
- Enhanced Practice in a variety of practice areas
- Advanced Practice for specific sectors of practice
- Recruiting and Retention
- Marketing / Branding
- Government Relations
- Media Relations
- Risk and Quality Management
- Member Recognition
- Bursary
- Annual General Conference
- Member Benefits

## CORE STRATEGIES

The Association has the following roles:

- Leading the Profession in Ontario;
- Serving the interests and needs of our Members as their champion;
- Acting as the sole voice and advocate for the Profession in Ontario.

### DRIVERS

The following were identified as the key drivers impacting on the Association:

<b>POLITICAL</b>	<ul style="list-style-type: none"><li>• Government legislation</li><li>• The role and activities of the Local Health Integration Networks (LHIN)</li><li>• Relations with the Canadian Association of Medical Radiation Technologists (CAMRT)</li><li>• Provincial Government needs</li><li>• Global trends in technology and practice</li><li>• Government funding</li><li>• International educated MRTs – standards</li><li>• Union contracts</li><li>• Interprofessional collaboration (IPC)</li></ul>
<b>ECONOMIC</b>	<ul style="list-style-type: none"><li>• The global economic environment and its fall-out nationally, provincially and locally on individuals and business</li><li>• Budget pressures on health-care facilities</li><li>• Capacity of the Association to meet its Vision and Mission</li><li>• Salaries and wages of MRTs</li><li>• Personal debt of MRTs</li></ul>
<b>SOCIAL</b>	<ul style="list-style-type: none"><li>• Aging population</li><li>• Generational expectation and needs</li><li>• Social networking needs</li><li>• Cultural diversity challenges</li><li>• Interprofessional collaboration (IPC) expectations</li><li>• Turf protection – internal and external</li><li>• Evolving technology and practice</li><li>• Increase of partnerships and alliances</li><li>• Internationally educated MRTs</li><li>• Recruiting and retention – the Profession; the Association</li></ul>

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TECHNOLOGICAL	<ul style="list-style-type: none"><li>• Social media evaluation</li><li>• Rapidly evolving and merging of MRT technologies</li><li>• Technology requirements for the Association to meet the needs</li><li>• Electronic medical record initiatives</li></ul>
LEGAL	<ul style="list-style-type: none"><li>• Social media risks</li><li>• Partnerships, alliances and merger issues</li><li>• Provincial legislation affecting MRT practice and Association governance and operation</li><li>• Regulation of other professions in health-care</li><li>• Cultural diversity matters which present risk management issues</li><li>• Conducting proper Association governance and management</li></ul>
ENVIRONMENTAL	<ul style="list-style-type: none"><li>• The “Green” movement</li><li>• Global economic issues</li><li>• Who is running government federally and provincially and their platforms</li><li>• Pressures from interest groups – internal and external</li><li>• Internal pressure from Members for specific services and programs</li></ul>



## STRATEGIC PRIORITIES

### STRATEGIC PRIORITY 1: Governance and management of the association through strong dynamic leadership

**OUR GOAL:** To have in place, a governance and management structure and processes that can meet the realities of an evolving environment through effective leadership, direction setting and oversight.

**WE WILL:**

- Constitute a new organization partnering the OAMRT with the OSDMS
- Explore partnerships and alliances to achieve influence
- Strengthen and enhance the quality of our governance to achieve efficiency and effectiveness of the Association
- Model governance best practices

### STRATEGIC PRIORITY 2: Advancing the profession through influence, recognition, partnerships, collaborations, alliances, and membership involvement

**OUR GOAL:** To be recognized as the undisputed leader and sole voice and advocate in Ontario for the professions the Association represents

**WE WILL:**

- Continue a focused a focused creative government relations program
- Partner with undergraduate and post graduate educational institutions
- Partner with appropriate relevant organizations to deliver our educational products
- Form partnerships, coalitions, and alliances that dovetail with the Association's needs and values
- Build on accomplishments related to awareness of the Association and media relations
- Support initiatives, within capacity, regarding Enhanced, Advanced Practice and general research
- Raise the Membership numbers and retain them;
- Target students from day one about the value of Membership;
- Partner with undergraduate and post graduate education programs;
- Use existing partnerships and alliances, and develop new ones to leverage our brand and profile.

### **STRATEGIC PRIORITY 3: Providing high value and impact programs and services**

**OUR GOAL:** To have effective Programs and Services

**WE WILL:**

- Develop Programs and Services based on defined outcomes and commit to them
- Address Discipline and cultural diversity
- Address what Members value in programs
- Provide the delivery methods that Members value and want
- Address customized solutions for the diverse Member segments and the marketplace
- Respond appropriately to the market in terms of speed, encouraging innovation and product design and delivery
- Provide the appropriate Professional Liability Insurance (PLI) to Members
- Expand our Continuing Professional Development products inventory and market them internationally

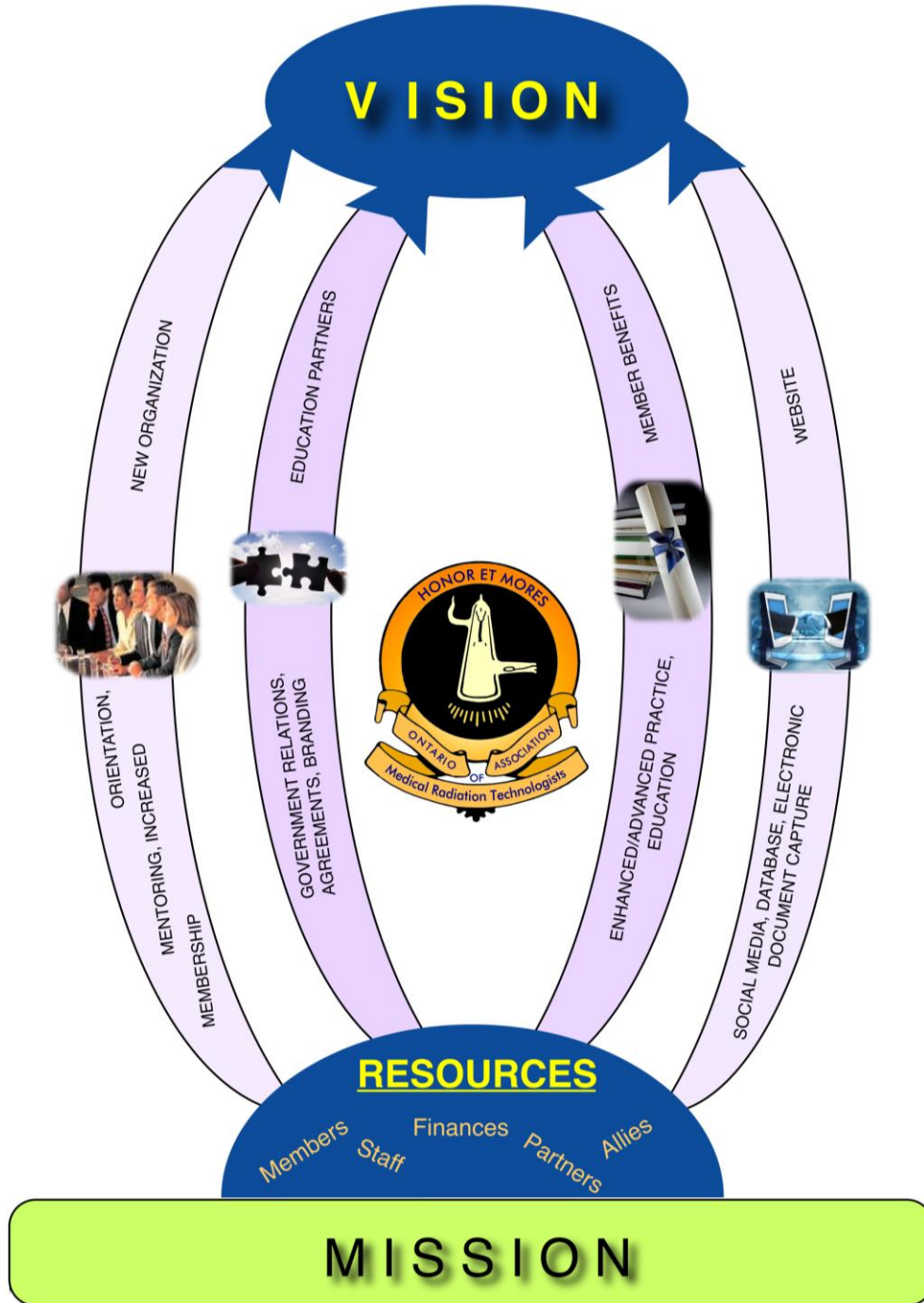
### **STRATEGIC PRIORITY 4: Appropriate acquisition and use of technology to serve the needs of our stakeholders**

**OUR GOAL:** To have in place the right technology at the right time to enable Members engagement and enfranchisement, and strengthen stakeholder connection to affect trust to be an effective community

**WE WILL:**

- Use Technologies to unite Members and serve their social needs
- Use Technologies to effectively connect all stakeholders to the Association's decision-making and work processes
- Use Technologies integrating them with face-to-face connectivity
- Use Technologies that are accessible, credible, and open to all Stakeholders in the organization to facilitate dialogue and connectivity
- Use Technology to promote our brand
- Have an integrated Strategy that will allow us to build base capabilities to be used in multiple product, service and support areas
- Use compatible Technologies to deliver value to the Members
- Leverage information technology throughout the Association;

## STRATEGIC PATHS



### **ACTION PLANS**

A number of suggested actions have been developed based on the Strategic Priorities which have helped shape the 2012-2014 Action Plan. However, as the OAMRT faces financial challenges entering into 2012, it has become necessary for the actions to be prioritized through a Primary Action Plan and Supplementary Action Plan. The Primary Action Plan provides the basis for the Association's strategic actions and should additional funds become available to support other actions, the Supplementary Action Plan can be considered. The Strategic Planning and Analysis Committee will review the Supplementary Action Plan annually to determine if any actions should be reconsidered for the Primary Action Plan.

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### PRIMARY ACTION PLAN (A)

#### STRATEGIC PRIORITY 1: Governance and management of the association through strong dynamic leadership

GOAL	To have in place a governance and management structure and processes that can meet the realities of an evolving environment through effective leadership direction-setting and oversight	
ACTION	INDICATOR	ESTIMATED COST
1.1 Complete the constitution of a new Association of MRTs and Medical Sonographers	<ul style="list-style-type: none"> <li>• The new organization is approved by the government</li> </ul>	\$25K (Legal fees, changing logos, documents, etc.)
1.2 Develop a Plan to increase the Reserve Funds to 50% of the Operating Expenses	<ul style="list-style-type: none"> <li>• Risk has been managed effectively</li> </ul>	\$1K

#### STRATEGIC PRIORITY 2: Advancing the profession through influence, recognition, partnerships, collaborations, alliances, and membership involvement

GOAL	To be recognized as the undisputed leader and sole voice and advocate in Ontario for the Professions the Association represents	
ACTION	INDICATORS	ESTIMATED COST
2.1 Continue to support the regulation of sonography	<ul style="list-style-type: none"> <li>• Will see that identified government related issues are addressed and actioned by government</li> </ul>	\$3K (Rest would be absorbed in Government Relations Contract)
2.2 Continue a focused Government Relations Program	<ul style="list-style-type: none"> <li>• Will see that identified government related issues are addressed and actioned by government</li> <li>• Personalized relationships exist with powerful decision-makers and other non-profit governmental and for-profit organizations</li> </ul>	\$65K (Contract)
2.3 Establish partnerships/alliances with appropriate post graduate education facilities	<ul style="list-style-type: none"> <li>• Formal and informal agreements are articulated with undergraduate radiation sciences programs and with post graduate educational institutions</li> <li>• Formal articulations have been realized with external organizations to support the delivery of educational products and assessed as being cost effective, efficient and customer focused</li> </ul>	Staff time in addition to operational costs

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### STRATEGIC PRIORITY 3: Providing high value and impact programs and services

GOAL	To have effective Programs and Services	
ACTION	INDICATOR	ESTIMATED COSTS
3.1 Conduct a needs analysis	<ul style="list-style-type: none"> <li>The needs analysis is completed and tabled to the Board</li> </ul>	\$3K (Survey, compilation, analysis, etc. -Staff and Volunteers)

### STRATEGIC PRIORITY 4: Appropriate acquisition and use of technology to serve the needs of our stakeholders

GOAL	To have in place the right technology to enable Members engagement and enfranchisement, and strengthen Stakeholder connection to affect trust to be an effective community	
ACTION	INDICATORS	ESTIMATED COST
4.1 Upgrade office PCs	<ul style="list-style-type: none"> <li>All Office PC applications and speed effectively serve stakeholder requirements and needs</li> </ul>	\$8K
4.2 Have in place where appropriate, reliable on-line services for Members and Stakeholders	<ul style="list-style-type: none"> <li>Complaints to staff are below the benchmark</li> <li>QA audits related to Association social media indicate high use</li> <li>Security and privacy issues are absent</li> </ul>	\$20K

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### SUPPLEMENTARY ACTION PLAN (B)

STRATEGIC PRIORITY 1: Governance and management of the association through strong dynamic leadership		
GOAL	To have in place a governance and management structure and processes that can meet the realities of an evolving environment through effective leadership direction-setting and oversight	
ACTION	INDICATOR	ESTIMATED COST
1.1 Review the best practices in Association governance and management	<ul style="list-style-type: none"> <li>A high level of partnership between the Board and Staff with shared accountability and nurturing is evident</li> </ul>	\$1K (Literature search, book purchases, etc.)
1.2 Identify the ways and means to reduce Volunteer workloads	<ul style="list-style-type: none"> <li>Volunteer and staff turnover is on or below the benchmark for similar Associations</li> </ul>	\$1K (Time of Volunteer Leaders)
1.3 Do a gap analysis on accountabilities throughout the organization	<ul style="list-style-type: none"> <li>A QA survey conducted on each segment and staff performance appraisals reveals compliance with Terms of References and position descriptions</li> </ul>	Time of Volunteer Leaders and Staff
1.4 Draft a plan related to advancing the regulation of Medical Sonography	<ul style="list-style-type: none"> <li>Evidence shows the Association has taken positions on practice and public issues of importance to the Membership</li> </ul>	\$3K (Research, Meetings)
1.5 Conduct a post merger Governance and Operations Review to look for: <ul style="list-style-type: none"> <li>Competency of the Board</li> <li>Competency of Staff</li> <li>The support externally</li> <li>Effectiveness of the structure and processes</li> <li>Support concerning autonomy, accountability and responsibility related to governance, decision-making and direction setting</li> <li>Setting of priorities</li> <li>Empowerment of Staff and Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation will reveal that excellent value is delivered to all stakeholders regarding programs and services</li> </ul>	\$30K (External Professional Reviews)
1.6 Conduct a benchmarking exercise in relation to similar size and roles	<ul style="list-style-type: none"> <li>The benchmarking project has been completed and a report tabled to the Board complete with recommendations</li> </ul>	\$1K (Executive Committee research and meeting costs)

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### STRATEGIC PRIORITY 2: Advancing the profession through influence, recognition, partnerships, collaborations, alliances, and membership involvement

GOAL	To be recognized as the undisputed leader and sole voice and advocate in Ontario for the Professions the Association represents	
ACTION	INDICATORS	ESTIMATED COST
2.1 Review the Association's criteria related to forging collaborations, partnerships, and alliances	<ul style="list-style-type: none"> <li>• Assessment of partnerships, coalitions, and alliances with external stakeholders is rated as high impact and high value</li> <li>• The public knows who our Members are and what they do</li> <li>• Other health-care providers know who we are and what we do</li> </ul>	Board and Staff time
2.2 Evaluate the successes of the CAMRT Re-Branding Initiative		Staff and Volunteer time
2.3 Complete the partnerships with educational programs	<ul style="list-style-type: none"> <li>• Formal and informal agreements are articulated with undergraduate radiation sciences programs and with post graduate educational institutions</li> <li>• Formal articulations have been realized with external organizations to support the delivery of educational products and assessed as being cost effective, efficient and customer focused</li> </ul>	\$4K (Visits, meetings)
2.4 Identify Stakeholders that could be potential allies and partners, including their wants and needs	<ul style="list-style-type: none"> <li>• Assessment of the critical success factors of each partner or ally reveals our value to them and to us</li> </ul>	\$500 + Staff time
2.5 Commence aggressive lobbying to regulate Medical sonography	<ul style="list-style-type: none"> <li>• Will see that identified government related issues are addressed and actioned by government</li> </ul>	\$30K (60% of Government Relations contract)
2.6 Prepare a plan where the Association can initiate or build on identified areas of Enhanced and/or Advanced Practice that brings currency and value to the Members	<ul style="list-style-type: none"> <li>• The Association has been proactive in addressing practice evolution with relevant programs</li> </ul>	\$1K (Research, meetings)
2.7 Focus our government relations not on specific issues, but on personalized relationships with government decision-makers	<ul style="list-style-type: none"> <li>• The Association has been proactive in addressing practice evolution with relevant programs</li> </ul>	(Included in Government Relations Contract)
2.8 Develop and finalize the Media Contact List and establish an ongoing contact process	<ul style="list-style-type: none"> <li>• A network of media contacts from different media providers has been established</li> </ul>	\$500 (Staff time, meetings)

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2.9 Prepare a plan to reinforce and/or fill in the identified relevant branding areas as a result of the CAMRT Re-Branding Initiative	<ul style="list-style-type: none"> <li>The public knows who our Members are and what they do</li> <li>Other health-care providers know who we are and what we do</li> <li>Radiant Energy Practitioners know who we are and what we do</li> </ul>	(Staff and Volunteer time)
2.10 Review all partnerships/ articulation agreements	<ul style="list-style-type: none"> <li>Assessment of partnerships, coalitions, and alliances with external stakeholders is rated as high impact and high value</li> </ul>	\$6K (Meetings across the province)
2.11 Implement the Plan related to Enhanced and Advanced Practice research	<ul style="list-style-type: none"> <li>The Association has been proactive in addressing practice evolution with relevant programs</li> </ul>	\$15K (Meetings, product development, etc.)
2.12 Implement the Plan related to Branding matters	<ul style="list-style-type: none"> <li>The public knows who our Members are and what they do</li> <li>Other health-care providers know who we are and what we do</li> <li>Radiant Energy Practitioners know who we are and what we do</li> </ul>	\$20K
2.13 Conduct an environmental assessment to determine our influence effectiveness	<ul style="list-style-type: none"> <li>Assessment indicates we are being a powerful advocate and representative of our Professions</li> </ul>	\$3K (Research, meetings, etc.)

### STRATEGIC PRIORITY 3: Providing high value and impact programs and services

GOAL	To have effective Programs and Services	
ACTION	INDICATOR	ESTIMATED COSTS
3.1 Identify CPD opportunities related to Medical Sonography and establish an Acquisition Plan	<ul style="list-style-type: none"> <li>The Association's CPD inventory includes CPD products specific to and that compliments Sonography practice</li> </ul>	\$2K Staff and Volunteer time (meetings)
3.2 Identify the needs and wants of the various sectors of the Association	<ul style="list-style-type: none"> <li>Assessment reveals that there is a realistic balance within Programs and Services concerning diversity needs</li> </ul>	\$3K (Surveys, analysis, Disciplines, cultures, generations)
3.3 Evaluate the awareness level of the Association's structure, Programs and Services, that Association students have	<ul style="list-style-type: none"> <li>Completed survey to Association students</li> </ul>	\$500 (Surveys, Meetings)
3.4 Conduct a survey specific to the value of CPD products	<ul style="list-style-type: none"> <li>Education Programs meet the needs of the Association's Disciplines and other specialties while</li> </ul>	\$3K (Staff and Volunteer time)

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	delivering an effective source of non-dues revenues	
3.5 Conduct a survey regarding the value of our Programs and Services and constructively address identified issues	<ul style="list-style-type: none"> <li>Assessment of Programs and Services result in the finding that they are <b>outcomes</b> (effectiveness) vs. <b>activities</b> (efficiency) based</li> </ul>	\$3K (Staff/Volunteer time not included)
3.6 Conduct an evaluation of the established Benefit Programs	<ul style="list-style-type: none"> <li>Feedback indicates a high level of quality customer service</li> </ul>	\$1K (Staff and Volunteers, meeting, research)
3.7 Have all AGC presentations online	<ul style="list-style-type: none"> <li>All AGC presentations are available online</li> </ul>	\$1K
3.8 Provide on-line access to Association events	<ul style="list-style-type: none"> <li>Members are able to access AGC on-line</li> </ul>	\$10K (Set up but make cost recovery)

### STRATEGIC PRIORITY 4: Appropriate acquisition and use of technology to serve the needs of our stakeholders

GOAL	To have in place the right technology to enable Members engagement and enfranchisement, and strengthen Stakeholder connection to affect trust to be an effective community	
ACTION	INDICATORS	ESTIMATED COST
4.1 Acquire all necessary database modules	<ul style="list-style-type: none"> <li>The appropriate database modules are in place and provide the flexibility and reliability in terms of access, provision of options, and knowledge information</li> </ul>	\$30K (Hardware, software, labour, etc.)
4.2 Complete the document capture system	<ul style="list-style-type: none"> <li>The document capture system is operational and feed back illustrates that it is working effectively meeting users needs</li> </ul>	\$10K (Hardware and labour)
4.3 Introduce and implement web conferencing	<ul style="list-style-type: none"> <li>Two web conferences have been conducted</li> </ul>	\$5K (Software, hardware, fees)
4.4 Have in place the electronic means for Staff to do work from any location in case of a pandemic or other situations requiring out-of-office working situations	<ul style="list-style-type: none"> <li>Staff indicate that being able to connect remotely is easy and without major issue. The Remote connection service has passed rigorous security tests</li> </ul>	\$1K
4.5 Do a major overhaul of the website	<ul style="list-style-type: none"> <li>A survey of internal and external stakeholders rates the new web site as an excellent site</li> </ul>	\$20K
4.6 Have operational electronic invoicing and issuing of receipts	<ul style="list-style-type: none"> <li>The electronic billing system is in place and operating efficiently and effectively</li> </ul>	
4.7 Conduct an assessment of the effectiveness of Committees and Task Groups and the leadership dimensions	<ul style="list-style-type: none"> <li>Assessment of meetings at all levels and of all types indicated that they were effective</li> </ul>	\$500 (Staff and Volunteers)
4.8 Conduct an assessment of the reliability and effectiveness of Head Office	<ul style="list-style-type: none"> <li>Survey staff within Head Office to determine reliability</li> </ul>	\$500 (Computer consultant; time, meetings, Staff and Volunteers)

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Revision November 3, 2011 - Page 18: 2.9 and 2.12 under **Indicator**

- Radiant Energy Practitioners know who we are and what we do