



Management Board 29-30 July 2014 Record of Discussion

Location: London

1. Welcome & Apologies

MB Chair welcomed the group. He noted apologies from one MB director.

2. Conflicts of Interest

One MB director noted a possible conflict of interest when it came to the IHTSDO bookkeeper. This was acknowledged by the group and mentioned again later when the topic was discussed (see item 5.3). [It was later added to the conflicts of interest register by the note-taker.]

3. Minutes of last meeting

Decision 1 The MB approved the minutes of the last meeting.

4. Chair's Address

MB Chair welcomed the group.

5. Finance

5.1. Reserve Policy

The CEO explained that he and the Head of Finance had taken a look at the reserve policy, which determines the amount of money that should be held in case of a wind down of the organization, and determined that it was excessive and not based on generally accepted accounting principles. They had come up with a new formula, based on accounting principles and realistic dissolution costs, which had been approved by the Finance Committee. He asked for MB approval.

Decision 2 The MB approved the reserve policy and the reserve calculation formula. It decided that it was not appropriate for the board to approve the specific number.

There was then a discussion about how SNOMED CT could and should be valued.

Decision 3 The MB decided that not only development costs of SNOMED CT should be included in the final valuation of the product, but that also the products (including tooling and Ref sets) should be thoroughly analyzed by valuation experts.

5.2. Auditor Update

Due to a possibility of changing bookkeepers, the selection of an auditor was postponed so that the decisions could be made jointly.

5.3. Actual June Numbers

There was a discussion of the bookkeeping services IHTSDO was receiving. The MB director with the possible conflict of interest offered to leave the room, but the MB agreed that that was not necessary.

The finances were then discussed. Then the CEO introduced the new budget process, which was changed so that the Member Forum (MF), not the Standing Committees (SCs), submits project proposals. The MF submitted 31 prioritized items; 18 of those were already in process. Of the remainder, 3 or so were rejected and the MF agreed with that. The remaining items may be grouped, and the Management Team is working on the costing.

An MB director said the budgeting process had revealed a need for better communication because some Members did not know what was going on. The MB agreed to share the Management Progress report on the website to help improve communication.

6. Name change

The MB discussed whether the organization's name should be changed so that it is easier to remember and pronounce.

Decision 4 The MB decided that the website relaunch should not be linked to the name change. The website work should continue at pace, while a specialized company should be hired to research new names and conduct focus group studies.

7. CEO Report

The CEO went through his report. There was a discussion of information models and a potential new Member.

8. Management Progress/Risk/KPIs

The CEO introduced the report and said in the future, KPIs will be more effective if they compare Q2 to Q2 rather than Q2 to Q1 due to cyclical work cycles.

There was a discussion about the Workbench and why it should be phased out. Tooling for translation looks delayed on paper, but it was originally scheduled for 2015, was pushed forward to 2014, and has slipped back into 2015.

9. MB KPIs

The MB discussed how it might measure its own performance and how the measurement might take place. A number of ideas were put forward, such as a 360 and the General Assembly establishing a subcommittee to do an evaluation.

10. SC/MF Chair reports

10.1. Member Forum

An MB director said a subgroup had been formed to provide input to the work plan; the Member Exchange is not yet functional, but the MF is trying to coordinate information exchange; and there is a positive atmosphere in the MF.

10.2. Technical Committee (TC)

An MB director described some of what the TC had been discussing in the meetings and how some of it overlapped with implementation work.

10.3. Implementation and Education

An MB director reported full attendance, enthusiastic members, and new educational resources. The Implementation SIG continues to be valuable, but the Education SIG had been put on hold pending an evaluation.

10.4. Content Committee (CC)

An MB director described the CC's way of working and stressed the importance of having it serve as an expert body that honestly tells the organization what needs to happen.

10.5. QAC

An MB director described the QAC's way of working. There are three areas of work: (1) the content development CC/QAC subgroup, (2) specific work items like deprecation and critical incidence, and (3) standing items like QMS. The QAC also takes on informal requests for advice or review from the CEO. It felt like the QAC had moved from having set work items to having an advisory role.

10.6. Ad Hoc Committee on SCs

An MB director described the progress made by the Ad Hoc Committee. It had held one meeting, but a number of strands were emerging: recognition that the organization is maturing, has more staff, and is doing more and relying less on volunteer efforts; and recognition that the committees will be more about providing advice and assurance than doing project work. Maybe, he said, we could look to smaller groups to deal with particular pieces of work.

There was then a discussion about needing to determine what the organization is trying to accomplish, why the SCs were originally formed, whether the organization still has need of those functions, and how to get the people with the right skills. An MB director noted that the strategic directions had changed and the SCs are no longer involved in the budget process. The CEO said

IHTSDO is a small organization that needs all the help it can get, and it needs experts to look at specific issues.

11. MB Elections

MB Chair mentioned which MB directors were up for reelection and said there was only one new person nominated.

12. Articles of Association

The CEO described some of the changes to the AoA that he and legal counsel had been working on, particularly concerning the Affiliate License agreements.

13. Update on Uruguay

The CEO gave a brief update on the search for a suitable venue for the Oct. 2015 conference and Showcase.

14. Strategy

MB Chair thanked the CEO for drafting the strategy and the MB members who had submitted comments.

The CEO introduced the document. He recommended that it be reviewed for possible revision annually. Once the strategy is set, he said, he would develop the tactical plan and business plan for the next few years. MB directors offered a number of comments and recommendations in reference to the draft strategy document.

15. Standing Committees (SCs)

The SC discussion was picked up again. The CEO emphasized that IHTSDO needs expert advice from the Members, so it needs to engage the volunteers effectively to advise on where the world is going and where IHTSDO need to be. An MB director said one of the purposes of the SCs is to organize volunteer resources to drive IHTSDO in the right direction. He imagined a committee that would oversee a wiki-like process of technology development. It would be a crowd-sourcing approach to technology development.

There was a discussion about whether the SCs are advising the MB or doing more practical work. Maybe task-and-finish groups need to be set up to further the work plan.

The MB also discussed broad ideas for a vendor engagement strategy.

16. Tooling

The MB reviewed the slides concerning IT governance. The MB decided to seek input on the slides from the Member Forum.

17. Stakeholder/Collaboration Strategy

17.1. Customer Relations Strategy

The MB reviewed the prepared Customer Relations Strategy but decided that it was more an operational plan than a strategy and appropriate for the CEO to approve it rather than the MB.

17.2. Collaboration

Similarly, the Collaboration strategy was renamed an operational plan. It focuses on building agreements that get things done.

There was a brief discussion about cooperation with SemanticHealthNet (SHN).

17.3. HL7 Agreement

Decision 5 The MB approved the HL7 Agreement.

17.4. ICN Agreement

Decision 6 The MB approved the ICN Agreement.

18. Deprecation Policy

An MB director said the policy emerged out of a proposal from the QAC two years ago. He explained the development and review process that had taken place.

The MB discussed whether “deprecate” meant removal or just advising against use. An MB director said in this document it means marking it as obsolete and warning against future use, not removing it.

There was a discussion about whether the MB should be approving the policy.

Decision 7 The MB decided that the CEO should be the one to approve the Deprecation Policy and related document.

Decision 8 CEO approved the Deprecation Policy and related documents.

19. Awards

The MB discussed the nominations for the Award for Excellence and the Lifetime Achievement Award.

20. In Camera Session

An in camera session followed. The meeting ended around 12:30 pm on 30 July.