

2025-2029 Strategic Plan

University of Rochester Medicine

Imaging Sciences



Table of Contents

Message from the Chair 2

Vision, Mission, Shared Values 3

Strategic Goal #1 ..... We Grow Our People 4

Strategic Goal #2 ..... We Drive Improvements in the Health of Our Communities 5

Strategic Goal #3 ..... We Transform the Field of Imaging 7

Strategic Intent 9

A Process of Collaboration, a Goal to Serve our Patients



Jennifer A. Harvey, MD

The Department of Imaging Sciences experienced tremendous growth from 2020 to 2025, doubling our study volume and growing faculty and staff to meet the needs of the institution and region. Offering cutting-edge imaging modalities, including advanced MRI, dual-energy computed tomography (CT), contrast-enhanced mammography, and innovative theranostic treatments, we are nationally recognized for excellence, at the forefront of medical imaging technology.

The department is known for comprehensive Quality & Safety programs that are considered among the best in the country because of the emphasis on patient safety, procedural accuracy, and continuous quality improvement.

Additionally, we are pioneers in integrating artificial intelligence (AI) into clinical workflows, research, and diagnostics. With a portfolio of 15 pixel-based AI programs – more than any other academic institution – to detect urgent medical conditions such as pulmonary embolism and stroke, and to screen for breast cancer, the department has significantly enhanced diagnostic accuracy and speed.

AI applications are also employed to reduce image noise, thereby improving image quality while decreasing scan times. This technological advance increases patient comfort and optimizes workflow efficiency. Furthermore, AI helps generate more precise and reliable reports, supporting clinicians in making informed decisions.

Our leadership in the use of AI expands upon our historic contributions to optics research, dating back to the Kodak era, when the department played a pivotal role in the development of ultrasound technology. We take great pride in continuing this legacy of innovation in research and clinical care.

It is with great enthusiasm and a shared sense of purpose that we present our department's comprehensive strategic plan for the next five years. This document embodies our collective vision, strategic priorities, and the actionable steps we intend to undertake to achieve our goals.

As we navigate an ever-evolving landscape, our commitment remains steadfast: We will foster innovation, drive excellence, and contribute meaningfully to our institution's broader objectives.

Our key strategic priorities include:

- We Build oUR People
- We Drive Improvements in the Health of oUR Communities
- We Transform the Field of Imaging

We are well-positioned to accomplish these goals.

This strategic plan is not merely a document; it is a roadmap that reflects our dedication to continuous improvement, adaptability, and proactive leadership. It outlines our key initiatives, resource allocations, and performance metrics designed to ensure accountability and measurable progress. We recognize that success depends on the collaborative efforts of every team member, and this plan serves as a guiding framework to align our efforts and inspire excellence across all levels. This strategic plan is a testament to our resolve to not only meet but exceed expectations, ensuring our department remains a vital contributor to the institution's success.

We invite all team members, partners, and stakeholders to actively engage with this plan and provide feedback and insights to help us refine our strategies and achieve our shared vision. Together, we are building a resilient, transformative, and impactful department that stands as a model of excellence and innovation in our field.

I look forward to all we will achieve together as we shape the future of our department and embark on this exciting new chapter.

With great pride,

Jennifer A. Harvey, MD, FACR, FSBI

Dr. Stanley M. Rogoff & Dr. Raymond Gramiak
Professor and Chair, Department of Imaging Sciences

Vision & Mission Statements

Vision:

The Department of Imaging Sciences will leverage cutting-edge technology, data-driven strategies, and compassionate, expert clinicians to deliver the highest standard of imaging care. We will solve all clinical questions posed by our referring providers and patients, advance impactful research, and educate the imaging professionals of the future.

Mission:

To deliver outstanding diagnostic and therapeutic imaging services that improve the health of our communities and transform imaging care through unparalleled teamwork, innovation, and education.

Shared Values

- People First
- Accountability for Excellence
- Community Health Impact
- Transformational Innovation
- Clinical and Operational Excellence
- Collaboration and Partnership







By The Numbers

Members

360 Technologists
55 Sonographers
90 RN's
145 Clerical
90 Ambulatory Techs

Trainees

46 residents
7 fellows

Faculty/Staff

115 Radiologists
8 Research faculty
18 APP's

Research Dollars

$4M

Clinical Locations

8 hospitals
24 locations
(unique sites)

Volumes

1,122,151
exams in FY25

GOAL #1

We Grow Our People

The Department of Imaging Sciences is committed to fostering a high-performing, innovative, and supportive environment that attracts, develops, and retains exceptional talent. Guided by the principle of "We Grow Our People," the department is strategically positioned to build robust training partnerships, support a thriving workforce, and advance a culture of scholarship and academic excellence. This initiative underscores the department's dedication to professional growth, well-being, and long-term success.

The department will strengthen recruitment and workforce development by establishing and expanding training partnerships with regional training programs, medical schools, residency and fellowship programs, and professional organizations. This will enhance visibility as an employer of choice and create clear, sustainable talent pipelines that attract highly qualified, mission-aligned faculty and staff. It will improve retention and engagement by implementing transparent career pathways, expanding mentorship, supporting leadership development, and recognition programs, and using structured feedback mechanisms to foster inclusion, professional growth, and long-term commitment.

It will promote wellness through comprehensive initiatives that support mental, physical, and emotional health, advancing resilience and work-life integration.



The department will advance a broad culture of scholarship by fortifying research infrastructure and faculty development, strengthening interdisciplinary collaborations, increasing scholarly output and national visibility, and expanding access to research funding, grants, fellowships, and professional development opportunities.

The Department of Imaging Sciences is poised to lead with purpose and vision, cultivating a culture that prioritizes growth, well-being, and academic excellence. By investing in its people and infrastructure, the department will continue to advance its mission and remain a cornerstone of innovation and leadership within the University of Rochester and beyond.

Actions & Metrics

RECRUITMENT & TALENT DEVELOPMENT

Actions:

Will strengthen recruitment and workforce development by establishing and expanding strategic training partnerships with regional training programs, medical schools, residency and fellowship programs, and professional organizations, enhancing visibility as an employer of choice, and creating clear, sustainable talent pipelines that attract highly qualified, mission-aligned faculty and staff.

Metrics:

Recruitment and wellness initiatives will be implemented and refined on an ongoing basis with annual evaluation.

1. Time to Fill (by modality)

- Monitor days from job posting to accepted offer for CT, MRI, IR, X-ray, etc., in order to identify recruiting issues versus "pipeline" issues.



RETENTION & ENGAGEMENT

Actions:

Implement clear career pathways, expand mentorship and leadership programs, and foster inclusion, professional growth, and long-term commitment.

Metrics:

Retention strategies will be phased in over 1 to 3 years, with continuous monitoring.

1. Voluntary Turnover Rate

- Monitor overall annual voluntary exits related to average staff size and by modality/area

2. Vacancy Rate

- Monitor open positions related to total budgeted positions with the goal of being below 8–10% to ensure efficient throughput, patient access, and morale.

WELLNESS

Actions:

Promote wellness through comprehensive initiatives that support mental, physical, and emotional health, advancing resilience and work-life integration.

Metrics:

Annual review and benchmarking of ACGME faculty and resident survey results with attention to sustaining above-average ratings for the radiology subspecialty for questions about well-being. Annual review and benchmarking of hospital survey results for all imaging sciences employees, whether well-being index, Gallup, or other survey instruments selected by the Office of Wellbeing. Department-level surveys regarding specific wellness initiatives, including well-being lectures for residents, wellness events, and initiatives organized by the well-being committee.



SCHOLARSHIP & ACADEMIC EXCELLENCE

Actions:

Fortify centralized administrative support for research projects, expand interdisciplinary collaborations, architect a faculty mentoring pipeline with the goal to boost both departmental scholarly output and national visibility, and expand access to research funding, grants, fellowships, and professional development.

Metrics:

Scholarly growth and research expansion will progress over three to five years. During this period, specific mentoring initiatives will be led by the Faculty and Professional Development Committee.
A centralized repository of readily accessible resources to aid scholarly productivity will be created and continually updated on the Department's intranet (SharePoint).





We Drive Improvements in the Health of Our Communities

The Department of Imaging Sciences is committed to driving transformative changes in population health and health equity through data-driven innovation, enterprise standardization, and patient-centered care. By leveraging advanced technologies, fostering interdisciplinary collaboration, and addressing systemic gaps in care, the department is positioned to deliver measurable improvements in health outcomes, operational efficiency, and equity.

The department will implement three AI-enabled opportunistic screening programs over three years to identify patients at risk for high-morbidity conditions, enabling earlier diagnosis and prevention, reducing the total cost of care, and strengthening interdisciplinary collaboration through structured data sharing and impact evaluation. It will establish, within two years, a standardized enterprise governance framework for imaging protocols, equipment, workflows, and education to ensure consistent quality, regulatory compliance, operational efficiency, and optimal resource utilization across all modalities and sites. Over three years, it will launch three enterprise population health initiatives: 1) expanding vascular care services, 2) enhancing transportation and outreach to underserved populations, and 3) scaling virtual colonoscopy programs, to improve access, coordinate care delivery, address gaps identified through data analytics, and enhance patient outcomes, satisfaction, and equity.

The Department of Imaging Sciences is at the forefront of advancing population health and health equity through innovative, data-driven solutions and enterprise-wide alignment. By prioritizing early detection, standardization, and equitable access to care, the department is poised to deliver transformative results that align with institutional priorities and the broader mission of improving health outcomes for all.





Actions & Metrics

OPPORTUNISTIC SCREENING

Actions:

Advance enterprise-wide opportunistic screening through the deployment of AI and data-driven insights to identify clinically significant incidental findings in patients earlier, reduce the total cost of care, and strengthen interdisciplinary clinical collaboration.

Metrics:

- Increase early-stage disease detection across targeted populations
- Demonstrate reduction in avoidable downstream utilization and cost of care
- Improve patient outcomes, experience, and health equity metrics
- Enhance care team integration supported by data-enabled clinical pathways
- Establish performance dashboards with continuous evaluation and optimization

ENTERPRISE ALIGNMENT

Actions:

Establish a unified enterprise imaging framework that standardizes protocols, workflows, governance, and education to ensure consistent quality, regulatory compliance, operational efficiency, and scalable growth.

Metrics:

- Enterprise-wide adoption of aligned imaging protocols and workflows
- Improve diagnostic accuracy, report turnaround times, and operational throughput
- Sustain regulatory compliance and adherence to industry best practices across the imaging enterprise
- Optimize resource utilization and measurable cost stewardship
- Ongoing quality oversight through formal governance and performance reporting

IMPROVE POPULATION HEALTH

Actions:

Strengthen population health impact by expanding high-value imaging services, improving access for underserved communities, and leveraging data to close care gaps and advance health equity.

Metrics:

- Expand access to vascular and advanced screening services
- Reduce disparities in screening participation and diagnostic follow-up
- Improve community-level health outcomes aligned with institutional priorities
- Increase utilization of innovative care delivery models *(e.g., virtual and distributed care)*
- Data-driven identification and remediation of care gaps across populations



We Transform the Field of Imaging

The Department of Radiology is strategically positioned to become a national leader in imaging innovation by advancing artificial intelligence (AI), strengthening translational research, and optimizing clinical operations. Through a comprehensive approach that integrates cutting-edge technology, robust research infrastructure, and operational excellence, the department is poised to accelerate discovery, enhance patient care, and advance academic scholarship.

The Department will expand and validate AI systems to improve diagnostic accuracy, automate workflows, and support commercialization, while integrating AI into education and accreditation. It will build a robust translational research pipeline through dedicated infrastructure, academic and industry partnerships, streamlined study administration, increased grant activity, and expanded clinical protocols. Clinical operations will be optimized with standardized imaging protocols, deployment of advanced technologies, and measurable improvements in throughput, efficiency, and cost savings. Collectively, these efforts will accelerate innovation, enhance patient care, and advance scholarship.

AI pilot programs and vendor evaluations will be implemented within 12–24 months, with complete stabilization of AI-driven workflows within five years. Translational research infrastructure and team-building objectives will be achieved within three years, with funding and publication goals realized by year five. Clinical operations improvements will be phased, with CT leadership established within one year and full operational enhancements across modalities completed within five years.

Actions & Metrics

AI INTEGRATION

Actions:

Develop, expand, and validate AI systems to improve diagnostic accuracy, increase radiologists' reading efficiency, automate workflows, support commercialization, and integrate AI into education and accreditation.

Metrics:

- Clinically evaluate and deploy 2-3 radiology AI applications annually, publish 20 AI-related papers, and submit 5 AI-focused grant proposals (with 2 funded) within five years
- Create a human resource and technical infrastructure for scientific evaluation of AI systems in clinical practice, including post-deployment surveillance
- Document improvements in turnaround times, diagnostic accuracy, and radiologist workflow efficiency



TRANSLATIONAL RESEARCH PIPELINE

Actions:

Build a robust pipeline through dedicated infrastructure, academic and industry partnerships, streamlined study administration, increased grant activity, and expanded clinical protocols.

Metrics:

- Submit 10 large grant proposals, achieve $2 million in annual research funding within 5 years, and increase active clinical protocols beyond 53
- Complete structural goals in 3 years, with funding and publication goals by year 5

OPTIMIZED CLINICAL OPERATIONS

Actions:

Standardize imaging protocols, deploy advanced technologies, and achieve measurable improvements in throughput, efficiency, and cost savings. Deploy new technologies, such as dual-energy CT and photon-counting CT. Deploy advanced AI denoising on MRI scanners to reduce scan times and reduce the backlog of unscanned patients.

Metrics:

- Reduce MRI backlog, improve throughput, and document cost savings
- Deploy CT leadership within 1 year, with broader improvements over 5 years.

Strategic Intent

To position Imaging Sciences as a nationally recognized academic leader by advancing excellence in research, education, and clinical care—leveraging innovation, emerging technologies, and interdisciplinary collaboration to transform diagnostics and improve patient outcomes.



Ways to Give

Philanthropic support is essential to advancing the vision of our Imaging Sciences Department and accelerating progress beyond what traditional funding allows. Your generosity enables the development of cutting-edge imaging technologies, supports groundbreaking research, and helps train the next generation of innovators in the field. With your partnership, we can expand discovery, enhance diagnostic and treatment capabilities, and make a lasting impact on healthcare and research.

We invite you to join us in shaping the future of Imaging Sciences through meaningful and transformative giving.



MELIORA

University of Rochester Medicine

Imaging Sciences