SNMMI’s Timeless Core Ideology

Core Ideology describes an organization’s consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements:

- **Core Purpose** – the organization’s reason for being – and
- **Core Values** – essential and enduring principles that guide the behavior of an organization.

**Core Purpose (Mission Statement):** To improve human health by advancing nuclear medicine, molecular imaging and radionuclide therapy.

**Core Values:**
1. Excellence in patient care
2. Ethical behavior and integrity
3. Respect for all people and ideas
4. Fostering inquiry and reflection
5. Visionary leadership
6. Excellence, professionalism and collaboration
7. Lifelong learning

SNMMI’s Long-Term Vision (10+ Years)

The vision conveys a concrete yet unrealized goal for the organization. It is a clear and compelling catalyst that serves as a focal point for effort. The vision provides direction in establishing shorter-term goals and objectives.

**Vision:** SNMMI is the recognized leader in promoting the value of nuclear medicine, molecular imaging and radionuclide therapy globally.

SNMMI’s 3–5 Year Goals and Objectives

Goals represent outcome-oriented statements intended to guide and measure the organization’s future success. The achievement of each goal will move the organization toward the realization of its vision. Supporting objectives further clarify direction and describe what the organization wants to have happen within individual goal areas—in other words, they’re a descriptive statement of what constitutes success in measurable terms.

**Priority Key:**

- **(I) = Immediate:** work on this objective must be undertaken in the next fiscal year.
- **(M) = Mid-term:** work on this objective should be undertaken in the next fiscal year if at all possible.
- **(L) = Later:** work on this objective can wait until a subsequent fiscal year if necessary.
Domain: Quality of Practice

Goal A: SNMMI members are known for high-quality, value-driven performance and delivery of patient-centered nuclear medicine practice.

Objectives:
1. (I) Increase the development and dissemination of clinical guidance documents, including appropriate use criteria.
   a. Develop appropriate use criteria and procedure standards for NM/MI scans, therapies, and other procedures.
   b. Collaborate with clinical decision support mechanism vendors to ensure proper implementation of AUC.
   c. Review systematic review outsourcing and/or collaboration with other societies.
   d. Ensure volunteer engagement to review AUC recommendations for clinical decision support.
   e. Develop educational materials for AUC dissemination.
   f. Develop and implement a communication plan to inform and educate members about AUCs.
   g. Ensure appropriate staff resources.

2. (I) Ensure the development of value/quality metrics for nuclear medicine.
   a. Identify existing appropriate quality measures (outcomes and processes) for nuclear medicine.
   b. Develop new quality measures (if applicable) for nuclear medicine.
   c. Explore collaborative clinical data registry development.
   d. Promote greater understanding of radiation benefits and levels in the general public and medical field.
   e. Develop relevant educational materials for members.

3. (I) Standardize best practices to enhance operational efficiency.
   a. Streamline collaborative guideline development with other organizations (e.g., EANM).
   b. Standardize the format for development and dissemination of procedure standards.
   c. Develop templates for structured patient reports.
   d. Explore SNMMI accreditation of nuclear medicine and therapy centers.

4. (I) Expand continuing education options for practitioners.
   a. Work with existing programs to improve and expand NM/MI education.

5. (M) Facilitate new service lines in nuclear medicine clinical settings.
   a. Identity novel ways to increase volume of NM/MI scans, therapies, and other procedures.
   b. Educate nuclear medicine physicians and other colleagues.
   c. Develop roadmaps for the nuclear medicine clinic of the future.

6. (L) Improve recognition of the value of nuclear medicine with radiology practice.
   a. Forge alliances with radiology community to encourage greater understanding of NM/MI and obtain infrastructural support for NM/MI training and practice.

Domain: Research and Discovery

Goal B: SNMMI has advanced the development and approval of nuclear medicine and molecular imaging technologies.

1. (I) Encourage and promote research in the field.
   a. Increase the number of facilitated collaborative research efforts among academic sites with industry.
b. Work with the Small Business Advisory Alliance to assist with clinical trials.
c. Identify non-proprietary tracers that academic sites can help move to approval.
d. Continue new business development within the LLC.
e. Reach out to experts in the field to involve them in work groups or coalitions that are producing new studies and papers.
f. Support and foster collaboration between academia and industry; academia looks to industry to translate initial discoveries in patient care into new technology.
g. Create networks to educate researchers so that studies are designed to produce results that the medical community needs and that address patient outcomes.
h. Create and fund new research awards and grants.

2. (M+) Increase the number of initiatives targeting the discovery and validation of diagnostic radiopharmaceuticals, radiotherapeutics and instrumentation.
   a. Organize meetings/events to involve experts from the field in identifying high-impact, unmet clinical needs.

3. (M) Improve the quality of nuclear medicine studies and literature.
   a. Enhance the checklist for JNM submission; enhance editorial enforcement.
   b. Offer categorical session on study design.
   c. Develop a series of papers to publish in JNM focusing on study design and the appropriate areas to include in papers submitted to JNM.
   d. Create a central storage location for all resources.

4. (M) Increase funding for research awards.
   a. Work with the Development Department to identify research funding opportunities.
   b. Work with disease-specific organizations to identify potential areas of collaboration and research support.

5. (L) Enhance research on how nuclear medicine data can be implemented clinically in conjunction with informatics, etc.

**Domain: Workforce Pipeline and Life-Long Learning**

**Goal C:** There is an appropriate number of qualified professionals working in the field of nuclear medicine.

1. (I) Increase the supply of physicians qualified to practice nuclear medicine.
   a. Increase collaboration with stakeholder organizations in nuclear medicine and radiology to develop training program pathways that provide high-quality graduate medical education leading to dual certification in nuclear medicine and radiology.
   b. Advocate for development of institutional, ACGME, and federal policies that facilitate dual diagnostic radiology/nuclear medicine training.
   c. Participate in activities (including AUR, RSNA, ARRS, Aunt Minnie) to increase the visibility of nuclear medicine and encourage residents in diagnostic radiology to consider fellowship training in nuclear medicine.
   d. Provide high-quality continuing education for nuclear medicine practitioners.
   e. Provide a range of educational opportunities to help nuclear medicine physicians and radiologists develop practice competency and expertise in state-of-the-art nuclear medicine, molecular imaging, and radionuclide therapy.
f. Identify and conduct outreach to facilities, hospitals, and academic centers to ensure appropriate training and residency programs are implemented and supported.

g. Forge alliances with the American Board of Medical Specialties and radiology program directors to explain and demonstrate why NM/MI programs and expanded hours are important and necessary.

h. Increase the awareness of NM/MI in medical schools: create resources, provide information about the value of NM/MI professions—that the field is important, viable, exciting, and new.

i. Fund research grants to attract new talent into the field.

2. (I/M) Increase the supply of qualified nuclear medicine scientists.
   a. Identify available training pathways for nuclear pharmacists and encourage development of new training programs.
   b. Advocate for increased research funding, such as training grants, to support post-doctoral fellows preparing for careers in nuclear medicine research.
   c. Identify and encourage sources of funding that can help to support medical physics residencies.

3. (M) Increase recognition of SNMMI as the professional home of all nuclear medicine professionals.
   a. Ensure that educational programs provide value to current and potential members.
   b. Use innovative and novel methods for providing educational content to members and non-members.
   c. Support professional development and member engagement in the society.

4. (M/L) Increase awareness of NM/MI as an appealing and rewarding field for students interested in STEM careers (all professions—physicians, technologists, scientists).
   a. Increase general outreach efforts to high schools and undergraduate colleges, coordinated with outreach activities.
   b. Conduct focused outreach to undergraduate students training in physics and pharmacy.
   c. Conduct focused outreach to medical students and to first-year residents in diagnostic radiology to encourage training in nuclear medicine.

5. (L) Increase recognition of nuclear medicine technologists as the technologist experts in performing nuclear medicine imaging and therapy.
   a. Support efforts of SNMMI Technologist Section to standardize nuclear medicine technologist training.

Domain: Advocacy

**Goal D:** Policymakers understand the contribution of the nuclear medicine and molecular imaging field to improving patient outcomes.

1. (I) Seek improvements in the integrity of the isotope supply chain and components.
2. (I) Improve understanding among those developing new radiotracers and radiotherapeutics of what type of evidence is needed by the FDA to approve them as “safe and effective” and by CMS to determine that they are “reasonable and necessary.”
   a. Advocate for regulatory approval of emerging agents that are safe and effective.
   b. Consistently advocate in legislative and regulatory venues about work that’s being done in the field to foster greater understanding and support of NM/MI work.
3. (I) Ensure adequate and appropriate reimbursement for NM/MI procedures.
   a. Work with other societies and agencies (including insurance) to optimize reimbursement of current and future agents.
4. (I) Enhance state-level advocacy.
5. (L) Address U.S. pharmacopeia compounding issues.
6. (M) Increase visibility with federal legislators (i.e., sponsor an event, education programs, and/or an awards ceremony to raise awareness and recognize the work of those supporting pro-NM/MI legislation).
Domain: Outreach

Goal E: Patients and the medical community recognize the value of nuclear medicine, molecular imaging and radionuclide therapy.

1. (I) Increase the number of patients advocating in support of the value of radiopharmaceuticals.
   a. Advertise patient advocacy activities on DiscoverMI, Facebook, and Twitter.
   b. Recruit local patient advocate champions for nuclear medicine.
   c. Create fact sheets for patients with guidelines they should follow for all procedures.
   d. Create “what to expect” videos.

2. (I) Increase referring physicians’ awareness of new radiopharmaceuticals.
   a. Focus on educating providers and patients outside SNMMI about available tests, ongoing research, and the best criteria and uses for available diagnostics.
   b. Recruit local MD champions.
   c. Create key slides on data supporting nuclear medicine procedures.
   d. Create physician fact sheets on new AUC topics.
   e. Increase the number of referring physicians participating in SNMMI chapter programs.
   f. Develop CME roadshows for new radiopharmaceuticals and new AUCs.

3. (M) Improve collaboration with other medical societies.
   a. Create new opportunities for joint (reciprocal) symposia.
   b. Increase referring physician participation in SNMMI councils/centers.
   c. Develop joint guidelines, white papers and review articles with ASNC, ASCO, ASTRO, AUA, ATA, ASH, etc.

4. (M) Increase SNMMI’s outreach efforts and resources within the imaging community.
   a. Offer presentations at chapter meetings, at the Annual and Mid-Winter meetings, and via webinars.
   b. Disseminate information about current initiatives to smaller NM/MI chapters to reach those who don’t attend the Annual Meeting.
   c. Offer a “Best of SNMMI” annual presentation at meetings of other imaging societies (RSNA, ARRS, ACR, WMIS).
   d. Host online journal clubs.
   e. Reach radiology and medical school residency programs.

5. (M) Increase outreach to hospital administrators.
   a. Collaborate with the Coding and Reimbursement Committee.
   b. Present at the Radiology Business Management Association programs.
   c. Collect data on relative value units and cost effectiveness for nuclear medicine procedures and implications for purchasing expensive technology.

6. (M) Expand financial resources dedicated to outreach activities.
   a. Create proposal for industry funding.
   b. Connect with industry to raise awareness about why they should support what’s being done in the field.
   c. Secure foundation funding.
   d. Develop metrics of program success.
   e. Ensure a 10% increase in funding each year.
   f. Encourage philanthropy through patient advocacy.
Domain: **Organizational Strength and Stability**

**Goal F:** SNMMI has the organizational strength and sustainability to lead the field in a dynamic healthcare landscape.

1.  **(I) Strengthen membership numbers.**
   a. Grow and retain membership.
      i. Membership Committee to create metrics for growth and retention.
      ii. Create new incentives.
   b. Attract members from other primary specialties.
      i. Membership Committee to create working groups to drive growth in other specialties.
      ii. Work with liaisons to other specialty organizations.
      iii. Create hospital/institutional memberships and other new categories of membership.
   c. Attract the next generation.
      i. Create value for next generation at SNMMI events and related events and in publications.
   d. Ensure enthusiasm.
      i. Membership, Marketing and Communications will create communication plan.
      ii. Communicate value of membership for members.
         1. Create a compendium of SNMMI programs and events for members.
      iii. Create a sense of community and networking opportunities among our members.
         1. Engage councils and centers.

2.  **(I) Ensure financial stability.**
    a. Grow financial support for SNMMI programs from new and existing revenue sources.
       i. Create fee-for-service offerings (i.e., create a scanner validation program for physicist consultants and hospitals).
       ii. Develop fundraising component for the Value Initiative.
       iii. Update development plan and strategy annually.
    b. Ensure best operational usage of resources.
       i. Board evaluates; staff develops tools for measurement.
    c. Maintain strong balanced budget.
    d. Maintain reserves of 50% of 6 months’ operating budget; grow capital funds.
    e. **(M) Create an innovation fund.**
       i. Board establishes and recommends level of investment in innovation fund.
       ii. Board and staff build the process to develop the innovation fund, metrics, and outcomes assessment.
    f. Create an industry advisory group and a forum for small business engagement.

3.  **(M) Ensure an effective organizational structure.**
    a. **(I) Create a governance review committee to review the governance structure.**
    b. Create task force for strengthening volunteer engagement, retention and growth.
    c. Liaison with relevant external organizations. Board to review liaison list.
    d. **(I) Ensure appropriate organizational infrastructure; empower technology growth in architecture and application services (i.e., create a 5-year technology plan).**
    e. Ensure the SNMMI Strategic Plan is reviewed and updated annually.