

IPEM 2025

Developing the professional, improving
healthcare, transforming lives together.

Contents

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Foreword

Foreword

IPEM's mission is to improve health through Physics and Engineering in Medicine. Our vision is one in which professionalism drives improvements in diagnosis, treatment and care, transforming the lives of patients. Our members, the professional community of medical physicists, biomedical engineers and clinical technologists working in hospitals, academia and industry around the world are the people who deliver our mission and vision.



Professor Stephen O'Connor
President, IPEM

Foreword

Growth of the professional development activities of our members and the impact of our scientific leadership is the cornerstone that will drive our operations. In our strategy, you will see how we are planning to deliver that growth. We shall simplify IPEM's range of activities by focusing on what really matters, that is working in the public interest to support and maintain standards and practice development across our professional community. It will guide how we allocate our resources, bring together the charitable, professional, learned society and commercial elements of the organisation, and align the efforts of both staff and volunteers.

In this strategy document, we shall explore the three major roles that our Trustees have endorsed, namely professional development, community and leadership. You will also get an insight into IPEM's new brand. Uniting these complementary elements is an evolved set of values developed alongside members which support our updated mission and vision for the future.

This is the beginning of a range of exciting developments. Next steps include a refreshed, long term plan for our journals, a strategic approach to knowledge management and a new IPEM website.

As we take time to reflect on the tragedy of the pandemic emergency, which will shape our professional and personal lives for years to come, this strategy also seeks to support IPEM members as the disruption continues.

Months of staff and volunteer time has been dedicated to developing this exciting progression for our organisation. I would like to thank everyone involved for bringing it about. I commend this strategy to you and look forward to IPEM's continued growth and success.

Professor Stephen O'Connor
President, IPEM

Foreword



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President, IPEM



What does IPEM do?

Fundamentally, IPEM's role is captured in our Charitable Objects, expressed in our Articles of Association:

To promote for the public benefit the advancement of physics and engineering applied to medicine and biology and to advance public education in the field.

To bring this to life, and as part of our development of a new strategy, IPEM has restated its Mission, Vision and Values:

➤ **Our Mission**

Improving health through Physics and Engineering in Medicine

➤ **Our Vision**

Developing the professional, improving healthcare, transforming lives together

➤ **Our Values**

– **Trusted**

The leading voice in improving health through physics and engineering

– **Inclusive**

Enabling a diverse and inclusive professional community

– **Progressive**

Delivering innovative practice development for the public good

What does IPEM do?

We will deliver our mission and vision in line with our values through:

- › Growth in professionalism through learning and development
- › Growth in membership and engagement with IPEM and with our professional community
- › Growth in impact as an organisation, as an advocate for our members and for physics and engineering in medicine

To achieve this, we will:

- › Offer exemplary governance
- › Ensure we are financially sustainable
- › Be an outstanding employer
- › Provide excellent volunteer engagement
- › Deliver a strategy that is supported by an effective mix of skills and expertise among staff and trustees, with regular opportunities for personal growth and development.

Strategy

We will excel as a provider of learning and development opportunities, in the community role of a proactive and engaged membership body, and at the public role of a charity.

Strategy

Strategy

Our focus will be on:

Professional development

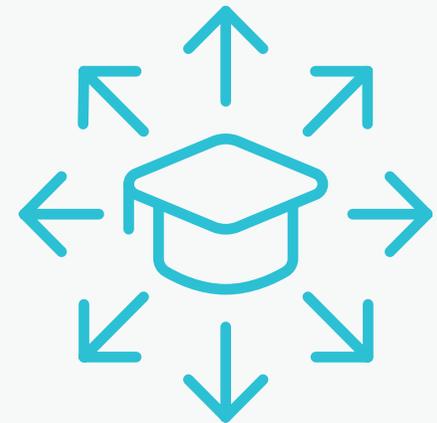
Providing excellent learning and development services that meet the needs of the professional community of physicists, engineers and technologists working in physics and engineering in medicine and biology in hospitals, academia and industry.

Community

Growing and nurturing a vibrant community of practice through our membership, with high professional standards at its core, outstanding volunteer engagement and a real commitment to equality, diversity and inclusion.

Leadership

Championing the importance of professional knowledge and innovation, identifying and raising awareness of the key challenges that lie ahead for physics and engineering in medicine and biology and being a trusted and effective voice for the profession.



Strategy

Strategy

To realise this strategy we must also deliver excellence in the following:

- › Knowledge management and the development of intellectual capital
- › Exploration of opportunities in scientific publishing
- › Commercial management and growth, including delivery of external contracts and services
- › Reputation and relationship management, engagement and communication
- › Financial control, governance and compliance

And we will focus on the following interactions:

- › Members
Recruit, inspire, develop, support and retain
- › Volunteers
Recruit, engage, motivate, retain
- › Customers
Attract, inspire, satisfy and see them return
- › Stakeholders
Engage, support and positively influence

Strategy



Strategic Focus

Professional Development

Strategic Focus

IPEM will support the professional community through the provision of professional learning and development and valued scientific meetings, supported by robust, credible and respected workforce data.

IPEM aspires to be a 'Quality Mark' in education, the End Point Assessor of choice, and an innovative and excellent provider of education, training and research events as well as an influential voice in workforce policy.

Support

Valued

Innovative

Influential

Professional Development

Strategic Focus

Professional Development Goals

- › Support excellence in learning, development and research
- › Develop an offer which underpins the entire range of careers within IPEM's scope
- › Offer the premium 'quality mark' in accreditation
- › Transform IPEM's visibility as a provider of professional learning and development
- › Deliver a range of events and networking opportunities that support the learning and development of our professional community and showcase the work of our members.

Professional Development Strategy

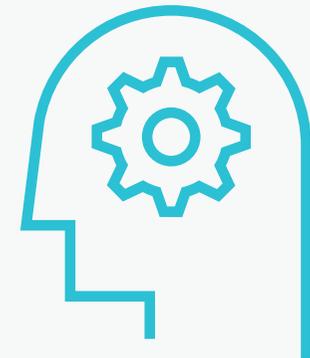
- › Offer a comprehensive and accessible range of inspiring and high quality learning and development opportunities encompassing: scientific research, professional knowledge, professional development, community networking, and leadership
- › Raise our profile as a provider of learning and development
- › Grow our visibility and value as an accreditation service
- › Invest in an online e-learning platform to widen access to training and increase throughput
- › Collect and deploy workforce intelligence and wider training data to deliver greatest impact.

Professional Development

Strategic Focus

Professional Learning

- › Strengthen and promote Route 2/Part II & Clinical Technologist Training Scheme
- › Become accredited as an End Point Assessment Organisation (EPAO) by September 2021
- › Position IPEM as EPAO of choice with employers
- › Facilitate access to the training pathways to registration for both Clinical Scientists and Clinical Technologists, growing numbers in training, the workforce and membership and underpinning the value of membership
- › Use accreditation link with Higher Education Institutes to promote Route 2/Part II directly from MSc and MEng exit points
- › Accredite educational modules against ULAF required to uplift from BSc Physics/Medical Physics to access Clinical Technologist Training Scheme
- › Utilise the new IPEM website and e-learning platform to go further in meeting the needs of the workforce, work with the growing professional knowledge and innovation team to develop a high-quality research scientific programme shaped by horizon scanning.



Professional Development

Strategic Focus

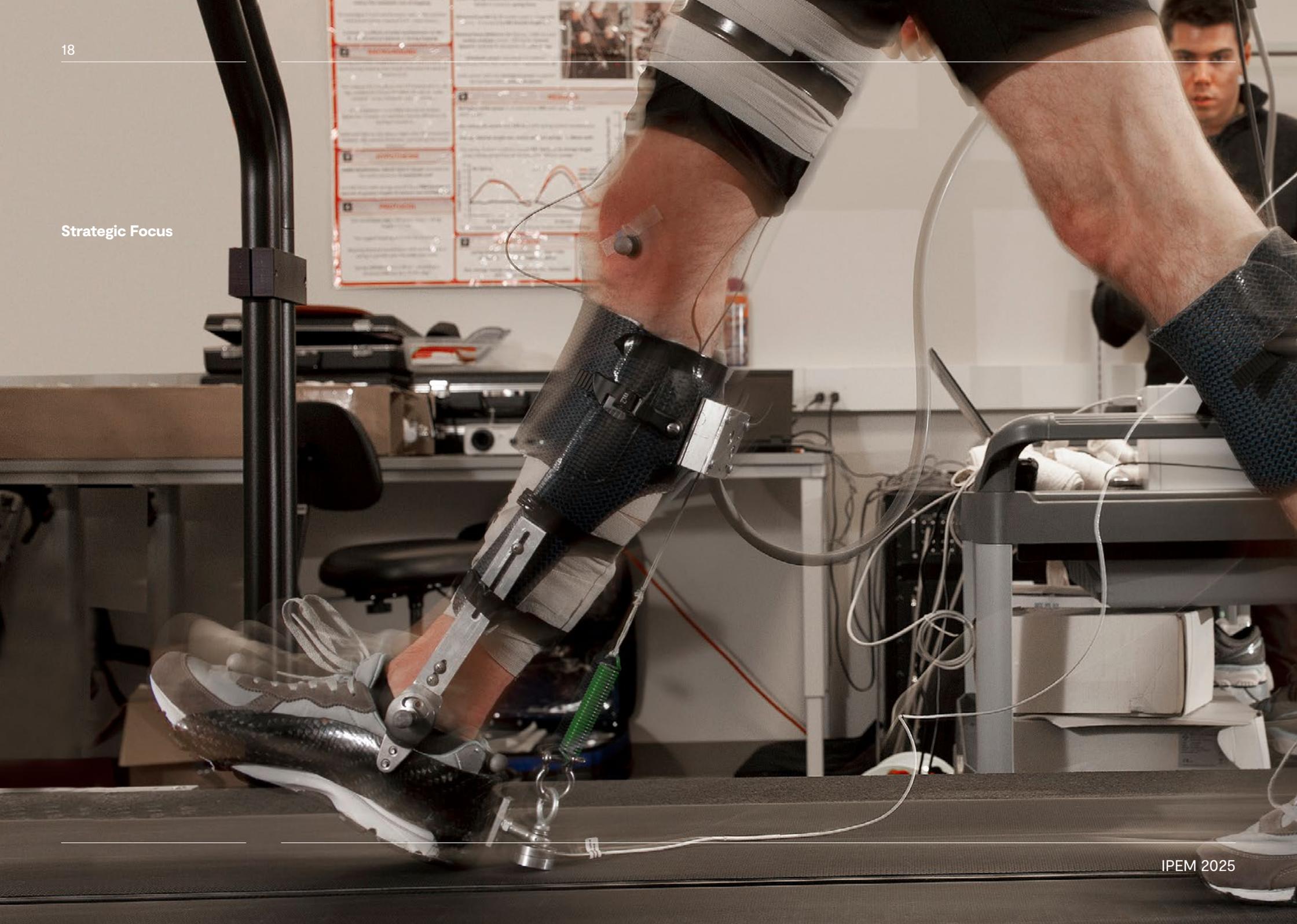
Professional Development

- › Grow the range of learning and development services and events, offering more online options, and increased CPD through a new digital platform, while maintaining a high-quality scientific conference programme
- › Ensure CPD & professional activity is inclusive of and visible to all professional groups (including technologists)
- › Gather advanced practice learning into one accessible, searchable, user-friendly platform
- › Link approved short courses to CPD and pathway to advanced practice.

Scientific Research

- › Provide members with opportunities to present, share and learn about cutting-edge research in relevant fields
- › Offer a high-quality programme of relevant scientific and professional symposia
- › Focus on MPEC, finalising programme early in year
- › Develop links with industry to improve knowledge transfer.

Strategic Focus



Community

Strategic Focus

Our members and volunteers are fundamental to the delivery of IPEM's charitable objective. We must not only recruit, but inspire, develop, support, motivate and retain them.

Our aim is to build the 'go-to' professional community in medical physics and clinical engineering, living by our values to create a community where everyone can participate, and a culture of respecting diversity.

Inspire

Develop

Support

Motivate

Community

Strategic Focus

Community Goals

We will deliver our mission and vision in line with our values through:

- › Growth in membership and engagement with IPEM and our professional community
- › Demonstrating our unwavering commitment to Equality, Diversity and Inclusivity (EDI)
- › Improving the volunteer experience.

Community Strategy

We will continually seek to improve the membership experience and how we present and deliver the benefits of membership.

Our focus will be on providing a community of practice, with high professional standards at its core and engaged and inspired volunteers.

We will strive to remove barriers to inclusion and participation within IPEM and in the wider STEM community.

Community

Strategic Focus

What will IPEM do?

- › Grow IPEM's membership through recruitment and retention, including:
 - Launching a 'Recommend a Friend' campaign
 - Working with our members to capture our Member Value Proposition (MVP)
 - Delivering diverse, regular, memorable and reciprocal engagement and communications with our members.
- › Provide a working infrastructure for a professional community of practice, including mentoring, by:
 - Growing new member groups and stronger links between the Special Interest Groups (SIGs) and the Communities of Interest (Cols)
 - Reinvigorating our mentoring programme to support members in achieving their goals, whether that is registration, the next level of IPEM membership, career progression or other
- › Become synonymous with raising the profile of professional registration by:
 - Effective IPEM-led communication and marketing of the value of Science Council, Engineering Council and RCT registrations.

Community

Strategic Focus

- Demonstrate IPEM's absolute commitment to EDI across all activities by:
 - Developing an EDI action plan based on the Engineering Council / Science Council Framework
 - Improving IPEM's EDI data collection wherever possible
 - Supporting accessibility and inclusion in STEM and in a wider social context
 - Ensuring IPEM develops and maintains a culture of accessibility and inclusion
- Provide outstanding volunteer support by:
 - A new induction programme and emphasis on recruitment and retention including video introductions
 - Improved channels of volunteer communication and high quality information provision
- Deliver an impactful Outreach programme by:
 - Aligning Outreach with EDI to deliver activities that address social mobility
 - Ensuring we have the required equipment and materials available to facilitate member participation
 - Recruiting volunteers for larger events and promote / support national initiatives
- Increased promotion of CPD as a key member value by:
 - Placing greater emphasis on “reflective learning” rather than timetabled training
 - Promoting MyCareerPath as a valuable tool for recording CPD.

Strategic Focus



Leadership

Strategic Focus

To deliver leadership in healthcare science, we will emphasise the importance of professional knowledge and innovation, identify and raise awareness of the key challenges that lie ahead for physics and engineering in medicine and biology and be a trusted and effective voice for the profession.

Integrated, impactful communications and marketing will support the delivery of our ongoing leadership aims, and will underpin our work in offering our members the professional development services they need and growing a genuinely collaborative community of interest and practice.

Knowledge

Innovation

Trusted

Effective

Leadership

Strategic Focus

Leadership Goals

- › Build IPEM's reach, relationships and reputation, and actively develop and engage our customer base across all areas of activity through excellent communications
- › Be an influential advocate for the professional in public policy, anticipating and setting the agenda around future challenges for the profession
- › Facilitate the ideas and energies of IPEM members to support the development of professional knowledge
- › Lead and shape national and international dialogue on healthcare science and encourage innovation.

Leadership Strategy

To boost IPEM's visibility as a leader in the wider context of healthcare science, IPEM will emphasise professional knowledge and innovation and will be an effective voice for the profession.

We will achieve this through:

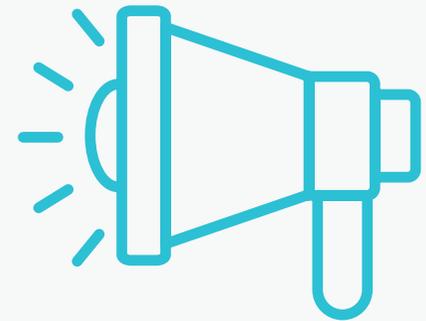
- › Reputation and relationship management, engagement and communication
- › Knowledge management and the development of intellectual capital
- › Understanding and communicating the future operating environment for MPCE professionals
- › Unlocking the potential of our members to shape the future of their profession.

Leadership

Strategic Focus

What will IPEM do?

- › Develop a 'Futures' agenda for physics and engineering in medicine and biology which encompasses horizon scanning, identifying the key challenges and drivers of change, and the development of professional knowledge and innovation
- › Raise IPEM's profile and increase impact through leadership of national and international dialogue and initiatives in medical physics and clinical/biomedical engineering
- › Anticipate, understand and address future changes in the operating environment for members in medical physics, clinical/biomedical engineering, academia and industry, raise awareness of IPEM's role in delivering this
- › Improve the quality and quantity of high value resources produced (such as professional standards, guidance, reports, briefings and events) for members and stakeholders, and communicate them effectively
- › Identify and promote new opportunities for learning and development programmes and other potential commercial services.



Leadership

Strategic Focus

- › Support innovation and professional development through delivery and promotion of IPEM awards, prizes, grants and bursaries, ensuring they reflect the agenda for research and development
- › Enhance science communication efforts through sharing knowledge-based content and providing expert opinion
- › Be a recognised advocate for the profession and a trusted source of information and comment
- › Influence relevant public policy and law
- › Promote careers in our sectors and espouse the values of professionalism
- › Support outreach activity across the UK, aligning it with our EDI agenda to target 'hard to reach' communities.



New Look

A new brand for IPEM

New Look

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The remarkable work of our members vividly demonstrates how science can benefit society in general and patients in particular. Even if people do not know what IPEM does as a charity, just about everyone has heard of medical imaging, cancer treatment and equipment development. Our work is everywhere!

However, to increase our visibility and therefore our influence, we need to be able to present ourselves to maximum effect in a multi-channel, predominantly digital marketplace.

New Look



Our new brand allows the creation and delivery of bold, dynamic, clear and consistent communications whether operating in the real or digital world.



A new brand for IPEM

Strategic Focus

We undertook a process of revisiting our Mission, Vision and Values, a collective exercise which has identified the values that we feel truly reflects IPEM. They need to be authentic, sincere and memorable, to help guide us to achieve our charitable objective.

We are trusted, inclusive and progressive. These are the personal and professional values we bring to life through how we act, how we speak and how we present ourselves. They are the values which we apply to our work, our communications and our appearance. Whether writing a paper, designing a brochure, or organising an event, these values will guide us. We can be satisfied when the work we do elicits a positive response to the following questions: Is it trusted? Is it inclusive? Is it progressive?

We need to be able to better motivate and inspire our members to engage with us and give some of their precious time and expertise if we are to succeed. A clear mission, vision and values that we can all sign up to are now in place. They are now supported by a brand which captures their essence and allows us to be seen and heard as we wish to be.

We are



Trusted

Inclusive

Progressive

A new brand for IPEM

New Look

Our new brand allows the creation and delivery of bold, dynamic, clear and consistent communications whether operating in the real or digital world. It will reduce inconsistencies in how we are represented across visual, written and spoken channels, growing our profile and establishing trust.

In its open and modern look, our new brand is trusted, as it remains recognisably IPEM, whilst its flexibility and digital-first design and deployment is undoubtedly inclusive and progressive.



A new brand for IPEM

New Look

The process

In 2020, following a competitive tender process, Darkhorse Design was commissioned by the new Chief Executive of IPEM to consider the existing IPEM Mission, Vision, Values (MVV) and brand identity.

The task was to identify whether the brand and IPEM Values statements were still fit for purpose. Darkhorse Design was directed to review them both and consider whether they needed to be renewed, refreshed or reinvented.

1

IPEM worked with Darkhorse Design to conduct a detailed member and stakeholder consultation which strongly indicated that a new brand was needed. There was also support for a complete revision of the Mission, Vision and Values that drive IPEM.

2

Darkhorse Design developed an Insight report covering wide ranging proposals including member-led recommendations for organisational change. A steering group was convened which explored the Insight report recommendations relating to the new brand and development of a new set of MVV strategic drivers.

3

The new MVV options were developed and revised through member, team and Board dialogue.

These received final signed off by the steering group and the Board.

4

Branding options were then developed to support the aspirations members had for IPEM, linking strongly to the new MVV.

The preferred branding option was identified through the steering group consultation process, and was signed off by the Board with universal approval.

5

The next stage will be the gradual integration of the new brand and MVVs into the day-to-day workings of IPEM, starting by sharing with our volunteers and wider membership.

A new brand for IPEM

New Look

The design elements explained

A living device

The development of our adaptive living device has been inspired by the orbital shape of a quantum representation of our previous electron. It is known as our 'Shape of Things to Come'. It is an expressive, living device that evolves and adapts to its surroundings and allows our brand to live effectively in both the real and digital world.

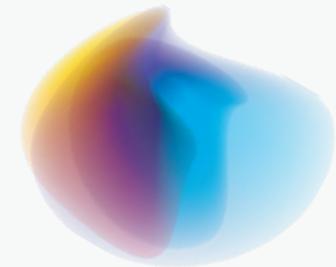
Logo

Our logo has been refreshed and reimagined to retain an echo of the original whilst looking to the future.

Typeface

The new IPEM typeface is Moderat. It is at the heart of the IPEM identity and is the foundation for all our branding. It is clean, distinctive, highly accessible, and available in a variety of styles and weights. This allows for flexibility in both digital and print.

Living device



Logo

IPEM
Institute of Physics and
Engineering in Medicine

A new brand for IPEM

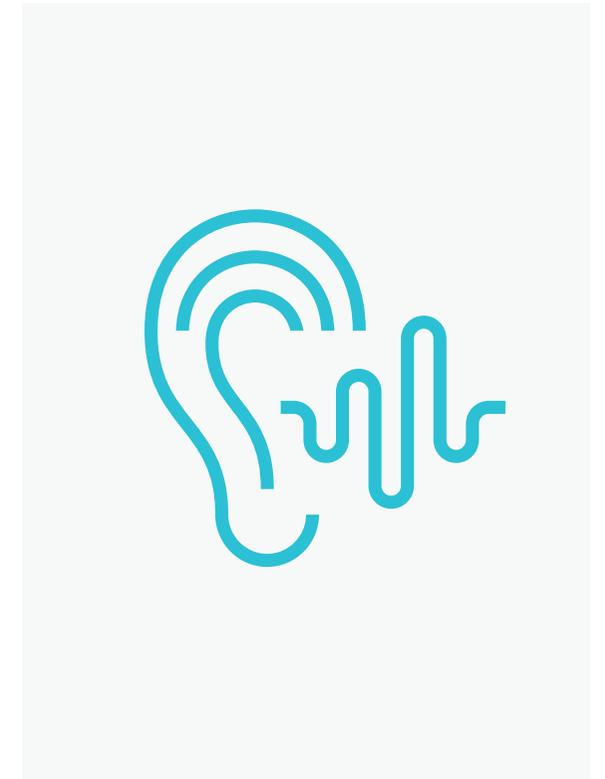
New Look

A sonic brand

What does IPEM sound like? Our stakeholders work across multiple sectors and industries, so it is essential that our brand identity does the same. Our branding is not only visual and verbal, but through sound we have developed an audio sensory trigger which you will hear introducing our films, videos, vodcasts and podcasts.

Tone of voice

Perhaps most importantly, we have thought about the words we use. The way that we talk is a reflection of our brand. When referring to ourselves, we don't say I.P.E.M. or 'the IPEM' – we are 'IPEM'. We are passionate about what we and our members do, so it is important to communicate that in a clear, concise and professional way as well as being open, honest and accessible.



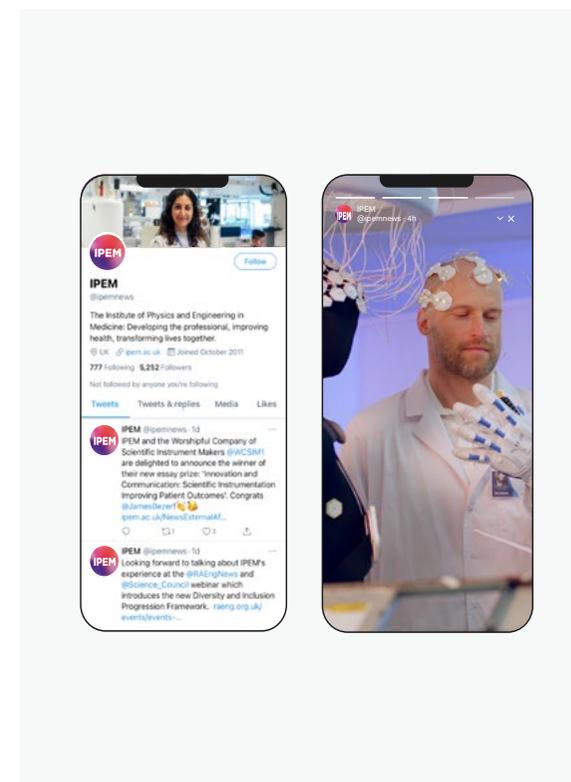
A new brand for IPEM

New Look

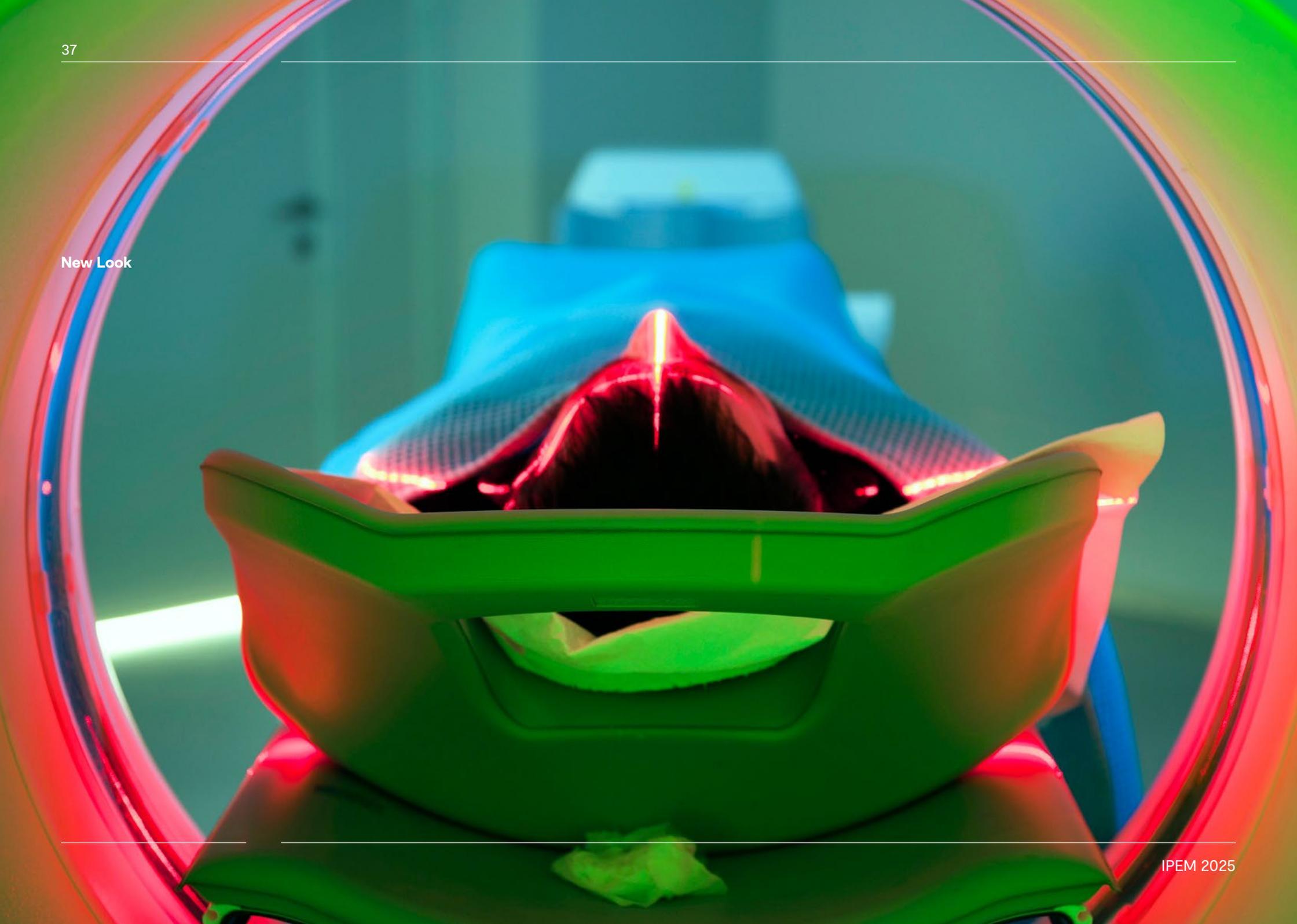
Brand roll out

We are looking forward to sharing our new brand with the world!
We will do so gradually, ensuring our members are informed first before wider deployment:

- June 2021: soft launch with IPEM volunteers
- June 2021: roll out to membership
- July 2021: wider deployment, including branded social media channels, podcasts and video content
- July – November 2021: updating other IPEM assets as needed (whilst avoiding wasting existing materials)
- December 2021: new IPEM website, built entirely in the new brand, it will be representative of our new Mission, Vision and Values, designed to help us deliver our strategy and a responsive and valued tool for our members.



New Look



Next Steps

Next Steps

Next Steps

2021/22

Journals Strategy

Our publications are a vital resource for members and non-members alike. IPEM's e-book programme with publishers IOPP continues to grow, whilst our four international, peer-reviewed journals enable access to the very latest research.

A new journals strategy will aim to reinforce and extend that position, whilst ensuring our journals are flagships for physics and engineering in medicine, and publications within which any researcher is proud to publish.

New IPEM Website

A completely reimagined online presence, optimised for use across all devices, it will encompass membership tools, active communities, a range of resources and a compelling showcase into what our members do and why it matters.

2022

Science Strategy

We are committed to developing a 'Futures' agenda for physics and engineering in medicine and biology which encompasses horizon scanning, identifying the key challenges and drivers of change, and the development of professional knowledge and innovation.

To help deliver our new science strategy, IPEM has appointed its first Professional Knowledge and Innovation Manager. With experience of the full development lifecycle of medical devices and in vitro diagnostics, from benchtop development to pilot plant and full-scale manufacture, she will bring a creative and analytical approach to broaden understanding of the range of activities within IPEM's membership, with an eye to identifying future trends in medical engineering and physics.

Next Steps

Next Steps

Delivery update

January 2022

Any new strategy is only of value if it is acted upon. Strategy is delivered through initiatives and actions, and the importance of effective project and programme management as the driver of organisational strategy cannot be underestimated.

Our strategy is underpinned by detailed operational plans and agreed KPIs which will be monitored and adjusted quarterly.

Tell us what you think

Our new strategy and new brand development could not have happened without the input of our members and volunteers, and feedback will help it grow and develop too. Do let us know what you think of this approach, or any other aspect of our strategic approach via communications@ipem.ac.uk

Next Steps



This is the beginning of a range of exciting developments. Next steps include a refreshed, long term plan for our journals, a strategic approach to knowledge management and a new IPEM website.

Professor Stephen O'Connor
President, IPEM



ipem.ac.uk

