



IHTSDO Work Plan 2009

(Including Designated Services from the support organization)

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Executive Summary

The International Health Terminology Standards Development Organisation (IHTSDO) was founded in mid-2007. Since then, much has been achieved, both by IHTSDO and by Member countries. For example, *Articles of Association* are in place, the office is operational, and recruitment of core staff is nearing completion. IHTSDO also negotiated the purchase and support of SNOMED Clinical Terms (SNOMED CT). Transition of SNOMED CT the Association is now complete, and new governance structures have been established. Committees of experts from around the world have also been formed and have overseen three international SNOMED CT releases.

But much remains to be done. IHTSDO's Management Board and General Assembly came together in April 2008 to discuss future directions. They agreed that the ultimate aim is to broaden use of SNOMED CT, within and across countries and professions. This requires accelerating progress on terminology development and maintenance, as well as strengthening the Community of Practice and the tools to support it.

To this end, this Work Plan outlines planned activities and projects that will be undertaken between January and December 2009. In previous years, separate documents have been produced for activities undertaken directly by IHTSDO and by its contracted support organization whose activities account for the bulk of the Association's budget in 2009). This is the first integrated Work Plan including both sets of activities.

The business planning process agreed by the General Assembly and Management Board has been used to guide the development of the 2009 Work Plan. The Strategic Framing Stage was completed with the joint GA/MB strategic session that was held in April 2008. The Collection Stage then solicited input from the Community of Practice on priorities for moving forward and potential initiatives to address them. This process identified a large number of suggestions for work items. We then moved into the Consolidation Stage, bringing together the many ideas generated, reviewing progress on on-going projects, and identifying priorities for 2009.

A key step in this process was to identify the relative resource balance among IHTSDO's major areas of activity for 2009. Management Board members confirmed that the largest single area of activity for IHTSDO should continue to be regular content maintenance and the release process for SNOMED



CT, plus new content design and implementation projects. Increasing resources, both within the scope of this Work Plan and likely through voluntary and special contributions from Members, will also be devoted to supporting implementation of SNOMED CT, as well as to the tooling and technology needed by IHTSDO and its Members to develop and maintain the terminology now and in the future.

Other major areas of activity include support for IHTSDO governance and advisory structures (including twice per year Community of Practice meetings and confirming the approaches that IHTSDO will take to standards development and approval), enhanced project support and direct support to members, accelerated implementation of the communications strategy, and harmonization or liaison efforts with other standard bodies and organizations. Of course, a robust Association office, management processes, and infrastructure are also required to provide an effective operational base for the organization.

Within each area of activity, there are many worthwhile activities that could be undertaken. Focusing our energy on key priorities is essential. This Work Plan highlights those areas of activity where IHTSDO resources (directly or through its support organization) have been allocated for 2009. Deliverables and timelines are outlined for these initiatives.

In addition, IHTSDO will continue to provide a core set of resources (e.g. the web-based Collaborative Space, teleconference services, and time at the April and October meetings) to facilitate efforts by volunteers to undertake work in areas beyond those that IHTSDO staff, support organization, or contract resources focus on. These activities are typically led by IHTSDO's many Project Groups, Special Interest Groups, and Harmonization Boards/Panels. Their efforts are key in progressing the development and use of SNOMED CT. The full set of activities being undertaken or considered evolves over time as interests and needs change. Appendix 1 includes examples of potential initiatives that were identified in lead-up to the 2009 Work Plan. IHTSDO welcomes in-kind or tangible support from Members or others in the Community of Practice to undertake these or similar initiatives in order to accelerate progress for users of the standard around the world. Note: amongst these activities, the Management Board has identified a small number of areas that will be candidates for investment should additional resources become available to the organization throughout the year. These areas include, in no particular order:

- Machine readable concept model – further development (subject to Management Board decision in October 2008 based on progress on the current phase of work on a prototype machine readable concept model)
- Pilot of interoperability tools to support distributed modelling
- Provision of project support and/or other staffing for priority harmonization efforts
- The next priority-ranked content design and implementation project

Changes in resourcing are just one of the reasons why the 2009 Work Plan might evolve. As a relatively new organization working within a dynamic health information and policy environment, circumstances and needs can be expected to change throughout the course of the year, as they have since IHTSDO was first established. Accordingly, this Work Plan should be seen as a framework outlining current intentions for 2009. It will undoubtedly need to evolve during the year based on feedback from the Community of Practice and changes in the external environment.



1 Regular Content Maintenance and Release Process (Including Quality Metrics and Documentation)

Program Purpose:

The focus of IHTSDO's activities is SNOMED CT. The continued development, maintenance, distribution, quality assurance, and appropriate uptake of SNOMED CT are central goals of the organization, as specified in IHTSDO's *Articles of Association*. This is the largest program for the organization for 2009. It accounts for more resources than any other program.

1.1 Evaluate and refine the modeling and editorial policies and procedures

Project Purpose:	
<ul style="list-style-type: none"> To evaluate and refine, through implementation and experience, the modelling and editorial policies and procedures, including the content inclusion/exclusion criteria. 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Terminologist	
Scope:	
<p>Building on the base documents developed in 2007 and 2008 as well as the work of the Modelling Consistency Task Force, it is anticipated that these new policies will require significant effort to implement and further refine in 2009, prior to becoming final endorsed Standards of the IHTSDO. The scope of work is to include consideration of:</p> <ul style="list-style-type: none"> Usability of Editorial and Content Inclusion Policies Requirements for additional resources, training and support to accompany the Policies Recommendations for 2010 Work Plan <p>An important focus is the reproducibility (i.e. consistency across modelers) of the application of the concept model. Reproducibility can be affected/improved by better machine and human-readable expressions of the model, better training materials, and changes to the model that address ambiguities and inconsistencies, etc. In addition, as the Quality Framework is implemented, the way each individual project tests its 'modeling consistency' to the satisfaction of stakeholders will be increasingly shareable and reusable. This will lead to a need to revisit the mandate and processes related to any future distinct modeling consistency initiative.</p>	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> Priorities for progress confirmed by the Content and Quality Assurance Committee Evaluation of content inclusion/exclusion criteria and algorithms Progress on priority areas as per agreed Work Plan Future plan for editorial policy development including modelling consistency efforts 	<ul style="list-style-type: none"> Aug 2008 and ongoing Ongoing Ongoing Oct 2009
Resource Requirement:	
This is an ongoing activity and a similar level of resources has been allocated to it as in the 2008 budget (11 weeks of IHTSDO staff time and 5 weeks of support organization time).	
Related Committee and Working Groups	
Content Committee	

1.2 Continuing alignment of content with concept model

Project Purpose:
<ul style="list-style-type: none"> Continuing alignment of the content with the editorial policies and guidelines



Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Terminologist	
Scope: <ul style="list-style-type: none"> Continuation of the project as outlined 	
Deliverables: <ul style="list-style-type: none"> Alignment of the content with the editorial policies and guidelines 	Time of delivery: January, April, July, October
Resource Requirement: This is an on-going activity and a higher level of resources has been allocated relative to what was budgeted in 2008. This includes 2.5 weeks of the Chief Terminologist's time and 136 weeks of support organization time, plus 28 weeks of support organization staff time for technical support for the content development process.	
Dependencies: Input to this project is provided by the model revision projects (with priorities as determined by the Content and Quality Assurance Committees), the modelling consistency project 1.7, and feedback from Members and other users of the standards through the Request Submission process.	
Related Committee and Working Groups: Content Committee	

1.3 Content Change Request Editing

Project Purpose: <ul style="list-style-type: none"> To extend and refine the international content of SNOMED CT to meet evolving user requirements as expressed in content change requests submitted by Members and other users of SNOMED CT through the request submission system 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Terminologist	
Scope: To include: <ul style="list-style-type: none"> Review and assessment of submitted requests based on IHTSDO inclusion/exclusion criteria and Style Guide Ensuring conformance to, and implementation of, the IHTSDO Quality Framework. 	
Deliverables: <ul style="list-style-type: none"> New content in satisfactory quantity and quality based on content change requests submitted by Members and other users of SNOMED CT through the request submission system Quantitative demonstration of adherence to editorial guidance for these requests 	Time of delivery: <ul style="list-style-type: none"> Ongoing Ongoing Ongoing
Resource Requirement: This is an on-going activity. Additional resources have been allocated to this area for 2009 with a view to supporting the increased volume of, and accelerating response to, requests for content additions/changes that come through the Request Submission process. This includes approximately 2 weeks of IHTSDO staff time plus 75 weeks of support organization time.	
Dependencies: <ul style="list-style-type: none"> The ability of the support organization to review and assess submitted requests will rely on IHTSDO definition and implementation of editorial policies. Organisations submitting content are asked to self-assess against these guidelines. The reasons for rejection of new content must be reported by the support organization. Reasons for acceptance should also be traceable to editorial criteria. 	



- Technical infrastructure to support request submission, as well as the content development and maintenance process
- Work item on reviewing and revamping the Request Submission policy/procedure

Related Committee and Working Groups:

Content Committee

1.4 Develop and refine SNOMED CT content based on requests from Working Groups and other sources

Project Purpose:

- To extend and refine the international content of SNOMED CT to meet evolving user requirements expressed through Working Groups and other sources outside of the request submission process

Start Date: Ongoing

Due Date: Ongoing

Project Lead: Chief Terminologist

Scope:

To include:

- Review and assessment of potential changes/additions based on IHTSDO inclusion/exclusion criteria and Style Guide
- Consideration of Board Position Statements relating to priority of other domains which could potentially be further developed.
- Ensuring conformance to, and implementation of, the IHTSDO Quality Framework.

Deliverables:

- New content in satisfactory quantity and quality
- Maintain existing derivatives and extensions that are part of the SNOMED CT International Release
- Quantitative demonstration of adherence to editorial guidance, or evidence of guidance development where needed.

Time of delivery:

- Ongoing
- Ongoing
- Ongoing

Resource Requirement:

This is an on-going activity and a higher level of resources has been allocated relative to what was budgeted in 2008 (but a similar level to what was actually used). This includes approximately 3 weeks of IHTSDO staff time plus 21 weeks of support organization time.

Dependencies:

- The ability of the support organization to review and assess submitted requests will rely on IHTSDO definition and implementation of editorial policies. Organisations submitting content are asked to self-assess against these guidelines. The reasons for rejection of new content must be reported by the support organization. Reasons for acceptance should also be traceable to editorial criteria.
- Technical infrastructure to support request submission, as well as the content development and maintenance process

Related Committee and Working Groups:

Content Committee

1.5 Manage and evaluate the SNOMED CT release process

Project Purpose:

- To effectively release SNOMED CT
- To evaluate members' and affiliates' satisfaction with the Release Process.

Start Date: Ongoing

Due Date: Ongoing

Project Lead: Chief Technical Architect



<p>Scope: To include consideration of the processes for the January and July 2009 releases, including:</p> <ul style="list-style-type: none"> ○ Definition of Content to be included in each International release – including file names and a description of each file and its expected content ○ Process of release ○ Availability of release, and mechanisms for download ○ Quality metrics against which the above can be quantified (Excludes definition of the support organization's internal processes required to prepare the release) ○ Release management and version control ○ Issues management 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Timetable for the release process ○ SNOMED CT release ○ Release of Spanish language version 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ For the Jan and July releases ○ Jan and July ○ Apr and Oct
<p>Resource Requirement: This work item is an on-going activity that culminates in the twice-yearly releases. A lower level of resources than in 2008 has been allocated to this item, reflecting efficiencies achieved in 2008 in the release process. This item includes deliverables from the support organization for international release production, documentation management, and distribution (51 weeks), as well as contract resources to support the Spanish language version development and release.</p>	
<p>Dependencies: Content development and maintenance processes Technical infrastructure to support the release process</p>	
<p>Related Committee and Working Groups: Research and Innovation Committee Technical Committee MOLF Affiliate Forum</p>	

1.6 Support for implementing IHTSDO's Quality Framework

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To implement the Quality Framework, which outlines a strategic approach for progressively improving the quality of SNOMED CT content and other work of the IHTSDO 	
<p>Start Date: Ongoing</p>	<p>Due Date: Ongoing</p>
<p>Project Lead: Chief Quality Officer</p>	
<p>Scope:</p> <ul style="list-style-type: none"> ○ This work will build on the outline of a Quality Framework developed in 2007 and 2008. ○ It will focus on enabling and encouraging the implementation of the Quality Framework and its principles throughout the work of IHTSDO. ○ Refine the Quality Framework Toolkit developed in 2008 based on feedback from users. 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Support staff, the support organization and Working Groups in planning to implement the Quality Assurance Framework 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ Ongoing
<p>Resource Requirement: This project is a continuation of the effort in 2008 to develop a Quality Framework for the organization, with a new focus on implementation of the framework. In order for quality to be pervasive and embedded throughout the work of the organization, implementation and integration of the quality framework needs to be</p>	



part of every activity and project. Nevertheless, additional cross-cutting resources have also been identified to further implementation, including 4.5 weeks of IHTSDO staff time and 7 weeks of support organization time for liaison. The latter is a significant increase over the amount of time devoted to this work item in 2008.

Related Committee and Working Group Projects

Quality Assurance Committee

1.7 Implementation of quality metrics for SNOMED CT content

Project Purpose:	
<ul style="list-style-type: none"> ○ To implement and monitor new quality metrics as determined by the Quality Assurance Committee 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Quality Officer	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ Implementation of three to five new quality measures for ongoing monitoring and reporting, with the definition of the measures and their use being informed by the results of pilot testing that will begin in 2008 and guided by the Chief Quality Officer and the Quality Assurance Committee. ○ The focus of these measures is expected to be on aspects of the quality of the terminology and its development and maintenance. 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Regular reporting of new quality measures through the the support contract, e.g. in Quarterly Board and Committee Reports ○ Annual Quality Review 	<ul style="list-style-type: none"> ○ January, April, July, October ○ December 2009
Resource Requirement:	
<p>This project is a continuation of the effort in 2008 to develop quality metrics that can be used to inform decisions related to SNOMED CT and other aspects of IHTSDO's work. Piloting of new quality metrics will begin in 2008, with the expectation that 3-5 quality metrics will be fully tested and implemented into regular reporting streams by the end of 2009. To this end, 4 weeks of the Chief Quality Officer's time, 1 week of the Chief Terminologist's Time, and 37 weeks of support organization time have been allocated to this project. The latter reflects a decrease over hours budgeted in 2008 but an increase relative to those actually used.</p>	
Related Committee and Working Groups	
Content Committee	
Quality Assurance Committee	

1.8 Manage the support agreement

Project Purpose:	
<ul style="list-style-type: none"> ○ To manage and monitor delivery of the Support Agreement 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ Receipt and Tracking of the support organization's obligations under the contract ○ Ensuring the IHTSDO meets all its obligations under the contract ○ Managing liaison with the support organization, and escalating issues which arise in accordance with conditions under the contract ○ Support service management activities, including support organization financial services to support IHTSDO activities 	
Deliverables:	Time of delivery:



<ul style="list-style-type: none"> ○ Reporting requirements as per the designated support services contract, including quarterly reports from the support organization regarding Contract deliverables ○ Mechanisms for Chief Terminologist and CQO to provide guidance to the support organization modelling staff in terms of IHTSDO priority work 	<ul style="list-style-type: none"> ○ Varies depending on specific requirement ○ Ongoing
<p>Resources: This is an on-going activity and a similar level of resources has been allocated relative to what was in place in 2008. This includes approximately 19 weeks of time from IHTSDO staff and 37 weeks from the support organization.</p>	

1.9 Incident response maintenance/review

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To ensure the IHTSDO is prepared to quickly respond to reported incidents relating to SNOMED CT usage 	
<p>Start Date: Ongoing</p>	<p>Due Date: Ongoing</p>
<p>Project Lead: CEO/Chief Quality Officer</p>	
<p>Scope: To include:</p> <ul style="list-style-type: none"> ○ Report adverse incidents which are identified as possible associated with use of SNOMED CT ○ Initiate an appropriate response in a timely manner, when incidents are reported ○ Review incidents and the IHTSDO response 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Include in Management Board Chair's Report as applicable 	<p>Time of delivery: On-going</p>
<p>Resource Requirement: This is an on-going activity and a similar level of resources has been allocated relative to what was in place in 2008. This includes approximately 3 weeks of IHTSDSO staff time. No specific support organization resources are allocated to this item; any resources required to provide the deliverables for this item would be drawn from those allocated to the content-related projects above.</p>	



2 Facilitating Implementation of SNOMED CT

Program Purpose:

IHTSDO's Management Board and General Assembly came together in April 2008 to discuss future directions. They agreed that the ultimate aim is to broaden use of SNOMED CT, within and across countries and professions. This requires accelerating progress on terminology development and maintenance, as well as strengthening the Community of Practice and the tools to support it. While all of IHTSDO's activities are expected to contribute to supporting implementation of the standard, program 2 in the Work Plan groups together activities specifically directed towards this end.

2.1 Maintain Derivatives and Cross Maps Included in the International Release

Project Purpose:	
<ul style="list-style-type: none"> ○ To maintain SNOMED CT derivatives and cross maps included in the International Release 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: The support organization	
Scope:	
To include maintenance of the following items that are currently included in the International Release:	
<ul style="list-style-type: none"> ○ SNOMED CT Derivatives ○ International Release Cross Maps 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Updated Derivatives and Cross Maps in the International Release 	<ul style="list-style-type: none"> ○ Jan and July
Resource Requirement:	
This is an on-going effort for 2009. 15 weeks of support organization time has been allocated to this effort, a level similar to actual hours used in 2008 but slightly lower than those budgeted in that year.	
Related Committee and Working Groups:	
Content Committee	

2.2 Host sites to share tools to facilitate implementation

Project Purpose:	
<ul style="list-style-type: none"> ○ To develop web-based environments where IHTSDO Members and other users of SNOMED CT can share tools to facilitate implementation of the standard. ○ To promote the availability of these resources with Members and Affiliates. 	
Start Date: January 2009	Due Date: December 2009
Project Lead: Business Manager	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ To develop a basic web-based environment where Members and other users of SNOMED CT could begin to share SNOMED CT Derivatives and Reference Sets. Longer-term, the SNOMED CT Workbench could provide a more robust mechanism for this to occur. ○ To develop a web-based environment for sharing and distributing educational and translation resources related to SNOMED CT, including educational products and tools. 	



<ul style="list-style-type: none"> ○ To promote the availability of these resources with Members and affiliates, including integration within a New Member Toolkit. ○ To facilitate volunteer efforts to progress development and implementation of a strategy for education of users and role-based learning objectives. <p>Note: Since several Members are investing in, and willing to share reference sets and educational resources for key user groups, it was agreed that IHTSDO would focus on providing environments for this exchange to occur in 2009, rather than developing new products per se.</p>	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Pilot web-based environment(s) ○ Communications strategy related to these environments ○ Implement communications strategy 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ June 2009 ○ July 2009 ○ Beginning in September 2009
<p>Resource Requirement: This is a new project for 2009. Approximately 4 weeks of IHTSDO staff time have been allocated to this effort.</p>	
<p>Dependencies: Significant contributions from Members and Affiliates needed to populate the web-based environments once they are developed.</p>	
<p>Related Committee and Working Groups: Education SIG Education PG Affiliate Forum MOLF</p>	

2.3 Clarify scope of content in international release

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To confirm the scope of the international release (versus national extensions). 	
<p>Start Date: Jan 2009</p>	<p>Due Date: Dec 2009</p>
<p>Project Lead: Chief Terminologist</p>	
<p>Scope: To include consideration of:</p> <ul style="list-style-type: none"> ○ Future-oriented scope of the international release 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Draft Scope for Review by MOLF and Content Committee ○ Confirmed scope agreed by MB ○ Transition Plan from current state* 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ April 2009 ○ Oct 2009 ○ Oct 2009
<p>Resource Requirement: This is a new project for 2009. 1.5 weeks of IHTSDO staff time has been allocated to this effort.</p> <p>* One potential transition option is to develop a reference set that allows users to exclude nation-specific content in the international release. If it was decided to pursue this option, this development would proceed with volunteer effort only (not in base IHTSDO budget) for 2009.</p>	
<p>Related Committee and Working Groups: Content Committee</p>	



2.4 Review and promote the guidelines for translation of SNOMED CT

Project Purpose:	
<ul style="list-style-type: none"> To review, based on implementation and experience, the Guidelines for translation of SNOMED CT prepared in 2008 	
Start Date: Jan 2009	Due Date: October 2009
Project Lead: Senior Project Manager	
Scope:	
To include:	
<ul style="list-style-type: none"> Revision to Guidelines based on experience 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> Consultations with Members and Affiliates Revisions to guidelines 	<ul style="list-style-type: none"> July 2009 Oct 2009
Resource Requirement:	
<p>This project builds on efforts in 2008 and ensures that guidelines developed in 2008 will evolve based on continuing translation experience and input from a range of stakeholders around the world. This process will primarily depend on volunteer input, including significant input and contributions from Members, but 1.5 weeks of IHTSDO staff time has also been allocated to this area to provide project support to facilitate the work.</p>	
Related Committee and Working Groups:	
Technical Committee Translation SIG Translation Standard Processes PG	

2.5 Review and promote the editors' educational curriculum

Project Purpose:	
<ul style="list-style-type: none"> To review, based on implementation and experience, the curriculum developed by the Education SIG To promote the education curriculum 	
Start Date: Jan 2009	Due Date: October 2009
Project Lead: Chief Quality Officer	
Scope:	
<p>To include review of the SNOMED CT Editors' Curriculum developed by the Education SIG based on implementation and experience. A SNOMED CT Editor is a specific type of Terminology Editor, and is the preferred term for a person who is competent to critically evaluate, create and amend SNOMED CT components.</p>	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> Pilot test of self/peer evaluation relative to the curriculum Make information about the SNOMED CT Editors' Curriculum available to current and new Members (e.g. through the New Member Toolkit) 	<ul style="list-style-type: none"> Oct 2009 Ongoing
Resource Requirement:	
<p>This project builds on efforts in 2008 to establish an educational curriculum for SNOMED CT editors. It takes advantage of a unique opportunity related to the testing of the new SNOMED CT Workbench being put in place for IHTSDO and its Members to conduct a pilot test of self/peer evaluation relative to the curriculum of a group of experienced editors drawn from several Member countries. Their time will be contributed on an in-kind basis by their employers. 24 hours of support organization time has also been allocated to this initiative.</p>	
Related Committee and Working Groups:	



Education SIG

2.6 Concept model and modeling process documentation

Project Purpose:	
<ul style="list-style-type: none"> To document the conceptual model which underpins SNOMED CT 	
Start Date: Oct 07	Due Date: December 2009
Project Lead: Chief Terminologist and Chief Quality Officer	
Scope:	
<ul style="list-style-type: none"> Clarifying and documenting the current SNOMED CT conceptual model Documentation of rules implemented by the support organization as part of modeling and release processes to support increased transparency of the release process, as per the new quality framework Technical representation of concept model 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> Prepare appropriate components of the concept model (human and machine readable) for endorsement as standards of IHTSDO, according to the agreed "Standard for standards" process 	<ul style="list-style-type: none"> Ongoing
Resource Requirement:	
<p>This project builds on efforts in 2008 and a similar level of staff time has been allocated to this project (6.5 weeks). Note: In 2008, considerable resources have also been expended on developing a Machine Readable Concept Model. The Project Group has indicated that the next steps for this project in 2009 can be completed with volunteer effort and core IHTSDO resources only. Accordingly, no additional resources have been allocated in the base budget for 2009 to directly support further development of this work. That said, the Management Board has indicated that this would be considered should resources be needed to finalize the prototype that is currently being developed, additional resources become available to IHTSDO during the year, and the Project Group develop an action plan that is endorsed.</p>	
Dependencies	
The support organization work items related to documentation of the modelling and release processes.	
Related Committee and Working Groups:	
Research and Innovation Committee Quality Assurance Committee Concept Model SIG Machine Readable Concept Model PG	

2.7 Evaluate the Enhanced Release Format specifications and outline future options

Project Purpose:	
<ul style="list-style-type: none"> To evaluate the enhanced release format prototype approach for the interchange and release of SNOMED CT content 	
Start Date: Oct 2008	Due Date: October 2009
Project Lead: Chief Technical Architect	
Scope:	
To include:	
<ul style="list-style-type: none"> January and July 2009 releases provided in both original and new (enhanced release) formats as part of the technology preview package, including mapping tables in ERF format Feedback to be sought from affected stakeholders Options for future release formats 	
Deliverables:	Time of delivery:



<ul style="list-style-type: none"> ○ January and July 2009 releases in ERF Format included in Technology Preview Packages, including first inclusion of mapping tables in ERF format ○ Feedback on release format ○ Options for future release formats 	<ul style="list-style-type: none"> ○ January and July 2009 ○ April 2009 ○ October 2009
<p>Resource Requirement: This project builds on efforts in 2008 and a similar level of staff time has been allocated to this project (6 weeks of IHTSDO staff time). A higher level of support organization resources have been allocated to this project (up to 13 weeks), subject to confirmation of future directions. Note: Additional resources would be required for transition planning and other initiatives related to the implementation of the interchange and release formats. A business case is currently being developed by the Project Group. A key element of this business case will be feedback on the current release format from Members and other users of SNOMED CT (see April 2009 deliverable above) and resulting options for proceeding. Resources to implement these options have not been included in the base budget for 2009. Production for the July 2009 release and beyond would depend on feedback from stakeholders as well as the availability of additional resources.</p>	
<p>Dependencies:</p> <ul style="list-style-type: none"> ○ Input from stakeholders on the ERF. 	
<p>Related Committee and Working Group Projects Research and Innovation Committee Technical Committee Enhanced Release Format, Interchange Format and RefSet PG MOLF Affiliate Forum</p>	

2.8 Action plan for technical implementation guidance

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To describe options for development and testing of implementation guidance, as well as the overarching standards and conformance criteria that specify the way that SNOMED CT should be implemented in clinical systems 	
<p>Start Date: Jan 2009</p>	<p>Due Date: Oct 2009</p>
<p>Project Lead: Chief Technical Architect</p>	
<p>Scope: To agree on an action plan for 2010 and beyond that includes consideration of:</p> <ul style="list-style-type: none"> ○ Revision of Technical Implementation Guide ○ Recommend development of further resources deemed high priority by Members and other users of SNOMED CT ○ Review by Technical Committee of related work developed by Members on testing and compliance models 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Action Plan 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ October 2009
<p>Resources: This new project provides a focal point for the development of an action plan for Technical Implementation Guidance. 4 weeks of IHTSDO staff time has been assigned to this effort. In addition, the Management Board has identified running a pilot of interoperability tools to support distributed modeling as an area outside of the base budget that may be invested in should additional resources become available.</p>	
<p>Related Committee and Working Groups Technical Committee Affiliate Forum</p>	



MOLF
Implementation SIG (depending on scope of activities confirmed for this group)

2.9 Mapping of SNOMED CT to ICD-10

<p>Project Purpose:</p> <ul style="list-style-type: none"> To provide finalized guidelines for modellers and classification experts to be applied when developing a map of SNOMED CT to the International Classification of Disease and to begin the mapping process. 	
<p>Start Date: Ongoing</p>	<p>Due Date: Dec 2009</p>
<p>Project Lead: Senior Project Manager</p>	
<p>Scope:</p> <ul style="list-style-type: none"> A phased approach is being undertaken, the first phase of which will produce a “context free” map. This will be a direct mapping using only data encoded in SNOMED CT itself in the mapping, rather than also considering additional contextual information (e.g. birth date) that may be found in a patient record that would assist with certain components of the mapping process. 	
<p>Deliverables:</p> <ul style="list-style-type: none"> Education strategy and plan for SNOMED CT to ICD-10 mappers Preliminary context-free mapping pilot between a subset of SNOMED CT and ICD-10, second edition SNOMED to ICD 10 map in priority areas (a list of the most frequently used 8554 SNOMED CT terms has been completed in 2008) NEW: Project support to SIG provided by IHTSDO staff 	<p>Time of delivery:</p> <ul style="list-style-type: none"> Timing dependent on harmonization discussions with WHO and joint resource availability Ongoing
<p>Resource Requirements:</p> <p>This is a continuation of work begun in 2008. New for 2009, 2.5 weeks of IHTSDO staff time has been allocated to provide project support to the Mapping SIG related to this initiative and the other mapping efforts described below. 6 weeks of support organization time has also been allocated to this effort.</p> <p>The Mapping to ICD-10 Project Group estimates that phase 1 mapping activity for completion of a priority subset of 8-10,000 SNOMED concepts will require 7-8 FTE months. Some Members have indicated an ability to provide in-kind resources to support this effort, and IHTSDO will continue to seek their involvement and support, particularly given the highly specialized nature of the expertise required. The intention is that additional activity would be jointly resourced with WHO. Since arrangements have not yet been confirmed, resourcing has not been included in the 2009 base budget, but the Management Board has identified that harmonization activities would be candidates to receive further support should additional resources become available during the year.</p>	
<p>Dependencies:</p> <ul style="list-style-type: none"> Input from WHO Family of International Classifications stakeholders Harmonization agreement with WHO Receipt of electronic version of ICD-10, second edition from WHO Evaluation of mapping tools through Workbench RFP taking place in 2008 	
<p>Related Committee and Working Group:</p> <p>Harmonization Panel between WHO and IHTSDO Content Committee Mapping SIG Mapping Standards PG Mapping to ICD-10 PG</p>	



2.10 Affiliate Forum

Project Purpose:	
<ul style="list-style-type: none"> ○ Maintain and Promote the Affiliate Forum 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Business Manager	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ Coordinate and moderate the Affiliate Forum ○ Collect feedback from the Affiliates, Management Board, Technical Committee and others on an ongoing basis ○ Further development of the Affiliate Forum and mechanisms to effectively solicit input and engagement from Affiliates 	
Deliverables:	
<ul style="list-style-type: none"> ○ Regular updates and on-going use of the Affiliate Forum 	<ul style="list-style-type: none"> ○ On-going
Resource Requirement:	
The Affiliate Forum will be initiated in late 2008. It will be important to maintain and enhance this process in 2008. 2.5 weeks of IHTSDO staff time have been dedicated to this effort.	
Dependencies:	
<ul style="list-style-type: none"> ○ Initiation of Affiliate Forum in 2008 	

2.11 Manage SNOMED CT licensing

Project Purpose:	
<ul style="list-style-type: none"> ○ To ensure the Affiliate licensing model for SNOMED CT is implemented and managed 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Business Manager	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ Promotion and explanation of the licensing model to both vendors and Members and Affiliates ○ Development of required regulations as cited in License ○ Monitoring of use of SNOMED CT in non-Member territories ○ Collection of Licensing charges ○ Transition of outstanding support organization licensees to IHTSDO Affiliate license as they expire 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Manage issuance of Affiliate Licenses by or on behalf of IHTSDO ○ Maintain and Refine Frequently Asked Questions on Affiliate License ○ Obtain info on use of SNOMED CT in non-member countries by affiliates in member countries ○ Review of current Affiliate licensing strategy based on early experiences 	<ul style="list-style-type: none"> ○ Ongoing ○ Ongoing ○ January and July ○ October
Resource Requirement:	
This is an on-going activity and a similar level of resources has been allocated relative to what was in place in 2008. This includes approximately 11 weeks from IHTSDO staff including future planning and approximately 10 weeks from the support organization.	



3 Project Support and Direct Support to Members

Program Purpose:

To support the needs of IHTSDO Members and other users of SNOMED CT in areas that they have identified as priorities.

3.1 Review and revamp Request Submission policy/procedure

Project Purpose:	
<ul style="list-style-type: none"> ○ To review and to the extent possible and desirable implement the business case developed for Board consideration in 2008 regarding an affordable interim solution to meet immediate needs ○ To recommend a longer term strategy, including an assessment of the cost, risk and benefits of alternative solutions, based on consultation with key stakeholders 	
Start Date: Jan 2009	Due Date: Oct 2009
Project Lead: Chief Technical Architect and Chief Quality Officer	
Scope:	
<ul style="list-style-type: none"> ○ To review and where possible implement options for interim short-term improvements to the current request submission technical solution ○ To develop an action plan for improving request submission policies/procedures 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Quarterly reports on request submission ○ Implementation of feasible immediate revisions to current request submission tool ○ Follow-up to 2008 consultations on request submission policies and procedures ○ Action plan for improving request submission policies/procedures 	<ul style="list-style-type: none"> ○ Ongoing ○ March 2009 ○ April 2009 ○ October 2009
Resource Requirement:	
<p>In 2008, the Request Submission Project Group focused on developing a business case for improvements that could be made in the short-term to the current request submission tool. For 2009, to the extent possible and desirable, immediate improvements will be implemented as an interim step. In addition, the results of the RFP process related to a SNOMED CT workbench will explore longer-term options for collaborative work. Specific resources in this area will depend on the results of the RFP as well as discussions with Members. IHTSDO staff and support organization resources have also been allocated to working with stakeholders to understand the strengths and weaknesses of current request submission policies and procedures (independent of the tool being used) and to develop an action plan for improving these policies and procedures. For 2009, this includes 8 weeks of support organization time.</p>	
Dependencies:	
<ul style="list-style-type: none"> ○ Completion of business case in 2008. ○ SNOMED CT Workbench RFP ○ Development and refinement of SNOMED CT content based on content change requests (separate work item) 	
Related Committee and Working Groups:	
<p>Technical Committee Request Submission PG Affiliate Forum MOLF</p>	



3.2 Implement Namespace policy

Project Purpose:	
<ul style="list-style-type: none"> ○ To implement a standard process for assigning SNOMED CT namespaces and the support organization's procedure for allocation and monitoring 	
Start Date: Jan 2009	Due Date: October 2009
Project Lead: Chief Technical Architect	
Scope:	
To implement and monitor the Namespace Policy developed in 2008	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Review of Namespace Policy 	<ul style="list-style-type: none"> ○ Oct 2009
Resource Requirement:	
In 2008, options for IHTSDO's Namespace policy will have been developed. In 2009, efforts will shift to consulting on this proposed policy and moving towards implementation. 2 weeks of IHTSDO staff time and 1 week of support organization staff time have been allocated to this effort.	
Dependencies:	
<ul style="list-style-type: none"> ○ Affiliate license references this policy 	
Related Groups:	
MOLF Affiliate Forum	

3.3 Liaison with Members (National Release Centres) and Affiliates

Project Purpose:	
<ul style="list-style-type: none"> ○ To ensure close liaison between the IHTSDO and Members and Affiliates ○ To leverage the work of the Members and Affiliates internationally 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO and Business Manager	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ Communicate with National Release Centres and Affiliates on other key issues including: <ul style="list-style-type: none"> ○ Release ○ Licensing ○ Request submission ○ Education ○ Shared resources and tooling 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ On-going interactions and key consultation processes 	<ul style="list-style-type: none"> ○
Resource Requirement:	
Active engagement of IHTSDO Members and Affiliates is key to the organization's ability to meet the needs of users of the standard. A total of 11 weeks of IHTSDO staff time has been allocated to this activity. The support organization also has 19 weeks to manage IHTSDO support communications and 19 weeks for direct support to IHTSDO staff, Members, and Affiliates.	
Dependencies:	
MOLF Affiliate Forum	



3.4 Provide dedicated SNOMED CT-related support hours to IHTSDO Members

Project Purpose:	
<ul style="list-style-type: none"> ○ To provide dedicated support related to SNOMED CT to Members 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Business Manager to coordinate arrangements with Members and the support organization	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ IHTSDO pays for dedicated support for individual Members from the support organization. These hours can be accessed on a monthly basis, with increased flexibility in 2009 relative to 2008 thanks for a new process for planning Member support hours that will be introduced for 2009. These hours can be used on education, content development, or other support areas as the Member chooses. 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ New process for planning Member support hours ○ 8 hours per month of Member support from the support organization 	<ul style="list-style-type: none"> ○ January 2009 ○ Monthly
Resource Requirement:	
<p>This is an on-going commitment, but take-up of Member support hours was limited in 2008. For 2009, it is expected to be more significant and so 15 weeks of support organization time has been allocated to this work item. Resources have been budgeted at half of the Member allotment of monthly hours (8 hours per month per Member of support organization time), plus additional resources to support new Members who have joined the organization during 2008.</p>	



4 Content Design and Implementation Projects

Program Purpose:

One of the highest priorities for Members of the IHTSDO is to ensure the quality and safety of content contained within SNOMED CT. This program has been established to a focus on quality and to develop a strategy for the systematic review and improvement of the quality of SNOMED CT. Based on feedback from the Content and Quality Assurance Committees, as well as the Members' Operational Liaison Forum, it has been decided to concentrate IHTSDO staff and contractor efforts first on the revision of the SNOMED Observable and Investigation Model in 2009. Projects to revise other hierarchies in the terminology will be dependent on volunteer effort, plus core IHTSDO resources (e.g. Collaborative Site, teleconference service, meeting times at the April and October meetings) unless additional resources become available during the year.

4.1 Revision of SNOMED observable and investigation model and implementation of new model

Project Purpose:	
<ul style="list-style-type: none"> ○ To improve consistency and usability of SNOMED CT for reporting the results of tests and observations, in all result reporting domains including laboratory, physical exam, radiography, pulmonary function testing, etc 	
Start Date: Ongoing	Due Date: Dec 2009
Project Lead: Chief Terminologist	
Scope:	
To include :	
<ul style="list-style-type: none"> ○ establish the concept model for observables ○ develop implementation guidance for results reporting, using observation procedures and/or observables ○ re-model the observable entities and observation procedures according to the new model 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Proposed changes to concept model ○ Complete modelling of observables ○ Complete modelling of observation procedures ○ Incorporation into SNOMED CT International release 	<ul style="list-style-type: none"> ○ July 2008 ○ Dec 2009 ○ Dec 2009 ○ Jan 2010
Resource Requirement:	
80 hours of time from the Chief Terminologist and 80 hours from the support organization for design efforts, much of which will take place in 2008. 100 hours from the Chief Terminologist and 250 hours from the support organization to enable implementation of the model. Extra time to be purchased from external consultants and/or costs for facilities and related fees to hold up to 2 out-of-cycle meetings.	
Dependencies:	
Progress of this project in 2008 and 2009 may be informed by the outcomes of discussion with LOINC and IUPAC.	



Related Committee and Working Groups:

Content Committee
Observable and Investigation Model PG

4.2 Revision of other hierarchies in SNOMED CT

Project Purpose:

- To eliminate errors and improve usability of various hierarchies in SNOMED CT, or components of hierarchies

Start Date: Ongoing

Due Date: Ongoing

Project Lead: Chief Terminologist

Scope:

Several additional projects have been initiated to review the design of specific hierarchies and/or components of hierarchies in SNOMED CT. These include:

- Revision of the substance hierarchy in SNOMED CT
- Revision of the SNOMED CT anatomy model
- Revision of the SNOMED CT event, condition, and episode model
- Revision of the SNOMED CT pharmacy content and model
- Revision of organism and infectious disease model

Deliverables:

Progress of these projects in 2009 will depend on volunteer effort, plus core IHTSDO resources (e.g. Collaborative Site, teleconference service, meeting times at the April and October meetings) unless additional resources become available during the year.

Time of delivery:

- n/a

Resource Requirement:

Volunteer effort, plus core IHTSDO resources (e.g. Collaborative Site, teleconference service, meeting times at the April and October meetings). IHTSDO welcomes and appreciates the efforts of members of the Community of Practice to contribute to the continued development of the terminology.

Dependencies:

There are inter-dependencies between several of these projects.

Agreement with FMA for harmonization related to aspects of the substance hierarchy.

Related Committee and Working Groups:

Content Committee
Substance hierarchy Redesign PG
Anatomy Model PG
Event, Condition, and Episode Model PG
Pharmacy SIG
Pharmacy Content and Model PG
Organism and Infectious Disease Model PG
MOLF



5 Tooling and Technology (Including Maintenance of Current Platform and Transition Plans)

Program Purpose:

It has been recognised that one of the key early requirements for success of the SDO is to improve its technology platform to meet the evolving needs of IHTSDO and its Members. Considerable energy has been expended in 2008 on the development and issuance of an RFP for a SNOMED CT Modular Workbench, building on the Roadmap and Architecture developed by the Technical Committee, as well as detailed specifications developed by individual Working Groups and members of the Community of Practice.

5.1 On-going development of the IHTSDO architecture for terminology tooling

Project Purpose:	
<ul style="list-style-type: none"> ○ To document longer term requirements for terminology tooling. ○ To recommend a roadmap for future development 	
Project Origin: Continuing from 2008	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Technical Architect	
Scope: This work is based on the architectural principles and guidelines developed in 2007 and the Architecture developed in 2008, as well as IHTSDO tooling investment plans. This work will extend the Architecture to include more detailed consideration of tooling for distributed terminology development.	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Revised Architecture Document 	<ul style="list-style-type: none"> ○ October 2009
Resources:	
<ul style="list-style-type: none"> ○ 5.5 weeks of IHTSDO staff time. 	
Dependencies:	
<ul style="list-style-type: none"> ○ Architecture and Roadmap documents developed in 2008. 	
Related Committee and Working Groups	
Technical Committee	

5.2 Maintenance of Technical Environment by the Support Organisation

Project Purpose:	
<ul style="list-style-type: none"> ○ To maintain and support the technical environment required for terminology development and maintenance at the support organization. 	
Project Origin: Continuing from 2008	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: The support organization	
Scope: To maintain and support the technical environment required for terminology development and maintenance	



at the support organization. This includes participating in IHTSDO efforts to procure and implement a SNOMED CT Workbench for IHTSDO and its Members.	
Deliverables: ○ Detailed requirements specified in support services contract	Time of delivery: ○ See contract
Resources: ○ 48 weeks of support organization staff time plus significant resources contracted through the support organization and license costs.	
Dependencies: ○ Investment in SNOMED CT multi-lingual modular workbench	
Related Committee and Working Groups Technical Committee Content Committee	

5.3 Investment in SNOMED CT multi-lingual modular workbench

Project Purpose: ○ Investment in shared SNOMED CT Multi-Lingual Modular Workbench	
Project Origin: New (third deliverable added after Technical Committee meeting in april 2009)	
Start Date: Jan 2009	Due Date: Dec 2009
Project Lead: Chief Technical Architect	
Scope: ○ To improve access to tools needed to develop, maintain, and enable the use of SNOMED CT in health systems around the world. ○ Invest in supply and maintenance of a SNOMED CT multi-lingual modular workbench that will host terminology editing, mapping, and other applications.	
Deliverables: ○ Tooling investments as per plan to be discussed with General assembly in October 2008 and consistent with the architecture and Technology Roadmap. ○ Transition plans and strategies as appropriate ○ CTA should establish and manage processes and service for maintaining the code base which IHTSDO owns (<i>added after TC meeting april 2009</i>)	Time of delivery: ○ Ongoing ○ April 2009
Resources: ○ 11,5 weeks of support organization staff time plus CTA time for the third deliverable	
Dependencies: This particularly related to whether OHT processes would be used as the platform for this going forward, or inhouse processes.	
Related Committee and Working Groups: Technical Committee	



6 Support IHTSDO Governance and Advisory Structures (including meetings)

Program Purpose:

New Governance structures for the IHTSDO were established in 2007. In 2008, these new bodies consolidated their role and guided future strategic directions of the IHTSDO. These activities will continue in 2009 and will be supported by Executive Officers and services provided through the Copenhagen Office. This includes facilitating meetings and providing secretariat services to the General Assembly, Management Board, Standing Committees and Working Groups as outlined in the Articles of Association. See also the program of activities above related to the Affiliate Forum.

In addition, one of the key roles for the IHTSDO is to fulfil its function as a Standards Development Organisation. Standards of the Association are those which relate to development and maintenance of SNOMED CT. These Standards, along with Regulations under the Articles of Association, will prescribe the principles and processes which Members and Affiliates must conform to when further developing the terminology. This effort builds on a consultancy in 2008 to define options for the IHTSDO process for developing and approving its Standards. The intent is that the output will be tested in consultation with SNOMED CT stakeholders, taking into account international best practice for Standards Development and Members'/users' needs.

6.1 Support IHTSDO governance bodies

Project Purpose:	
<ul style="list-style-type: none"> ○ To support IHTSDO Governance bodies as required by the Articles of Association – including General Assembly, Management Board, Committees and Harmonisation Boards 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ General Assembly – facilitate meetings, secretariat services, collaborative workspace ○ Management Board – facilitate meetings, secretariat services, preparation of Board agendas, briefing papers, reports, minutes and provision of secure workspace ○ Standing Committees – membership renewal, secretariat services, collaborative workspace <ul style="list-style-type: none"> ○ Content Committee ○ Quality Assurance Committee ○ Technical Committee ○ Research and Innovation Committee 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Timely provision of secretariat services, including Agenda and Minutes published and circulated as required by the Articles ○ Two face to face meetings 	<ul style="list-style-type: none"> ○ Ongoing ○ April and October



<ul style="list-style-type: none"> ○ Potentially a third, mid year meeting ○ Teleconferences as determined by groups 	<ul style="list-style-type: none"> ○ To be determined ○ Ongoing
Resource Requirement: This is an on-going activity for the organization. A similar level of resources has been allocated to this area as in 2008. This includes 52 weeks of IHTSDO staff time and 24 weeks of support organization time.	
Dependencies: These Governance structures must be in place to guide and oversee other projects in the Work Plan.	
Related Groups: Management Board General Assembly Members' Operational Liaison Forum	

6.2 Support IHTSDO Working Groups and related programs of work

Project Purpose: <ul style="list-style-type: none"> ○ To provide core resources to support IHTSDO Working Groups and related programs of work 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO	
Scope: Over the years, the development of SNOMED CT has benefited greatly from the efforts of volunteers from around the world who have provided expert advice on, and facilitated the development and maintenance of, the terminology and associated products and tools. IHTSDO is keen to foster and support this tradition by: <ul style="list-style-type: none"> ○ Implementing and maintaining mechanisms to support participation and collaboration within Working Groups ○ Engaging members of the Community of Practice from all Member countries in participating in Working Group discussions and projects ○ Reviewing the mix of Project Groups and Special Interest Groups needed, as well as their roles, governance, and reporting arrangements to ensure an effective environment conducive to international cooperation and progress ○ Maintenance of an on-line Collaborative Workspace and teleconference services ○ Organizing Working Group meetings in April and October of each year 	
Deliverables: <ul style="list-style-type: none"> ○ Facilitate Working Groups as required including provision of venues and registration services for two face to face meetings ○ Potentially a third, mid-year meeting ○ Teleconference and Collaborative Workspace available ○ Provision of project support for priority Working Groups ○ Strategy for transition of Collaborative Workspace ○ Proposed recognition program 	Time of delivery: <ul style="list-style-type: none"> ○ April and October ○ To be determined ○ Ongoing ○ Ongoing ○ July 2009 ○ April 2009
Resource Requirement: This is an ongoing area of activity for the organization. In addition to the levels of resources allocated in 2008 (18 weeks of IHTSDO staff time and 11 weeks of support organization time), an addition 0.3 additional FTE of IHTSDO staff time relative to 2008 to provide project support for priority Working Groups.	
Considerable resources, in terms of time and travel and other costs, are also contributed by members of IHTSDO's Community of Practice from around the world.	
Related Groups: In order to ensure an appropriate mix of Project Groups and Special Interest Groups to support interactions among, and projects undertaken by, the Community of Practice in 2009, as well as to align with the overall	



priorities of IHTSDO and its Members, IHTSDO Standing Committees will be reviewing the status of current Working Groups at the October 2008 meetings. Information on activities being undertaken by these groups may be included as a supplementary document to this Work Plan after those discussions. The following Special Interest Groups are currently in place:

- Anesthesia SIG
- Concept Model SIG
- Education SIG
- International Pathology & Laboratory Medicine SIG
- Mapping SIG
- Nursing SIG
- Pharmacy SIG
- Primary Care SIG
- Translation SIG

The following Project Groups are currently in place:

- Anatomy Model PG
- Collaborative Working PG
- Education PG
- Enhanced Release Format Interchange PG
- Event, Condition, and Episode Model PG
- Format and Reference Sets PG
- Machine and Human Readable Concept Model PG
- Mapping SNOMED CT to ICD-10 PG
- Mapping Standard PG
- Observable and Investigation Model PG
- Organism and Infectious Disease Model PG
- Pharmacy Naming and Editorial Rules PG
- Request Submission PG
- Substance Hierarchy Redesign PG
- Translation Standard Processes PG

Additional SIGs are also being considered for 2009, including one focused on implementation issues and one focused on international dentistry issues.

Note: This item also has particular links with the Collaborative Space PG, MOLF, and Affiliate Forum for the Collaborative Space transition strategy.

6.3 IHTSDO standards: definition and guidelines for development

Project Purpose:	
○ To confirm and test the Standards development process to be followed by the IHTSDO	
Start Date: Jan 2009	Due Date: Oct 2009
Project Lead: Chief Quality Officer	
Scope:	
Building on the principles document developed in 2007 and the consultancy results in 2008, this project will confirm the standards development process to be followed by the IHTSDO, including testing the inherent concepts with at least one developing area of standards.	
Deliverables:	Time of delivery:



<ul style="list-style-type: none"> ○ Draft Document for Review – including a pilot test ○ Final Document: Definition and Guidelines for Development of IHTSDO Standards ○ Communications Plan 	<ul style="list-style-type: none"> ○ April 2009 ○ October 2009 ○ October 2009
<p>Resource Requirement: In 2008, the focus was on understanding options for standards development processes. In 2009, decisions will be made by IHTSDO as to the path to pursue, based on the analysis of options and pilot test results. Approximately 7.5 weeks of IHTSDO staff time have been allocated to this effort.</p>	
<p>Related Committee and Working Groups Management Board and potentially the General Assembly</p>	

6.4 Maintain and review standards, policies and regulations

<p>Project Purpose: ○ To maintain and continually improve the IHTSDO's Standards, Policies and Regulations</p>	
<p>Start Date: Ongoing</p>	<p>Due Date: Ongoing</p>
<p>Project Lead: Chief Quality Officer</p>	
<p>Scope: ○ Maintain a register of IHTSDO Standards, Policies and Regulations ○ Monitor the review date of documents, ensuring they are maintained up-to-date in accordance with IHTSDO policy for Standards Development</p>	
<p>Deliverables: ○ Maintain register of IHTSDO Standards, Policies and Regulations ○ Monitor the review date of documents, ensuring they are maintained up-to-date in accordance with IHTSDO policy for Standards Development</p>	<p>Time of delivery: • Ongoing • Ongoing</p>
<p>Resource Requirement: This is an on-going effort. A similar level of resources to 2008 has been allocated to this area (3 weeks of IHTSDO staff time).</p>	
<p>Related Committee and Working Groups: Management Board</p>	



7 Harmonization/Liaison with Other Organizations

Program Purpose:

There are a number of areas where IHTSDO activities coincide or overlap with the interests of other standards development organisations or terminology developments. The IHTSDO Board needs to develop an agreed position on each of these and to establish mechanisms for liaison and harmonization where required.

If additional resources become available during the year, the Management board has approved directing some towards the provision of project support and/or other staffing for priority harmonization efforts.

7.1 Progress harmonization efforts related to international classifications

Project Purpose:	
<ul style="list-style-type: none"> ○ To progress harmonization efforts related to international classification standards 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: MB Chair and CEO	
Scope:	
<ul style="list-style-type: none"> ○ Continue harmonisation efforts with World Health Organization Family of International Classifications stakeholders ○ Action Plan for harmonization efforts with International Classification of Primary Care stakeholders ○ Consider future plans for harmonization with other classification standards 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Progress harmonization agreements with the World Health Organization ○ Through the WHO-IHTSDO Harmonization Panel, identify joint activities for consideration as part of the 2009 Work Plan if additional resources become available midyear or as part of the 2010 Work Plan ○ Develop Action Plan for harmonization efforts with ICPC ○ On-going discussions with users and stakeholders responsible for other international classification standards ○ Host shared website for Panel 	<ul style="list-style-type: none"> ○ As early as possible ○ As early as possible ○ May 2009 ○ Ongoing ○ Ongoing
Resource Requirement:	
This is an on-going effort that will be supported primarily by volunteer effort and core IHTSDO support (e.g. Collaborative Space, teleconferences, meeting time in April/October). In addition, 4 weeks of IHTSDO staff time has been allocated to facilitate this effort.	
Dependencies:	
Progress of harmonization discussions with relevant stakeholders	
Project related to mapping ICD-10 second edition and SNOMED CT	
Related Committee and Working Groups	
Content Committee	



Mapping SIG
Primary Care SIG
SIGs with relationships with other international classifications

7.2 Progress harmonization efforts related to laboratory tests, measurement procedures, and observables

Project Purpose:	
<ul style="list-style-type: none"> ○ To further harmonization efforts related to laboratory tests and related content within SNOMED CT with other existing terminologies 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: MB Chair and Chief Terminologist	
Scope:	
<ul style="list-style-type: none"> ○ Continue harmonisation work with IUPAC and LOINC 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Finalize Harmonization agreements ○ Identify joint activities for consideration as part of the 2009 Work Plan if additional resources become available midyear or as part of the 2010 Work Plan. 	<ul style="list-style-type: none"> ○ As early as possible
Resource Requirement:	
This is an on-going effort that links to the work of the International Pathology SIG and the work on redesign of the Observables and Investigation Model. A total of 4 weeks of IHTSDO staff time has been allocated to this effort, including project support related to harmonization.	
Dependencies:	
Progress of harmonization discussions with LOINC and IUPAC	
Redesign of Observables and Investigation Model project	
Related Committee and Working Groups	
International Pathology SIG	

7.3 Progress harmonization process with HL7, OpenEHR, and other Standards Development Organizations dealing with messaging and information models

Project Purpose:	
<ul style="list-style-type: none"> ○ To progress the harmonization process with HL7, OpenEHR, CEN and other standards development organisations dealing with messaging and information models 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: MB Chair, CEO, and Chief Technical Architect	
Scope:	
To explore options for harmonization at both a strategic and operational level, including consideration of interaction with:	
<ul style="list-style-type: none"> - Term Info - Archetypes - Other relevant initiatives 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Progress harmonization discussions with OpenEHR ○ Initiate strategic harmonization discussions with HL7 	<ul style="list-style-type: none"> ○ As early as possible ○ As early as possible
Resource Requirement:	
This effort will be supported primarily by volunteer effort and core IHTSDO support (e.g. Collaborative Space,	



teleconferences, meeting time in April/October). However, enhanced support may be considered if additional resources become available during 2009, based on priorities established by the Management Board.

Dependencies:

- Information Model session being planned by Members in October 2008
- Interest of other standards bodies in moving forward

Related Committee and Working Groups:

Management Board

7.4 Other harmonization/liaison activities

Project Purpose:

- To promote Harmonisation/Liaison with other Standards Development Organisations and related organizations, as required

Start Date: Ongoing

Due Date: Ongoing

Project Lead: Chair of IHTSDO Management Board and CEO or as delegated for specific organizations

Scope:

To include consideration of:

- Establishing and maintaining contact with various other relevant SDOs and other relevant organizations (e.g. CDISC, ICH, ICN, OHT, WONCA, and many others)
- Formation of Harmonisation Boards/Panels where sufficient drivers for collaboration and sustainable resourcing exist
- Participating in joint activities upon request and subject to available resources

Deliverables:

- TBD

Time of delivery:

-

Resource Requirement:

This effort will be supported primarily by volunteer effort undertaken by the Management Board Chair and relevant Directors, plus core IHTSDO support (e.g. Collaborative Space, teleconferences, meeting time in April/October). In addition, 1.5 weeks of IHTSDO staff time have been assigned to this area, as well as travel resources to participate in ISO TC 215 meetings.

Dependencies:

- Availability of MB Members to participate in these processes.
- Relative priority of harmonization/liaison activities for other organizations



8 Communications and Outreach

Program Purpose:

Communications and outreach are key functions of IHSTDO. The organization's activities in this area are guided by the Communications Strategy approved by the Management Board in 2008. They include activities focused on the needs of stakeholders in both countries that are already Members of IHTSDO as well as those that have not yet joined the Association.

8.1 Accelerate implementation of the Communication Strategy

Project Purpose:	
<ul style="list-style-type: none"> ○ Accelerate the Communication strategy approved in 2008 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO	
Scope:	
To accelerate the communication strategy taking into account:	
<ul style="list-style-type: none"> ○ Key audiences ○ Methods of communication ○ Attracting new members (as the goal for the communication) 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Media contact list (relevant trade press focus) ○ Media monitoring for IHTSDO press releases ○ IHTSDO quarterly electronic newsletter ○ Annual Activity Report ○ Package of Resources for new members 	<ul style="list-style-type: none"> ○ Jan 2009 and ongoing ○ Ongoing ○ First issue in April 2009 ○ June 2009 ○ October 2009
Resource Requirement:	
Communications are a key and on-going effort on behalf of the organization. Specific new activities for 2009 include a quarterly electronic newsletter and the production of an electronic package of resources for new Members. A total of 22 weeks of IHTSDO staff time have been allocated to this area, along with resources for the production of the publications mentioned above and a limited amount of travel to health-related events.	

8.2 Public website management

Project Purpose:	
<ul style="list-style-type: none"> ○ Maintain and further develop the Public Website 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Senior Project Manager	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ Regular updates of relevant information on the Public Website ○ Monitor usage statistics for the website ○ Collect feedback from IHTSDO stakeholders and others on an ongoing basis ○ Maintain and further develop the Public Website 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Weekly maintenance 	<ul style="list-style-type: none"> ○ Weekly



○ Plan for further content review and development	○ June 2009
Resource Requirement: IHTSDO's public website is a key communications vehicle for the organization. A total of 10 weeks of IHTSDO staff time has been allocated to this project.	
Dependencies: ○ Collaborative Workspace Management	



9 Association Management and Infrastructure

Program Purpose:

IHTSDO's work requires a sustainable and robust organization capable of responding to stakeholder requirements. The priority in 2009 is to continue to consolidate operational activities within the IHTSDO, building on efforts to date to ensure a solid operational base for the organization.

9.1 Human resource management

Project Purpose:	
<ul style="list-style-type: none"> ○ To ensure the IHTSDO is appropriately resourced to respond to stakeholder requirements 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO	
Scope:	
<ul style="list-style-type: none"> ○ Development of a staffing and recruitment plan, as required, based on the 2009 Work Plan and additional activities that may be approved during the year ○ Complete orientation for Chief Officers (Expected to be in post during third/fourth quarters of 2008) <ul style="list-style-type: none"> ○ Chief Technical Architect ○ Chief Terminologist ○ Chief Quality Officer ○ Ensure a robust human resources management plan and environment for the organization. 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Staffing Plan for 2009 ○ Orientation for Chief Officers ○ Continued development of HR policies (e.g. Employee Policy) and performance management processes ○ Staff development plan 	<ul style="list-style-type: none"> ○ Jan 2009 ○ April 2009 ○ Ongoing ○ April 2009
Resource Requirement:	
8 weeks of IHTSDO staff time have been assigned to this ongoing work program. In addition, since IHTSDO's work depends on the efforts of highly qualified, well-informed, and capable staff, a budget of 3% of gross salaries has been set aside for professional development. Travel resources have also been allocated to support the orientation and effective work of the organization's senior team.	
Dependencies:	
Management of other work items will rely on appropriate staffing being in place.	

9.2 Strategic planning

Project Purpose:	
<ul style="list-style-type: none"> ○ To develop the yearly Work Plan 	
Start Date: Mar 2009	Due Date: Oct 2009
Project Lead: CEO	
Scope:	
To include:	
<ul style="list-style-type: none"> ○ Consideration of Management Board strategic directions, as per agreed business planning process ○ Input from Members, Affiliates, Working Groups and other partners including Support Organisations ○ Development of work plan for 2010 	



<ul style="list-style-type: none"> Development of Budget for 2010 	
Deliverables: <ul style="list-style-type: none"> 2010 business planning process Draft 2010 Work Plan for review by Management Board and initial costing by the support organization 2010 Work Plan and budget for approval by Management Board and General Assembly 	Time of delivery: <ul style="list-style-type: none"> February-October 2009 August 2009 October 2009
Resource Requirement: Approximately 15 weeks of IHTSDO staff time has been assigned to enable effective business planning processes in 2009, with a view to having a robust and responsive Work Plan and Budget for 2010.	
Dependencies: Required for preparation of budget preparation and effective financial management Depends on significant input from Management Board Members and others in the Community of Practice.	

9.3 Financial management – including annual audit

Project Purpose: <ul style="list-style-type: none"> To embed sound processes for ongoing financial management of the IHTSDO 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO/Business Manager	
Scope: To include: <ul style="list-style-type: none"> Preparation of budget Receipt and management of membership fees Management of IHTSDO financial investments and procurement Appropriate accounting and financial management practices Completion of Annual Audit Develop and implement appropriate investment and financial policies and processes N.B. Excludes Financial services to be provided by the support organization through the provision of the Support Contract (including management of Affiliate fees)	
Deliverables: <ul style="list-style-type: none"> Monthly reconciliation of accounts receivable/payable Monthly report against budget End of Year Financial Audit Draft budget for consideration by the General Assembly 	Time of delivery: <ul style="list-style-type: none"> 10 days after EOM 10 days after EOM April 2009 October 2009
Resource Requirement: This is an ongoing activity for the organization. Approximately 7.5 weeks of IHTSDO staff time have been assigned to this area, along with cash resources to pay for bookkeeping and audit services, as well as financial advice.	

9.4 Manage Copenhagen office and administrative processes

Project Purpose: <ul style="list-style-type: none"> To ensure Copenhagen office is appropriately staffed and resourced to perform key business processes 	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Business Manager	
Scope: To include:	



<ul style="list-style-type: none"> ○ Implementation of key business processes required for efficient functioning of IHTSDO and to ensure security of IHTSDO assets, including: document management; IP and asset registers; trademarks and patent management processes ○ Secretariat services to Management Board and other groups as required ○ Recruitment of administrative staff as required to manage key processes ○ Outsourcing of non-core services as required (IT, legal, travel services, accommodation, etc.) ○ Coordinate delivery of IHTSDO Work Plan in accordance with agreed budget and schedules 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ See above 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○
<p>Resource Requirement: This is an ongoing activity for the organization. Approximately 42 weeks of staff time has been assigned to this area, as well as the budget for organizational corporate services (e.g. IT support, corporate legal services, general travel, and office costs)</p>	



Appendix 1

Potential Projects for Future Consideration

In the Business Planning Process agreed to by the General Assembly and the Management Board, one of the roles of the collection stage is to identify potential new initiatives that could be considered for the following year. A number of ideas were brought forward for 2009, not all of which could be resourced within IHTSDO's budget for staff, support organization time, and contractors. IHTSDO encourages members of the Community of Practice to consider whether they are able to contribute to accelerating any of these initiatives so as to provide benefit for the Community as a whole. For more information about how you can become involved, please contact the IHTSDO office. A non-exhaustive list of examples, in no particular order, includes:

- Additional content design and implementation projects (working on the next set of priorities identified by the Content and Quality Assurance Committees plus the MOLF)
- Educational materials and sessions
- Internship program to build capacity (proposal submitted by the Research and Innovation Committee)
- Provision of expanded project support for priority working groups (some additional support provided in 2009 budget but this could go further)
- Provision of project support and/or other staffing for priority harmonization efforts
- Provision of additional administrative and other support for Committees and the MOLF (e.g. Action Tracking)
- New member toolkit
- Focused marketing to selected potential new members
- Further investment in shared tooling and protocols for distributed modeling
- Accelerate communications strategy, e.g.
 - Develop and publish case studies of existing implementations to support desire for better information on benefits of using SNOMED CT
 - Document current use of SNOMED CT and antecedent versions internationally
 - Document current “endorsements” of SNOMED CT and actively pursue additional endorsements from the global community
- Accelerate streamlining of request submission process
- Identification of national content in the international release for potential future removal into national extensions
- Pilot of interoperability of tools to support distributed modeling
- Documentation of rules implemented by the support organization as part of modeling and release processes, as well as processes for tracking exceptions



- IHTSDO Glossary of Terms that would convene CEO, CQO, CTO to develop a web-based (Wiki?) glossary accessible to all
- Active engagement strategy for Affiliate Forum and vendors more specifically
- Enhanced operational policies/procedures for organization
- Secondary uses white paper
- Establish mechanism for sharing subsets and other similar products between members/affiliates
- Development of international subsets (e.g. nursing, primary care, or anesthesia)
- Comparison of summary health records used in different member countries and potential for binding SNOMED CT terms to these records
- Harmonization effort with Open Biomedical Ontologies (a set of "orthogonal interoperable reference ontologies in the biomedical domain" whose authors are now turning their attention to signs, symptoms, and findings)
- Pilot of distributed modeling
- Reference implementations
- Data test bed for applets
- Frequently used term lists/subsets/hierarchies
- More joint meetings about SIG strategies (similar to the pharmacy meeting in Evanston)
- Machine readable concept model – further development
- Broader efforts to create maps that support various use cases between a range of classification standards and SNOMED CT.



Appendix 2

Glossary of Acronyms

Acronym	Term
AMIA	American Medical Informatics Association
CCR	Continuity of Care Record (The US Continuity of Care Record initiative)
CD	Clinical Director
CEO	Chief Executive Officer
CQO	Chief Quality Officer
CTO	Chief Terminologist
CTA	Chief Technical Architect
DITA	Darwin Information Typing Architecture
EBP	Evidence-Based Practice
ERF	Enhanced Release Format
FMA	Foundational Model of Anatomy
GA	General Assembly
ICD	International Classification of Diseases
ICPC	International Classification of Primary Health Care
IHTSDO	International Health Terminology Standards Development Organisation
IOTA	International Organization for Terminology in Anesthesia
IUPAC	International union of pure end applied chemistry
LOINC	Logical Observation Identifiers Names and Codes
MB	Management Board
MOLF	Members' Official Liaison Forum
MRCM	Machine Readable Concept Model
OHT	Open Health Tools
RFI	Request for Information
RFP	Request for Proposals
UKTC	UK Terminology Centre