



## **Management Board Face-to-Face Meeting**

### **7-8 January 2014**

### **Record of Discussion**

Location: London

#### **1. Welcome & Apologies**

MB Chair welcomed the group and thanked one of the MB members for serving as Transitional CEO. He then offered a warm welcome to the new CEO.

#### **2. Conflicts of Interest**

Two board members noted potential conflicts of interest involving their current or potential service on the boards of other organizations. The Chair and Vice Chair said they had discussed the matter and did not feel that there were actual conflicts of interest. The MB decided to create a conflicts of interest registry.

#### **3. Opening remarks by the CEO/Looking ahead**

CEO thanked the board members for the opportunity to have served on the MB with them. He said he wanted to meet individually with any of them to ensure that they are getting all the information they need, that they are on the same page, and that they have confidence in him going forward.

He then outlined his vision for the organization. He said SNOMED CT had become the most comprehensive product in the market today, with the ability to fundamentally change the way healthcare is delivered.

The organization is at a crossroads, he said. It has grown from a start-up, and now is the time to change the organization so that it becomes more proactive and more of a business. In 5 years, he said, he sees the organization offering not just SNOMED CT but other standards as well.

The CEO then outlined a number of things that need to be done over the next 6 months:

1. Public awareness
2. Vendor strategy
3. Business processes

In addition, IHTSDO would focus more on the needs of the Members. As for the future, there are three areas where IHTSDO could make a difference, the CEO said:

1. Personal health
2. Big data analytics
3. Mobile health

#### **4. Minutes of the last meeting**

Approved.

## 5. **Matters arising from the last meeting**

The MB discussed filling two open vacancies on the Technical Committee and progress with a pharmacy tooling project. It was noted that the snomedinaction.org site would go live soon.

## 6. **Chairman's Address**

MB Chair gave a short address, expressing support for the CEO's plans.

## 7. **CEO Report**

The outgoing Transitional CEO gave his last CEO report. He mentioned issues involving particular Members, cooperation with the European Union, affiliate licensing, and plans for changing the website.

## 8. **Governance and Advisory**

The MB discussed issues involving the governance and advisory bodies, including the General Assembly, Management Board, Member Forum and Standing Committees. It contrasted for some of those bodies their current roles and their ideal roles. One MB member said he wanted to define what the MB *must* do because there is no other oversight body.

There was a discussion about how, because of the small size of the SNOMED CT community, individuals often fill several roles, such as MB member and Standing Committee Chair. As a result, sometimes it is difficult to determine which hat a person is wearing in any particular situation.

The MB decided to form an ad hoc committee to draft a Terms of Reference document for the Management Board.

## 9. **CRM: The Voice of Customers**

The Head of Customer Relations gave a presentation. Points mentioned included:

- The benefits realization study should be ready in March.
- A new Customer Relations Management system is being piloted.
- Initial analysis of the Member survey has taken place. It was sent to the Member Forum and General Assembly; 28 people from 20 countries responded. Overall there were high marks on interactions with staff members and on where the organization is headed, but a number of areas for improvement have been identified. The Management Team would be working on those in a structured way.

## **10. Strategic Discussion**

### **10.1. Focus on business**

The CEO said we would have to deliver value for our Members and have a compelling argument for future Members. He said he and the Management Team had started working on 3-year business plans. We need to understand what we should do internally and what we can outsource. We will develop the business plans and provide an end-state view.

### **10.2. Strategic Directions**

The MB and CEO agreed that the MB needed to discuss strategic objectives from 2015 to 2020 in upcoming meetings.

## **11. Communications Plan**

CEO said he is looking at rebranding the website. He also said the organization needs to improve internal communications, including with the committees and other groups, and it needs an external communications plan. The MB then brainstormed about components of a communications strategy, such as the director of communications having a strong digital media strategy background and the organization creating a balance between transparency and not providing an overwhelming amount of information.

## **12. Collaborations presentation**

There was a presentation and a discussion about organizations with whom IHTSDO is collaborating.

## **13. Reporting**

The MB discussed the work plan, budget, expenditures, and bookkeeping system.

A new Chair of the Finance Committee was selected from amongst the MB members.

The chairs of the Standing Committees gave updates on committee business and mission.

## **14. Content presentation**

There was a presentation about content development plans.

An MB member acknowledged and thanked the broader team for having managed the transition to in-house production so effectively.

## **15. Recommendation to create a microbiology reporting project**

MB Chair said that the project did not need a formal decision from the MB, so the Content Team could proceed.

#### **16. Outsourcing projects**

The MB discussed what sorts of projects might be outsourced, including awareness campaigns and assistance to provide educational products.

#### **17. Implementation presentation**

There was a presentation about ongoing implementation activities, such as skills assessment, and discussion of possible changes in the future. It was announced that the User Guide would be replaced by the Starter Guide. A new Chair of the Implementation and Innovation Committee was selected.

#### **18. QMS**

There was a brief description of the QMS site, followed by a discussion of the QAC's role in the QMS.

#### **19. Release presentation**

There was a presentation about the release process, including description of some of the challenges and goals for the future.

There was also discussion of the Managed Service and the need to provide smaller Members with assistance.

#### **20. Tooling presentation**

There was a tooling presentation, followed by discussion of future directions.

#### **21. GA issues**

The MB discussed how it might be able to meet the needs of the GA better in the April meetings. It discussed meeting structure and content, document review, timing for MB review of meeting preparation, etc.

#### **22. Roundtable updates from MB members**

Postponed until the in camera session.

#### **23. Any other business – Uruguay applying for the 2015 Showcase**

The MB approved Uruguay moving to the next step of submitting a full proposal to host the October 2015 business meeting and Showcase.

**24. Date of the next meeting: 18 February**

MB Chair announced the date of the next meeting and thanked everyone for coming. An in camera session followed the lunch break.