Preamble

Nuclear medicine is undergoing a renaissance, as evidenced by the steady introduction and approval of new radiopharmaceuticals, theranostics, and instrumentation. We have celebrated the U.S. Food and Drug Administration (FDA) approval of new PSMA-targeted prostate imaging and therapy agents, breakthrough research for FAPI PET/CT, new generic SPECT agents, and great advances in artificial intelligence. SNMMI has been there every step of the way to support the field of nuclear medicine and molecular imaging, promoting quality of practice, research and discovery, outreach, and advocacy, all while helping ensure an adequate workforce pipeline for the future. SNMMI strives to enhance the practice of nuclear medicine by providing professionals with the resources needed to deliver high-quality care.

SNMMI is providing the strategic vision and road map to address these changes, demonstrate the true value of the field, and elevate nuclear medicine and molecular imaging—increasing its value to the medical community, regulators, patients, and the public.

SNMMI’s Vision:

SNMMI is the leading global organization transforming the science and practice of diagnostic and therapeutic nuclear medicine.

SNMMI’s Core Purpose (Mission Statement):

Empowering our members to transform the science and practice of precision nuclear medicine for diagnosis and therapy to advance patient care.

Core Values

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

SNMMI’s 3- to 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 are a descriptive statement of what constitutes success in measurable terms.
Domain: Quality of Practice

Goal 1:
Expand integration of best practices in all aspects of nuclear medicine to optimize patient care and access

Objective 1: Increase nuclear medicine involvement in NCCN guidelines

**Tactic 1:** Identify makeup of National Comprehensive Cancer Network (NCCN) writing groups for cancer guidelines that should include nuclear medicine (thyroid, breast, prostate, NET, lymphoma, lung)

**Tactic 2:** Contact SNMMI members previously involved in NCCN to identify obstacles to inclusion of nuclear medicine

**Tactic 3:** Reach out to chairs and members of the groups to explain nuclear medicine and its value in this area

**Tactic 4:** Advocate for SNMMI representation on guidelines when new members are considered

**Tactic 5:** Work to place SNMMI members in NCCN at the board level and on the imaging panel

**Tactic 6:** Consider an opinion article discussing the value that SNMMI members could bring to the NCCN cancer-specific guidelines

**Tactic 7:** Create a database of SNMMI members who are from NCCN-participating institutions that can be utilized for nuclear medicine-related guidelines

Objective 2: Increase the number of designated Radiopharmaceutical Therapy (RPT) Centers of Excellence (COEs) to optimize patient access to nuclear medicine therapies

**Tactic 1:** Identify qualified therapy centers that are potential RPT COEs

**Tactic 2:** Identify volunteers in region to personally contact and encourage to apply

**Tactic 3:** Identify and reach out to up-and-coming centers to help them become eligible to apply

**Tactic 4:** Expand the RPT COE website to include FAQs, checklists, and testimonials

**Tactic 5:** Revise the application to make it less U.S.-centric

**Tactic 6:** Seek inclusion in U.S. News and World Report

Objective 3: Incorporate best practices in all aspects of nuclear imaging and therapy

**Tactic 1:** Develop a best-practice white paper to include equitable access for patients and accessibility to nonacademic hospitals

**Tactic 2:** Survey members about how SNMMI and non-SNMMI procedure standards and appropriate use criteria are being used

**Tactic 3:** Create and provide resources to help members educate other specialties within their institutions

**Tactic 4:** Analyze data in RaPTR and RaPTR+PLUS registries to identify areas to improve quality in the performance of RPTs

**Tactic 5:** Actively interface with other medical specialty organizations to optimize contribution of nuclear medicine and molecular imaging in patient care pathway

**Tactic 6:** Develop, disseminate, and educate on appropriate use criteria for nuclear medicine scans, radiopharmaceutical therapies, and other procedures

**Tactic 7:** Establish quality measures for nuclear medicine scans, radiopharmaceutical therapies, and other activities

**Tactic 8:** Develop procedure standards for all newly approved diagnostic and therapeutic radiopharmaceuticals and for associated activities, such as dosimetry, in a timely fashion

**Tactic 9:** 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 RPT procedures
Domain: Research and Discovery

Goal 2:

Accelerate discovery, research, and translation in nuclear medicine and molecular imaging through funding, education, and support for professionals

Objective 1: Increase research funding and SNMMI infrastructure for research

Tactic 1: Increase research funding for professionals, including residents, fellows, new investigators, and new initiatives through SNMMI (co–principal investigators with physicians and basic scientists)

Tactic 2: Double the amount of funding available through SNMMI over the next 5 years from a variety of sources (baseline number is $500,000)

Tactic 3: Increase funding for R&D

Tactic 4: Increase the number of named awards (individual and corporate-sponsored)

Tactic 5: Develop and grow the Mars Shot Fund

Tactic 6: Engage with federal funding agencies to promote support of nuclear medicine research

Objective 2: Increase education, training, mentorship, and practical content options for personnel involved in research

Tactic 1: Develop online resources for researchers

Tactic 2: Organize meetings/events to involve experts from the field in identifying high-impact, unmet basic science, translational, and clinical needs and to focus on career development and the conduct of research

Tactic 3: Develop a grant-writing course (model after/collaborate with the Radiological Society of North America “Pitch Your Aims” sessions) for physicians, physicists, and chemists

Tactic 4: Incorporate research training topics into existing SNMMI meeting content (using best practices, developing research teams, understanding and meeting technical requirements)

Tactic 5: Develop mentorship program for abstract and grant reviewers

Tactic 6: Develop a series of papers to publish in JNM focusing on study design

Tactic 7: Develop initial standardization of approaches associated with new and emerging technologies

Objective 3: Increase the visibility and scope of SNMMI for disseminating pivotal trials and impactful research

Tactic 1: Support presentation of clinical trial results at SNMMI through the scientific program, support travel for nonmembers, and increase publicity

Tactic 2: Consider summaries, commentaries, and other publications in JNM and JNMT for trials and high-profile research publications that are not published primarily in JNM/JNMT

Tactic 3: Increase the dissemination of information about research developments in nuclear medicine to other medical specialties and scientific groups (e.g., medical oncology, neurology/psychology, others who would use imaging as a tool in their research)

Tactic 4: Create a liaison group to coordinate and communicate with nuclear medicine and non–nuclear medicine societies (including international) on topics of mutual interest
Objective 4: Coordinate research and translational activities with education

Tactic 1: Develop template protocols for common molecular imaging studies (e.g., dose ranging) and publish
Tactic 2: Continue development of reader-training modules, new educational approaches, and live reader training for new radiopharmaceuticals and technologies
Tactic 3: Develop consensus imaging, acquisition, reconstruction, and interpretation guidelines for new agents; incorporate into practice guidelines
Tactic 4: Expand image-based libraries for new nuclear medicine PET imaging and therapy agents
Tactic 5: Develop training materials for clinical trial coordinators and professionals

Objective 5: Lead/enable multicenter clinical trials in nuclear medicine through the Clinical Trials Network and the Therapy Clinical Trials Network

Tactic 1: Establish infrastructure for the Therapy Clinical Trials Network by Annual Meeting 2023
Tactic 2: Identify clinical sites for participation
Tactic 3: Identify an appropriate trial and secure funding for a demonstration project

Objective 6: Enhance research on artificial intelligence, machine learning, and deep learning and how they can be applied to nuclear medicine and molecular imaging

Tactic 1: Engage in educational sessions with industry and tech companies working in the artificial intelligence arena
Tactic 2: Collect a carefully curated training set of PET/CT or SPECT/CT data and make it publicly available

Domain: Workforce Pipeline

Goal 3:

Sustain and grow a diverse and qualified workforce prepared for current and future diagnostic and therapeutic nuclear medicine needs to provide equitable care

Objective 1: Continuously analyze and assess workforce needs and the needs of nuclear medicine and molecular imaging professionals

Tactic 1: Create a centralized data repository within SNMMI that constantly monitors and updates data and provides trend analysis, etc.
Tactic 2: Create a continuously updated wage-and-salary survey to guide and assist the workforce in future career positioning
Tactic 3: Promote equitable salaries and benefits for nuclear medicine professionals
Tactic 4: Evaluate the capacity to develop summary reports and white papers available to the public to position SNMMI as an authority and voice for workforce opportunities and trends
Tactic 5: Understand effective recruitment opportunities
Objective 2: Develop a comprehensive and equitable outreach strategy to showcase nuclear medicine and molecular imaging as an important and thriving career path
   - Tactic 1: Create and facilitate equitable opportunities and engagement for entry into the field
   - Tactic 2: Create a champion/ambassador program that engages existing members to serve as resources
   - Tactic 3: Provide a suite of opportunities/develop resources for students in undergraduate/high school/middle school/elementary school to engage with, serve with, and build professional relationships with nuclear medicine and molecular imaging individuals in their local community
   - Tactic 4: Create a continuous communication circle and a guidance/mentorship program for individuals interested in pursuing a career within nuclear medicine and molecular imaging (utilize existing SNMMI components, chapters, councils, etc.)
   - Tactic 5: Identify strategic partnerships that will allow SNMMI to maximize outreach and opportunities (media, career fairs, summer camps, etc.)
   - Tactic 6: Create public awareness and enthusiasm for entry into the field (video, docuseries, social media, etc.)

Objective 3: Foster the growth, value, and diversity of trainees and early career nuclear medicine and molecular imaging professionals
   - Tactic 1: Engage current trainees and early career professionals in all aspects of SNMMI (chapters, councils, centers, committees, house of delegates, board of directors, etc.)
   - Tactic 2: Create unique opportunities to engage in research opportunities with senior researchers
   - Tactic 3: Advocate for increased research funding, such as training grants, to support postdoctoral fellows preparing for careers in nuclear medicine research
   - Tactic 4: Provide leadership and professional development programs (career-based and SNMMI-focused)
   - Tactic 5: Organize events to provide opportunities for networking with seasoned nuclear medicine and molecular imaging professionals
   - Tactic 6: Participate in activities (including Association of University Radiologists, Radiological Society of North America, American Roentgen Ray Society, AuntMinnie) to increase the visibility of nuclear medicine and encourage residents in diagnostic radiology to consider residency/fellowship training in nuclear medicine and molecular imaging

Objective 4: Ensure that nuclear medicine and molecular imaging programs have the necessary resources to meet the demands of growing diagnostic and therapeutic nuclear medicine
   - Tactic 1: Tactic 1: 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
   - Tactic 2: Advocate for development of institutional, Accreditation Council for Graduate Medical Education (ACGME), and federal policies that facilitate dual diagnostic radiology/nuclear medicine training; create resources to assist program directors and others in their outreach efforts
   - Tactic 3: Ensure continuous coordination and cooperation with nuclear medicine and nuclear radiology program directors to discuss the future of training pathways for nuclear medicine and therapy
   - Tactic 4: Create, identify, organize, and promote resources specific to trainees and students
   - Tactic 5: Forge alliances with the ACGME and radiology program directors to explain and demonstrate why comprehensive nuclear medicine and molecular imaging training (that includes deliberate training on therapeutics with expanded hours/experience) is important and necessary (review internal medicine/nuclear medicine training pathway to determine if it is possible to use for nuclear oncology/nuclear medicine)
   - Tactic 6: Ensure that events and services are accessible to program directors and in-training members, recognizing their unique and critical needs
   - Tactic 7: Identify available training pathways for nuclear pharmacists, radiochemists, and medical physicists and encourage development of new training programs; seek funding from state grants, etc.
   - Tactic 8: Collaborate continuously with nuclear medicine technology educators to open pathways to entering the field as an early professional and existing worker; work with accreditation agencies to ensure that the curriculum and training align with current and future clinical needs
Domain: Advocacy

Goal 4: Engage stakeholders to develop, promote, implement, and sustain policies to ensure equitable patient access to nuclear medicine procedures

Objective 1: Work closely with CMS, legislators, and private payers to educate and advocate on reimbursement issues
  Tactic 1: Seek legislative and regulatory changes for equitable reimbursement of high-value radiopharmaceuticals
  Tactic 2: Work with other organizations and insurers to optimize reimbursement of current and future agents through the CPT, RUC, and Medicare coverage processes
  Tactic 3: Become the key organization working with payers and benefit managers for expansions of coverage and payment
  Tactic 4: Ensure active participation and membership in the American Medical Association to maintain advocacy position

Objective 2: Educate stakeholders about changes to relevant public policy requirements
  Tactic 1: Maintain coding and reimbursement SNMMI website for members and their staff
  Tactic 2: Maintain government relations news on SNMMI website
  Tactic 3: Notify SNMMI members through memberwide emails on relevant issues
  Tactic 4: Use “Action Alerts” to activate members and inform them about important public policy initiatives, including responses for urgent needs for legislation
  Tactic 5: Involve grassroots individuals and patients in policy initiatives and responses

Objective 3: Build and ensure ongoing relationships with policymakers to ensure patient access to nuclear medicine procedures
  Tactic 1: Maintain and increase dialogue with policymakers through direct lobbying, Capitol Hill fly-ins, and field visits
  Tactic 2: Focus congressional contacts on key members of Congress and engage SNMMI members in their states or districts
  Tactic 3: Send communications to the Hill, submit testimony, and testify at congressional hearings
  Tactic 4: Consistently advocate in the legislative and regulatory arenas about work that is being done in the field to foster greater understanding and support of nuclear medicine and molecular imaging work
  Tactic 5: Invite policymakers to speak at and attend SNMMI meetings
  Tactic 6: Build relationships with patients and patient advocacy groups to collaborate for Hill visits, etc.

Objective 4: Build and leverage coalitions to advocate for issues of mutual interest
  Tactic 1: Actively participate in coalitions
  Tactic 2: Sign onto coalition letters
  Tactic 3: Organize coalition lobbying efforts

Objective 5: Improve member engagement by developing more effective communication tools, including digital, about ongoing advocacy efforts
  Tactic 1: Host sessions at SNMMI meetings, including national and chapter, to update and engage members on advocacy efforts
  Tactic 2: Use SNMMI Connect to educate and engage membership, and include links to experts and information
  Tactic 3: Utilize social media tools, SNMMI Connect, and e-mails to disseminate information
  Tactic 4: Develop a quarterly advocacy newsletter
Objective 6: Improve understanding among those developing new radiotracers and radiotherapeutics about what type of evidence is needed by the FDA to approve them as safe and effective and by the CMS to determine that they are reasonable and necessary

Tactic 1: Have ongoing communication with FDA officials on relevant issues via the quality and regulatory compliance task force
Tactic 2: Hold stakeholder meeting every other year to discuss strategy

Objective 7: Enhance state-level advocacy

Tactic 1: Monitor relevant legislative and regulatory issues at the state level and engage with those bodies

Objective 8: Seek improvements in the integrity of the isotope supply chain

Tactic 1: Provide comments/resources to regulators and Congress about supply issues
Tactic 2: Keep members informed and activated about isotope supply
Tactic 3: Advocate with industry to create a better global delivery plan for therapeutic agents to ensure robust patient access

Objective 9: Address U.S. Pharmacopeia compounding issues

Tactic 1: Work to educate the FDA and the U.S. Pharmacopeia through comments on proposed changes and through input at expert committee meetings about the compounding of radiopharmaceuticals

Domain: Education

Goal 5:

Ensure that all segments of the profession have quality-focused, needs-based, and easily accessible and documentable education to increase use by members and nonmembers

Objective 1: Develop online curriculum

Tactic 1: Develop microlearning opportunities

Objective 2: Increase awareness and accessibility of available content

Tactic 1: Reach out at a local level/chapter level on educational capabilities of SNMMI
Tactic 2: Consider discounts for international members

Objective 3: Disseminate and publish educational materials

Tactic 1: Highlight in “CE Update” in concise fashion
Tactic 2: Consider partnerships with organizations to point to each other’s educational offerings

Objective 4: Create novel external-facing educational materials that can be promoted/shared via various social media platforms

Tactic 1: Develop microlearning opportunities
Domain: Education

Objective 1: Create a 3-year plan to reimagine the meeting
- **Tactic 1:** Use a zero-based strategy, and build a straw-man meeting from the ground up
- **Tactic 2:** Create a road map to achieve agreed-upon long-term goals
- **Tactic 3:** Attend to the digital experience for virtual attendees

Objective 2: Create meaningful networking opportunities for the diverse groups who attend the meeting
- **Tactic 1:** Find new ways to engage in-training and early career attendees
- **Tactic 2:** Increase attendee access to SNMMI leadership
- **Tactic 3:** Provide focused opportunities to network with peers
- **Tactic 4:** Increase the fun factor—reimagine the opening reception
- **Tactic 5:** Have mingle areas in the exhibit hall
- **Tactic 6:** Bring back “Drink & Thinks”
- **Tactic 7:** Explore the introduction of paid social events (gala dinner, etc.)
- **Tactic 8:** Create a sense of community through social media, games, etc. (nontraditional networking)

Objective 3: Introduce innovative programming
- **Tactic 1:** Reimagine the “Knowledge Bowl”
- **Tactic 2:** Introduce more leadership/motivational programming to plenaries
- **Tactic 3:** Introduce TED talks
- **Tactic 4:** Introduce programming that educates nuclear medicine professionals about the full spectrum of therapy management, not just nuclear medicine aspects
- **Tactic 5:** Introduce tumor boards

Objective 4: Communicate changes in the Annual Meeting to attendees to get them excited

Domain: Outreach

Goal 7:
- Ensure that patients and the medical community recognize the value of nuclear medicine, molecular imaging, and radiopharmaceutical therapy
Objective 1: Increase the number of patients advocating in support of the value of radiopharmaceuticals

Tactic 1: Collaborate with patient advocacy groups and empower patients, caregivers, and advocates to work with SNMMI in promoting access to appropriate nuclear medicine imaging and treatment

Tactic 2: Provide live educational opportunities for patients regarding the benefits of nuclear medicine and molecular imaging procedures and how they differ from other modalities

Tactic 3: Provide patient resources on nuclear medicine and molecular imaging procedures via DiscoverMI.org, factsheets, videos

Objective 2: Increase referring physicians' awareness of the value of nuclear medicine and molecular imaging, with particular emphasis on new radiopharmaceuticals

Tactic 1: Educate referring health care providers through live SNMMI CME events

Tactic 2: Educate referring health care providers through web resources, factsheets, and videos

Objective 3: Improve collaboration with other medical societies

Tactic 1: Engage with medical societies through educational sessions, panels, symposia, and shared resources

Tactic 2: Increase referring physician participation in SNMMI councils/centers

Tactic 3: Develop joint guidelines, white papers, and review articles with relevant societies

Objective 4: Engage members to expand and integrate SNMMI outreach at the regional, local, and institutional levels

Tactic 1: Encourage participation on tumor boards, grand round presentations, etc.

Tactic 2: Create a member library of presentations, handouts, videos, etc., for use in outreach

Tactic 3: Identify influencers within SNMMI and its chapters to help coordinate and promote outreach efforts

Tactic 4: Provide outreach training workshops at SNMMI meetings and chapter meetings

Tactic 5: Work with members to identify and connect with local patient groups and to encourage a patient presence at chapter meetings and patient participation in shaping strategies for more effective local outreach

Objective 5: Increase health care administrators' awareness of the value of nuclear medicine and molecular imaging

Tactic 1: Form a working group to address this need

Tactic 2: Develop materials that demonstrate the business case for nuclear medicine

Tactic 3: Propose presentations at national administrator/executive association meetings

Tactic 4: Reach out to large physician-owned radiology groups to serve as a resource for developing high-quality therapy programs

Tactic 5: Encourage outreach to administrators and radiology departments at the local level

Objective 6: Promote media coverage of nuclear medicine and molecular imaging to increase the visibility and appropriate use of these procedures

Tactic 1: Promote coverage of nuclear medicine stories in consumer media

Tactic 2: Disseminate news about innovative and impactful research from the Annual Meeting and JNM; promote to media via SNMMI platforms
Domain: Membership | NEW

Goal 8:
Attract and engage a diverse, multidisciplinary, global membership by offering opportunities, services, and resources that anticipate and fulfill their needs

Objective 1: Reimagine the SNMMI membership structure
   Tactic 1: Use information on membership trends, Annual Meeting attendance, and other member/nonmember data to determine if the current membership structure meets members’ needs
   Tactic 2: Review the overall membership structure, including dues categories; if necessary, make changes to better align the SNMMI membership structure with current member needs
   Tactic 3: Provide a wider variety of opportunities for members to participate in SNMMI governance and leadership activities
   Tactic 4: Determine if there are new ways that chapter, council, and COE membership can improve the SNMMI membership experience
   Tactic 5: Understand why nuclear medicine professionals are not joining the SNMMI

Objective 2: Improve the portfolio of member benefits and services
   Tactic 1: Evaluate member needs/wants and meet them better by growing/improving member benefits
   Tactic 2: Develop measures of success to evaluate the effect of new member benefits
   Tactic 3: Identify chapter, council, and COE-specific benefits as they relate to overall SNMMI membership
   Tactic 4: Consider à la carte options for member benefits to allow members to tailor benefits to their specific needs
   Tactic 5: Provide more opportunities for recognition of members to incentivize them to join or renew (professional and other)
   Tactic 6: Design member-only benefits and evaluate existing programs

Objective 3: Improve communication to more effectively disseminate information to SNMMI membership
   Tactic 1: Determine the most effective, personalized pathways through which to communicate with members
   Tactic 2: Utilize the new website to improve membership outreach and engagement
   Tactic 3: Use artificial intelligence technology to determine the needs of individual members, personalize communications with them, and inform them of relevant products and services

Objective 4: Increase brand awareness—make it clear why SNMMI is THE society for nuclear medicine and molecular imaging professionals
   Tactic 1: Clearly define why all nuclear medicine professionals should be SNMMI members
   Tactic 2: Clearly define why SNMMI is an essential resource for ancillary users (referring physicians, nurses, patient advocates, media, etc.)
   Tactic 3: Develop a clear and easy-to-understand marketing outreach program to support the SNMMI brand
   Tactic 4: Optimize the new website to promote the SNMMI brand
Objective 5: Build a forward-thinking leadership and career development program
   
   **Tactic 1:** Determine the leadership and career development needs of SNMMI members in all aspects of their careers
   **Tactic 2:** Extend the leadership and career development program to chapters and councils and to COEs
   **Tactic 3:** Collaborate with the workforce pipeline domain to market nuclear medicine career opportunities to medical student and STEM programs
   **Tactic 4:** Create a comprehensive mentorship program for in-training and early career professionals
   **Tactic 5:** Specifically target early career professionals in governance, education, etc., to strive for higher retention

Objective 6: Improve the diversity and inclusiveness of SNMMI volunteer opportunities

   **Tactic 1:** Create processes that ensure the continuous rotation of new members and chairs on SNMMI committees
   **Tactic 2:** Recruit and engage early career and in-training professionals to volunteer and participate in activities within SNMMI
   **Tactic 3:** Work with chapters, councils, and COEs to ensure that leadership is engaging with a diverse range of SNMMI members
   **Tactic 4:** Identify new opportunities to engage members through microvolunteer opportunities

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**Domain: Organizational Strength and Sustainability**

**Goal 9:**

Position SNMMI to address the rapidly changing needs of the profession and members

Objective 1: Review current SNMMI organizational structure, core strategies, and membership offerings, as well as those of outside organizations

   **Tactic 1:** Create an SNMMI governance reorganization task force (charge ends October 2023); ensure that the group is diverse and inclusive of all governance components of SNMMI
   **Tactic 2:** Initiate a governance-review sub–task force (5–7 members, charge ends April 2023) to review the history, mission, and charge of councils, centers, committees, and the house of delegates to understand purpose and analyze for potential redundancy/consolidation; determine and apply metrics to assess the value of these entities
   **Tactic 3:** Initiate a work-product sub–task force (5–7 members, charge ends April 2023) to create a list of organized SNMMI work products to better understand how the future governance structure can be supported
   **Tactics 4:** Review the list of updated SNMMI strategic opportunities/enablers and threats/challenges to better understand the organizational changes that need to be addressed (list created at SNMMI April 30–May 1 strategic planning work session)
   **Tactics 5:** Review the structures of outside organizations to learn best practices; initiate an outside-organization sub–task force (5–7 members, charge ends April 2023) to compile a list of relevant comparison organizations (including non–health care) and their structures and to offer insight on what should be considered in any new SNMMI structure
   **Tactic 6:** Provide clear direction on how to incorporate diversity, equity, and inclusion objectives into the SNMMI organizational structure; provide a list of objectives that need to be implemented (may benefit from outside guidance/review of other organizations’ structures)
   **Tactic 7:** Identify processes to implement governance changes (bylaw changes, etc.)
Objective 2: Develop a sustainable organizational model considering SNMMI membership priorities, staffing, and fiscal health

**Tactic 1:** Review SNMMI governance reorganization task force membership based on results from objective 1 and goals of objective 2 to ensure that appropriate stakeholders remain involved; change in membership is expected

**Tactic 2:** Receive recommended proposed changes to the SNMMI governance structure from the newly appointed SNMMI governance reorganization task force

**Tactic 3:** Implement bidirectional communication to ensure member awareness and engagement in the organizational redesign process; charge SNMMI governance reorganization task force members with communicating to specific governance groups in an organized and systematic manner, and share feedback from these groups with the task force

Objective 3: Implement continuous review of the governance, leadership, and SNMMI structure

**Tactic 1:** Implement strategies that ensure the ongoing review of the goals/programs of SNMMI governance entities
Environmental Scan Background

Planning and thinking strategically begins with assessing the trends impacting key stakeholders. The environmental scan looks at current conditions, trends, and assumptions about the future.

The following areas were identified as key strategic areas (opportunities/enablers and threats/challenges). It is important for the SNMMI board of directors to continuously review and discuss the areas noted below.

**Strategic Opportunities/Enablers**
1. A focus on theranostics and capacity building
2. An increased focus and emphasis on membership
3. Communication that includes consistent and centralized messaging
4. An increase in education and outreach about nuclear medicine
5. Positioning of SNMMI as the go-to society for nuclear medicine
6. Redesign and restructuring of the SNMMI organization—both staff and committees

**Strategic Threats/Challenges**
1. The workforce pipeline
2. The organizational structure
3. Turf battles
4. Difficulty in keeping a diverse group of members happy
5. Reimbursement
### Ranking of Opportunities

<table>
<thead>
<tr>
<th>Rank</th>
<th>Opportunity</th>
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<tbody>
<tr>
<td>1</td>
<td>Focus on theranostics and capacity building</td>
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<tr>
<td></td>
<td>• Pursue radiopharmaceutical therapies</td>
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<td>2</td>
<td>Increase focus and emphasis on membership</td>
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<td></td>
<td>• Increase membership value, be more approachable to membership, promote better engagement, ensure member buy-in, attract new leaders, and ensure sustainability</td>
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<td>3</td>
<td>Communicate using consistent and centralized messaging</td>
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<td></td>
<td>• Increase awareness about SNMMI mission, value, and purpose; services provided; and grants offered</td>
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<tr>
<td></td>
<td>• Define how SNMMI is known to others (internal and external); utilize contemporary communication for outreach and to engage younger professionals</td>
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<tr>
<td>4</td>
<td>Increase education and outreach about nuclear medicine</td>
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<tr>
<td></td>
<td>• Provide influence early in education (over 80% look to SNMMI for education)</td>
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<td></td>
<td>• Communicate the value (vs. cost) of imaging scans</td>
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<td>5</td>
<td>Position SNMMI as the go-to society for nuclear medicine</td>
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<tr>
<td></td>
<td>• Emphasize the uniqueness of SNMMI (we may not be very wide, but we go deep)</td>
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<td>6</td>
<td>Redesign and restructure the organization of SNMMI—both staff and committees</td>
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<td>7</td>
<td>Focus on one theme, which is patient care</td>
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<td>• Emphasize that SNMMI is a differentiator, impacting direct patient care and direct access to patients</td>
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<td>8</td>
<td>Advocate for physicians and nonphysicians</td>
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<td></td>
<td>• Focus on reimbursement advocacy (reimbursement other than standard fee for service)</td>
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<td></td>
<td>• Develop alternative methods of funds flow</td>
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<td></td>
<td>• Examine intrainstitutional funding</td>
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<td>• Provide regulatory advocacy</td>
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<td>9</td>
<td>Increase nuclear medicine presence in the field and health care by enlisting champions and drivers</td>
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<td>10</td>
<td>Be leaders in research (focusing on high-quality research)</td>
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<td>11</td>
<td>Increase emphasis on needs of early career members</td>
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<td>12</td>
<td>Make meetings more accessible (cheaper, shorter, virtual, and more fun)</td>
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<td>13</td>
<td>Integrate mid-level providers/advanced practice providers</td>
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<tr>
<td></td>
<td>• Include those who are nuclear medicine—aware or trained</td>
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<td></td>
<td>• Bring more who are not nuclear medicine practitioners into SNMMI</td>
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<tr>
<td>14</td>
<td>Define SNMMI stakeholders and their needs, and then decide how the SNMMI can fulfill their needs</td>
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<td>15</td>
<td>Work closely with industry for collaboration</td>
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<tr>
<td>16</td>
<td>Change and stay current with evolving and emerging trends</td>
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<td></td>
<td>• Introduce new ideas and solutions, be integrated with industry, promote a stronger workforce pipeline, attract younger professionals</td>
</tr>
<tr>
<td>17</td>
<td>Work toward the strengths of SNMMI</td>
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<tr>
<td></td>
<td>• Be the leader in therapy, the Annual Meeting, and JNM, and develop a training curriculum to attract younger professionals</td>
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<td></td>
<td>• Leverage the high level of satisfaction around JNM</td>
</tr>
<tr>
<td>18</td>
<td>Target hospital administrators as new stakeholders</td>
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<tr>
<td></td>
<td>• Secure a role for nuclear medicine within the health care economy</td>
</tr>
<tr>
<td>19</td>
<td>Direct SNMMI benefits to specific disciplines</td>
</tr>
<tr>
<td>20</td>
<td>Create venues (committees, task forces) to have difficult discussions (i.e., diversity, equity, and inclusion as it relates to SNMMI)</td>
</tr>
<tr>
<td>21</td>
<td>Define SNMMI at the national level</td>
</tr>
</tbody>
</table>
## Ranking of Threats

<table>
<thead>
<tr>
<th>Rank</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1    | Address the workforce pipeline  
  - Identify new trends emerging that will result in the need for a stronger workforce pipeline  
  - Improve recruitment; reach out better to attract younger professionals into the field  
  - Diversify workforce (diversity and inclusion) |
| 2    | Review the organizational structure  
  - Determine whether the organizational structure of SNMMI staff supports growth  
  - Work and communicate better within SNMMI through committees and task forces  
  - Be more nimble, agile, and able to move quickly  
  - Diversify the leadership pipeline within SNMMI  
  - Learn from past history of responding to many issues but not staying focused and following through |
| 3    | Prevent formation of turf battles (if we do not focus on theranostics and capacity building, someone else will) |
| 4    | Address difficulty in keeping a diverse group of members happy  
  - React constructively to the disparate feedback from the environmental scan  
  - Address the fact that 60% of members are unsatisfied or are unaware of the value and services of SNMMI |
| 5    | Identify challenges to reimbursement |
| 6    | Be willing to change (we have people in the profession who are not interested in changing and utilizing new innovations) |
| 7    | Address the disparity in access to health care (insurance, geography) |
| 8    | Address the pharmaceutical supply/isotope supply problem |
| 9    | Ensure that we do not forget general nuclear medicine (“bread and butter”) as the industry explodes and innovates |
| 10   | Address burnout in the profession |
| 11   | Address potentially offensive misuse of nomenclature and titles |
| 12   | Be aware of external factors such as global threats, the pandemic, and the war in Europe |