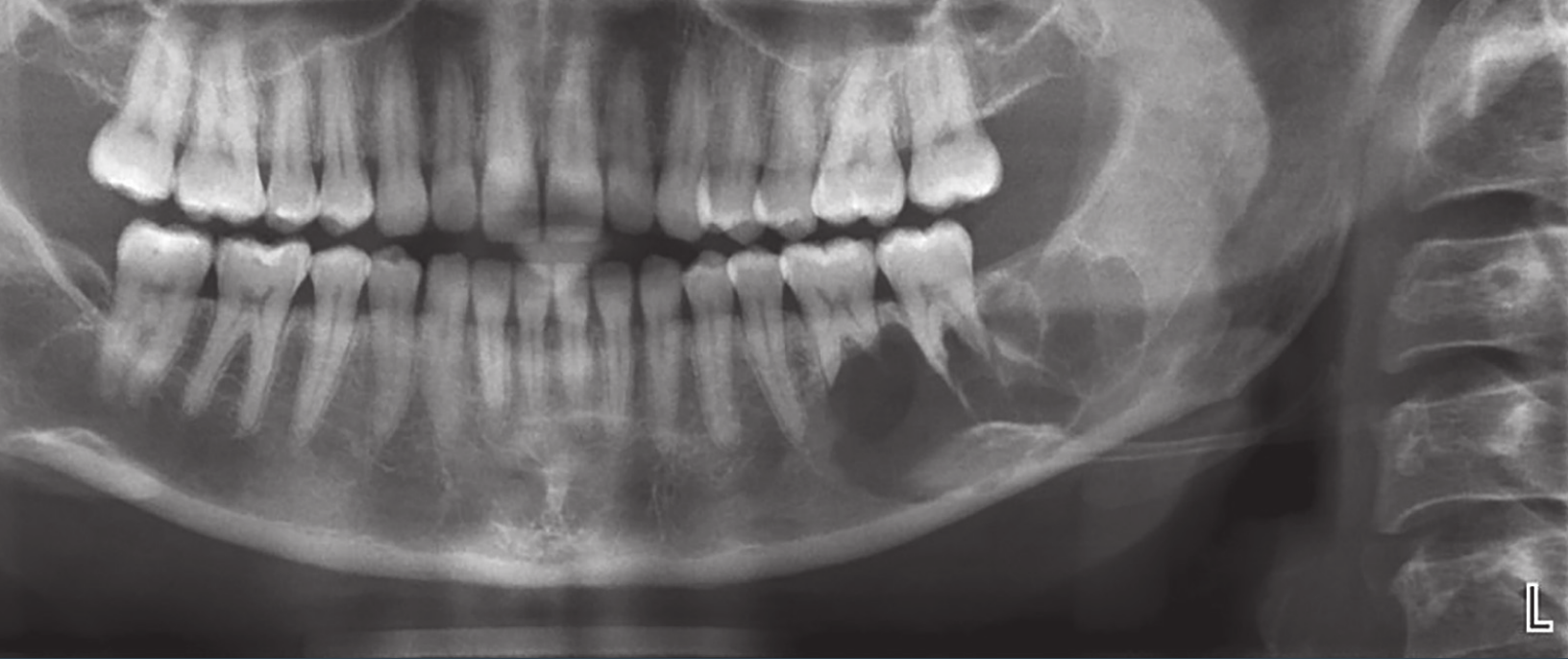


Strategic Plan

2018-2023

AAOMR

AMERICAN ACADEMY OF
ORAL AND MAXILLOFACIAL RADIOLOGY



Message from the Chair and Co-chairs

Dear Fellow AAOMR Members,

After years of relentless efforts by the American Academy of Oral and Maxillofacial Radiology (AAOMR), oral and maxillofacial radiology (OMR) was recognized as a dental specialty 20 years ago. Since then, AAOMR has emerged as a national leader in this specialty. Our organization brings together academicians, private practitioners, residents, and corporate partners who strive to raise the level of the art and science of OMR. Increasingly, our members have seen transformational changes in the practice and teaching of OMR. Having a strategic plan to guide AAOMR through these changes is essential for our endurance and vitality. Moreover, an effective strategic plan is a critical component in retaining OMR's specialty recognition status with the National Commission on Recognition of Dental Specialties and Certifying Boards.

AAOMR leaders recently recognized a need to revitalize our strategic plan and charged the Strategic Planning Committee (SPC) to spearhead this endeavor. The 2018-2023 Strategic Plan is the result of the dedicated work of the committee's members over the past few years. The SPC was composed of a diversity of members, including OMR residents and AAOMR officers as well as established and early career OMRs. The new strategic plan is grounded in our Vision and the five statements of our Mission. It recommitments AAOMR to improving the quality of patient care, facilitating access to OMR services, providing high quality services to our members, advancing scientific knowledge in OMR, and nurturing OMR

advanced education programs. Besides focusing the committee's proactive strategic thinking, the strategic planning process allowed for discovery of trends and appreciation of AAOMR strengths.

We are incredibly grateful to everyone who participated in this planning process and are proud to share our 5-year Strategic Plan. As always, we invite you to engage with the SPC members to express your vision for the future of AAOMR.

Debra L. Gander, DDS, MS
Chair, AAOMR Strategic Planning Committee (2017-2020)

Mansur Ahmad, BDS, PhD
Co-chair, AAOMR Strategic Planning Committee (2018-2020)

William C. Scarfe, BDS, MS
Co-chair, AAOMR Strategic Planning Committee (2017-2018)



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Summary: AAOMR Strategic Plan 2018-2023

Oral and Maxillofacial Radiology (OMR) has experienced monumental advances in recent years. This trend is expected to continue and presents major challenges for our specialty. The rapidly changing OMR landscape prompted AAOMR to revitalize our strategic plan.

In 2015, AAOMR leaders developed a comprehensive document, which listed 50 Action Plan Goals placed into 10 categories, including External Relations, Economics and Health Policy, Standards, Quality, Membership, Communications, Education, Research and Technology, Finance, and Organizational Structure. The Strategic Planning Committee (SPC) took on the task of reducing the number of Goals to those with most impact for AAOMR. Ultimately, the following top ranked core Strategic Plan Goals emerged:

1. Develop standards and guidelines for quality practice and express these through publication of position papers
2. Keep AAOMR financially sound by ensuring fiscal responsibility, including enhancing revenue and prioritizing all expenditures within AAOMR's resources
3. Increase AAOMR membership participation in research by promoting scientific presentations at Annual Sessions and in publications
4. Encourage active organization involvement of residents and young OMR clinicians in AAOMR activities
5. Sustain and enhance the Oral Radiology Section of OOOO journal
6. Facilitate continuing professional development and the means to maintain certifications
7. Assure a productive and growing membership base
8. Foster relationships with national and international OMR organizations, as well as medical radiology organizations

The SPC recommended to the AAOMR Executive Council logistics of the strategic plan over the next 5 years. Moreover, SPC members identified entities, such as various committees, Executive Director, association management company, and AAOMR members, that will facilitate implementation of these Goals.

We recognize the value of the above stated Goals not only in maintaining the health of our organization, but also in improving the quality of OMR patient care, facilitating access to OMR services, advancing scientific knowledge in OMR, and nurturing OMR advanced education programs.



Laboratory of Wilhelm Conrad Röntgen
Wurzburg, Germany

Strategic Framework

AAOMR's Vision

The AAOMR will be the recognized leader in oral and maxillofacial radiology (OMR), serving patients and health professionals.

AAOMR's Mission

- To improve quality of patient care
- To improve access to OMR services
- To support members by providing resources to enhance successful OMR Practice
- To shape and advance the scientific knowledge in OMR by fostering research
- To nurture advanced specialty residency education in the US and Canada



In 2015, AAOMR leaders developed a comprehensive document entitled ‘American Academy of Oral and Maxillofacial Radiology Strategic Plan’, which lists 50 Action Plan Goals placed into 10 categories, including External Relations, Economics and Health Policy, Standards, Quality, Membership, Communications, Education, Research and Technology, Finance, and Organizational Structure.

The Strategic Planning Committee (SPC) was charged with the task of confirming relevance of these Goals with AAOMR’s Mission, performing a **SWOT** analysis of the Goals, ranking the Goals to assess anticipated value and required resources, and identifying the most beneficial Strategic Plan Goals for AAOMR.

To be meaningful, the Goals must relate to AAOMR’s Mission. The first task in which 2017-2018 SPC members engaged was to regroup the Goals to correspond with the five statements contained within our Mission. Then, a SWOT Analysis of the Goals was performed. This strategic planning technique was used to help SPC members identify Goals that represent internal strengths and weaknesses as well as external opportunities and threats. Based on members’ responses, each Goal was assigned a composite **Strength (S)**, **Weakness (W)**, **Opportunity (O)**, or **Threat (T)** designation. The designation with the most agreement was recorded as the composite designation. If there was designation disagreement between members, more than one response was recorded along with a question mark (e.g. S/W? or O/T?).

Subsequently, SPC members identified Goals that would provide the highest impact for AAOMR during the next five years. For all Goals, 2018-2019 SPC members individually scored two criteria - value to our organization on a scale of 1 (highest) to 5 (lowest) and anticipated resources on a scale of 5 (most) to 1 (least). In analyzing the data, the value and resource scores were multiplied to determine an impact score. Goals with the lowest impact scores were considered the most valuable to AAOMR with the lowest financial and human resources burden.

Impact scores for each Goal from all committee members were averaged, and standard deviations were calculated. All Goals were ranked from most impact to least impact. The SPC members reviewed the 2-3 top ranking Goals in each Mission Statement, then, studied the 10 best impact scoring Goals. For these Goals, the following observations were made: all five Mission Statements were represented in the Goals; two Goals were almost identical; another two Goals were closely related; 8 of the 10 top Goals represented AAOMR Strengths; and none of the Goals represented AAOMR Threats.

After noting trends and consolidating similarities, SPC members agreed upon eight (8) Strategic Plan Goals from which to proceed into the implementation phase. The following Strategic Plan Goals were approved by the Executive Council on 08/21/2019:

- Develop standards and guidelines for quality practice and express these through the publication of position papers
- Keep AAOMR financially sound by ensuring fiscal responsibility, including enhancing revenue and prioritizing all expenditures within AAOMR's resources
- Increase AAOMR membership participation in research by promoting scientific presentations at Annual Sessions and in publications
- Encourage active organization involvement of residents and young OMR clinicians in AAOMR activities
- Sustain and enhance the Oral Radiology Section of OOOO journal
- Facilitate continuing professional development and the means to maintain certifications
- Assure a productive and growing membership base
- Foster relationships with national and international OMR organizations, as well as medical radiology organizations

Mission Statement 1: Improve quality of patient care

	Goals	SWOT Analysis	Impact Score AVERAGE	Impact Score STD DEV
1	Be proactive in establishing appropriate selection criteria, radiation safety, and diagnostic image quality	S	5.4	3.0
2	Develop standards and guidelines for quality practice and express these through publication of position papers	S	4.4	2.1
3	Promote safety and high standards in the practice of OMR by encouraging members of the profession to utilize only documented qualified clinicians to serve their OMR needs	T	8.8	6.2
4	Develop standards and guidelines for quality practice OMR	W	3.4	1.1
5	Make the Academy the premier accreditation body in OMR	T	8.8	9.5

The bolded rows represent the two (2) best ranked (value x resources) Goals grouped under Mission Statement #1.

Goal 2 Rationale: A medical or dental specialty can only flourish if it continuously raises its standard of practice. When members of a profession follow updated standards and guidelines, both the profession itself and the community that it serves benefit. The SPC recommends that AAOMR take proactive roles in updating its standard and guidelines of quality practice. Our organization should revisit these standards and guidelines at least every five (5) years and issue a new statement, either a new guideline or written communication to confirm validity of the previous guideline. The guidelines should be published in the format of position papers through AAOMR's recognized journal, *Oral Surgery, Oral Medicine, Oral Pathology, Oral Radiology (OORR)*. The position statements should be complimentary and widely distributed through our website. The academy has already published several position papers, and some papers are in progress. The SPC encourages collaboration with other specialties or organization when a position statement can be of mutual benefit.

Goal 4 Rationale: Since goal #4 contains identical wording as goal #2, SPC members agreed to drop goal #4 and retain goal #2 since it is more precisely defined. However, the SPC members categorized this goal as a current weakness. Several position papers from the academy have not been updated since the initial publication.

Mission Statement 2: Improve access to OMR services

	Goals	SWOT Analysis	Impact Score AVERAGE	Impact Score STD DEV
1	Strengthen ties with key state, federal and international agencies	O	9.4	6.1
2	Assist local members with state legislative and regulatory issues, especially with documentation to support state specialty recognition	O	5.4	3.8
3	Join with medical radiology organizations to serve as a voice (a political action committee) for radiology in general and OMR in particular	O	8.8	9.4
4	Foster relationships with other national and international OMR organizations, as well as medical radiology organizations	O	4.8	1.6
5	Participate with other health care organizations on health policy issues	O/T	7.6	4.7
6	Educate and influence Medicare, Medicaid and medical insurers to increase coverage for OMR services	O	5.8	2.4
7	Help OMR adapt to a competitive and changing health care environment	O	11.0	5.2
8	Strengthen cooperation and coordination with other dental specialties and lead efforts on the appropriate use of OMR in practice	O	6.8	4.7
9	Address OMR and oral and maxillofacial radiology technologist workforce issues	O/T	12.6	6.0
10	Participate in standards development to facilitate electronic transfer of information and images	O	5.4	2.9

The bolded rows represent the three (3) best ranked (value x resources) Goals grouped under Mission Statement #2. Due to an impact score tie between Goals #2 and 10, three (3) Strategic Plan Goals are bolded.

Goal 2 Rationale: When a state’s recognition of OMR as a dental specialty is in question, SPC members believe that AAOMR should support our members in attaining specialty status. This will assist dentists and patients in identifying and locating OMR specialists. In addition to connecting concerned members with those who have experience in state legislative matters, support may include prepared presentations created to address specific state legislative or regulatory issues. In 2017, AAOMR leaders were invited to a Kansas Dental Board meeting to discuss AAOMR’s position on teleradiology. Teleradiology allows more timely interpretation of radiographic images and gives greater access to OMR consultations. This presentation occurred via a teleconference using a 10-minute PowerPoint presentation.

Goal 4 Rationale: Partnering with other OMR and medical radiology organizations provides a tremendous opportunity for AAOMR in easing patient access to OMR services and improving the quality of care. On the national front, the most significant partner in our Mission is the American Board of Oral and Maxillofacial Radiology (ABOMR). Corporate radiographic interpretation entities often require their OMRs to be board-certified. Therefore, an adequate number of board-certified OMRs across the United States is critical to ensure access to radiographic interpretations. The AAOMR and ABOMR collaborate to define, maintain, and promote high standards in advanced OMR education and board certification. In the international dental arena, AAOMR collaborated with the International Association of Dento-Maxillofacial Radiology (IADMFR) in 2019 to jointly hold the 22nd International Congress of Dento-Maxillofacial Radiology in Philadelphia, PA. The IADMFR undertakes the challenge of representing and developing OMR at the

international level. On the international medical stage, AAOMR joined nearly 170 radiology-related professional societies worldwide in celebrating the eighth annual International Day of Radiology in 2020. This annual initiative is led by the European Society of Radiology (ESR), Radiological Society of North America (RSNA), and American College of Radiology (ACR) on November 8 to mark the day Röntgen discovered the x-ray. The event builds greater public awareness of the value that radiology contributes to patient care and improves community understanding of the vital role radiologists and radiographers play. Although this initiative focuses on a single day, the informational website is active year-around.

Goal 10 Rationale: The ability of OMRs to share radiographic information is central not only to the practice of OMR, but also dentistry in general. Standards are necessary to ensure unrestricted and optimal access to patients' radiographic information, especially given the COVID-19 pandemic. To facilitate this process, AAOMR members take the opportunity to actively participate in ADA standard-creating groups including Digital Imaging and Communications in Medicine (DICOM), Standards Committee on Dental Informatics (SCDI), and Systemized Nomenclature of Dentistry (SNODENT). While SNODENT is an official subset of SNOMED CT, a vocabulary designed for use with electronic health and dental records, SCDI aims to develop informatics standards, specifications, technical reports, and guidelines. Additionally, SCDI interacts with other entities involved in the development of health informatics standards aimed at implementation across the dental profession.

Mission Statement 3: Provide high quality services to members

	Goals	SWOT Analysis	Impact Score AVERAGE	Impact Score STD DEV
1	Facilitate continuing professional development and the means for maintenance of certification	S	4.6	2.1
2	Assure a productive and growing membership base	S	4.6	2.1
3	Create new categories of membership	S	11.2	8.3
4	Develop and implement an effective engagement plan to retain and recruit members	S	5.0	2.8
5	Refine products and services to enhance AAOMR membership	S	7.8	2.2
6	Increase international attendance as well as participation of the local dental community at the Annual Sessions	W	8.0	2.4
7	Enhance the Academy's website to facilitate effective communication with members, decision makers, media, dental associations, dental schools and the general public	W/S	7.4	7.1
8	Increase methods and avenues to improve dialogue with the membership	W	6.4	2.7
9	Sustain and enhance the Academy's Newsletter	W	8.6	4.6
10	Promote the Academy's Speakers' Bureau to other disciplines and the public	W	7.8	2.3
11	Be a leader in life-long-learning activities services for the membership during and beyond the confines of the Annual Session	W	9.2	3.6
12	Become a leader in web-based learning	W	9.2	9.2
13	Tailor educational activities to meet the needs of members and allied health professionals	S	7.0	2.0
14	Reduce reliance on member dues by developing alternate revenue sources	W	9.4	6.2
15	Foster relationships with corporate entities with the aim of strengthening OMR	O	7.2	2.8
16	Promote industry participation in the AAOMR meetings and activities	T	5.4	2.3
17	Keep the AAOMR financially sound	S	3.6	1.3
18	Ensure fiscal responsibility by prioritizing all expenditures in accordance with a plan and within the AAOMR's resources	S	4.2	2.4
19	Continually reassess organization structure to ensure efficient and effective operations	W/S	7.8	4.9
20	Manage the organization based on tenets of the strategic plan	W/S	5.8	2.8
21	Develop organizational and individual skills and talents to enable implementation of the strategic plan	W/S	6.0	3.2

The bolded rows represent the four (4) best ranked (value x resources) Goals grouped under Mission Statement #3.

Goal 1 Rationale: The primary role of the Academy is to serve the profession and the members of the Academy. In this role, the Academy should identify opportunities for the continuous professional development of its members. During

SWOT analysis, the SPC members consider the current activities of the Academy as a major strength. The SPC members recommend that the Executive Council (EC) of the AAOMR include critical-need topics in the annual meeting lectures. The EC should identify recognized experts from its membership base and also from across the globe for such lectures. The annual meeting should provide the attendees with a substantial number of CE credits for the maintenance of certification.

Goal 2 Rationale: The SPC members viewed the stable membership of the AAOMR as a strength. However, compared to other dental specialties, the AAOMR has a small membership base. For residents in OMR programs, a reduced membership fee is an incentive. All newly graduated OMRs should be strongly encouraged to retain their membership of the Academy. The reasons for the attrition of the membership should be identified. Attrition should be prevented as much as possible.

Goal 17 Rationale: For a relatively small organization, the AAOMR is financially stable. The SPC members identified the diligence and wisdom of the previous leadership in investing in worthy causes. The Academy continues to run on a lean budget. The membership fees and meeting attendance fees should be maintained at a reasonable level to keep the Academy financially sound. The SPC members acknowledge that the dedicated EC members are volunteers.

Goal 18 Rationale: The fiscal responsibility of AAMOR leadership is currently a strength. The Academy should continue on the established path of responsible expenditure. Even though the Academy is financially stable, new projects and expenditures should be reviewed within the available resources. Major expenses, e.g., annual meetings and travels by the officers, should be carefully reviewed. Travel expenditures should require prior approval.

Mission Statement 4: Shape and advance scientific knowledge in OMR by fostering research

	Goals	SWOT Analysis	Impact Score AVERAGE	Impact Score STD DEV
1	Evaluate new technology and its applications	W	14.3	7.8
2	Promote studies to measure the impact of standards on the quality of patient care	W	10.3	3.2
3	Sustain and enhance the Oral Radiology Section of “Oral Surgery, Oral Medicine, Oral Pathology, Oral Radiology”	S	4.5	2.6
4	Recognize that research is the basis for future practice and continue to reward research excellence at various levels	S	5.0	4.1
5	Monitor and assess new technologies for incorporation into radiological practice	W/S	13.5	8.7
6	Leverage clinical and health services research to increase the scope of AAOMR activities	O	10.0	4.2
7	Increase AAOMR membership awareness and recognition of the importance of research	S	5.8	3.3
8	Increase AAOMR membership participation in research through promoting scientific presentations at the Annual Session and in publications	S	4.0	3.2
9	Collaborate with other dental specialties to develop a strategic approach for new technologies such as image-guided treatment	O	7.3	3.6

The bolded rows represent the three (3) best ranked (value x resources) Goals grouped under Mission Statement #4.

Goal 3 Rationale: The official journal of the Academy is “*Oral Surgery, Oral Medicine, Oral Pathology, Oral Radiology (OOOO)*.” In SWOT analysis, the journal is a strength. Our members should be encouraged to submit quality manuscripts to the journal for publication. The SPC members acknowledge that the Academy is creating a mentorship program to nurture new investigators in developing fundable research proposals and writing quality manuscripts for publication. The best reviewers of the journal are currently identified in the annual session. The AAOMR leadership should consult with the section editor in identifying pathways to improve the impact score of the journal.

Goal 4 Rationale: For the general public, a picture of a dentist looking at a radiograph is portrayed as cutting-edge technology. This perception is based on truth, as radiology research, both clinical and basic science, has catapulted the practice of medicine and dentistry to newer levels. Currently, the Academy has several awards for research presentations at the annual session. The Academy has also awarded research grants to new investigators. Such efforts should be continued and expanded. Some of these awards are provided by the industry. The SPC members suggest that the Academy solicit wider support from corporate members in promoting research.

Goal 8 Rationale: The Annual Sessions of the Academy are the ideal venues for collaboration and presentation. The SPC members consider the scientific presentations at the annual meeting as a definite strength. Poster and oral presentation hours should not conflict with other activities of the Academy. The presenters should be encouraged to develop their work for publication in *Oral Surgery, Oral Medicine, Oral Pathology, Oral Radiology (OOOO)* or other journals.

*We are standing on the
shoulders of the giants
who established the
principles of radiographic interpretation*

“

To correctly read a radiograph, to see all there is in it to be seen, and to understand it to mean what it stands for, requires experience and an intimate knowledge of the anatomy and pathology of the parts under observation.

-Howard Riley Raper, DDS
Elementary and Dental Radiography, page 136
1913

“

It is to be acquired by practical experience which must have for its foundation, first, a thorough knowledge of the anatomy of the parts involved; second, a familiarity with the appearance in the radiograph of the dental and oral structures under normal conditions; and, third, a knowledge of the pathological conditions which may develop in these structures, and the character of the anatomical changes which they bring about.

-James David McCoy, DDS
Dental and Oral Radiography, page 127
1916

Mission Statement 5: Nurture advanced specialty residency education in the US

	Goals	SWOT Analysis	Impact Score AVERAGE	Impact Score STD DEV
1	Foster relationships with and influence decision-makers within the ADA, ADEA, AADR, AGD, and other dental specialty organizations	O	6.8	5.6
2	Encourage active organization involvement of residents and young OMR clinicians in AAOMR activities	S	4.2	3.5
3	Encourage and facilitate through mentoring the rise of junior members through the ranks	W	5.0	3.3
4	Provide leadership training opportunities for new members	S/W	6.8	3.2

The bolded rows represent the two (2) best ranked (value x resources) Goals grouped under Mission Statement #5.

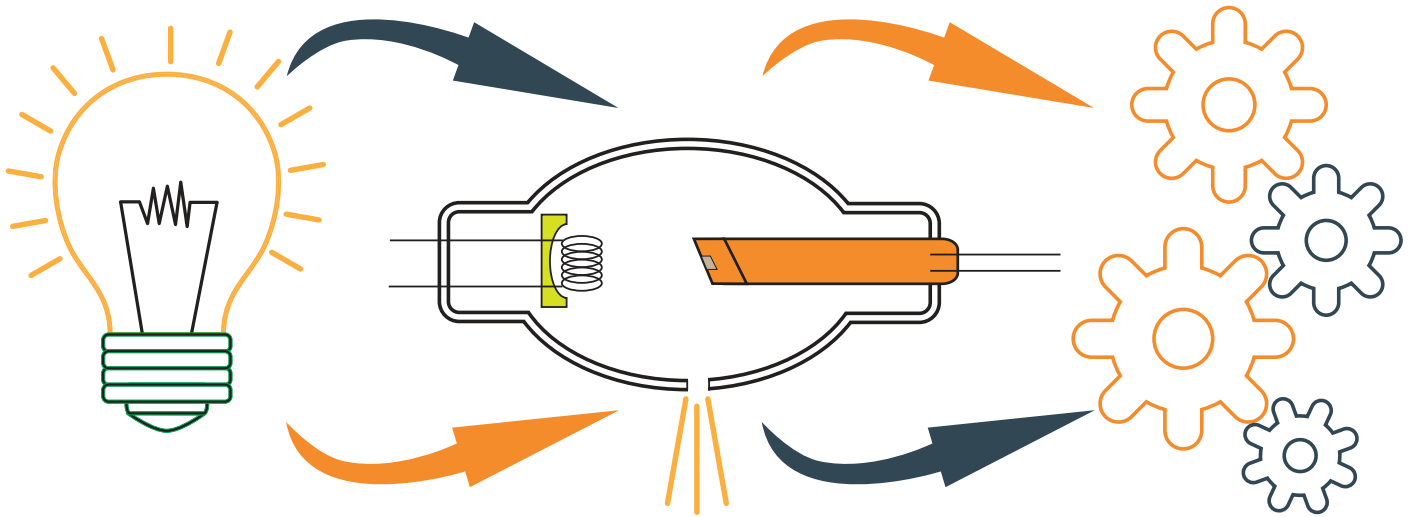
Goal 2 Rationale: The 2018-2019 SPC members believe that the vibrant community of OMR residents and young OMR clinicians is a definite strength for the AAOMR. To harness their energy and spirit, the SPC members recommend the continuous involvement of the residents and young OMRs in the leadership roles of the academy. The resident committee is already active. The leadership should have regular communication with the resident committee members in supporting their academic and career goals. Currently, there are nine OMR residency programs in the United States. The SPC members suggest that the academy take active roles in establishing collaboration between the residency programs. Further, the academy should improve and invest in the ABOMR examination preparation.

Goal 3 Rationale: The SPC identifies the low involvement of the junior members in the activities of the academy is currently a weakness. In the opinion of the SPC, this weakness can be corrected with the minimum of fiscal investment. Therefore, the SPC puts a high emphasis on this goal. The academy should facilitate the growth of the membership amongst the resident and junior members. Whenever possible, committees should include residents and junior members. The SPC recommends that committee members should be recruited from different residency programs to ascertain broad representation.

Strategic Plan Goals 2018-2023

- *Develop standards and guidelines for quality practice and express these through the publication of position papers*
- *Keep AAOMR financially sound by ensuring fiscal responsibility, including enhancing revenue and prioritizing all expenditures within AAOMR's resources*
- *Increase AAOMR membership participation in research by promoting scientific presentations at Annual Sessions and in publications*
- *Encourage active organization involvement of residents and young OMR clinicians in AAOMR activities*
- *Sustain and enhance the Oral Radiology Section of OOOO journal*
- *Facilitate continuing professional development and the means to maintain certifications*
- *Assure a productive and growing membership base*
- *Foster relationships with national and international OMR organizations, as well as medical radiology organizations*

Strategic Plan: Goal Implementation Phase



The 2018-2019 Strategic Planning Committee (SPC) members explored implementation of the Strategic Plan Goals over the next 5 years. Moreover, SPC members identified resources, such as various committees, Executive Director, association management company, and AAOMR members, that can optimally facilitate achievement of these Goals. The following Implementation Plan was approved by the Executive Council (EC) on 08/21/2019:

- AAOMR President issues a charge to specific committees that states, “The SPC has determined that the following Strategic Plan Goal is an essential part of AAOMR’s long-term Strategic Plan: ___.” Additionally, the charge requests that the committee defines 1-, 3-, and 5-year actions and establishes measurements toward fulfilling the stated Goal.
- The charged committee submits a brief semi-annual report using a template supplied by the SPC. From the report, SPC members assess outcome of the committee’s actions and measurements to determine whether the stated Goal is attainable.
- The SPC presents findings (i.e. Goals met or not met) and recommendations to the EC. If the EC agrees with the findings and recommendations, AAOMR President recognizes committees that are on track to achieve Goals and engages with chairs of committees that are not meeting Goals for problem solving.

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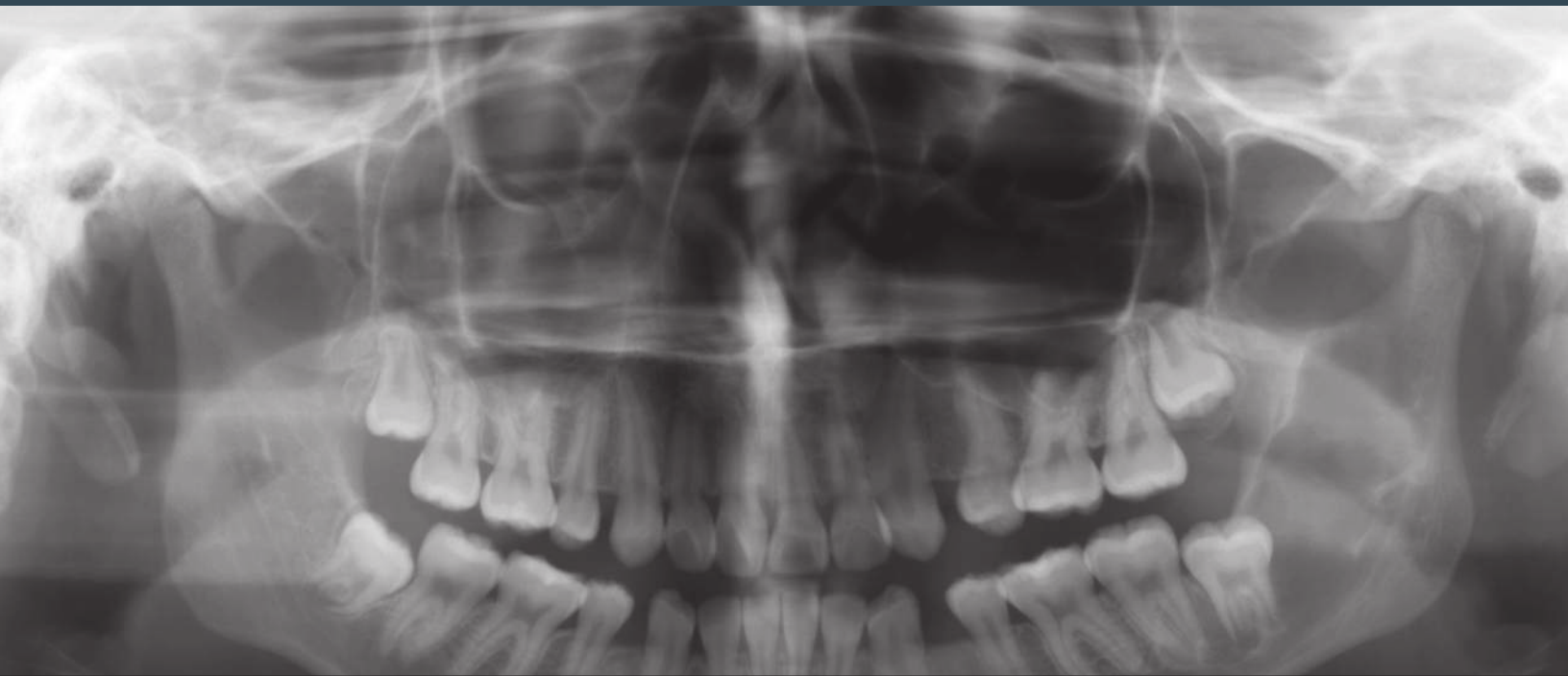
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Our Vision: The AAOMR will be the recognized leader in oral and maxillofacial radiology (OMR), serving patients and health professionals.

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