



IHTSDO Work Plan 2010

Including Designated Services from the Support Organization

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Executive Summary

Safe and effective exchange of health information is important around the world. Health care providers need to know about allergies, past health problems, medications, and other aspects of a patient's health and health care. IHTSDO's goal is to make this as easy as possible. Our work on standardized health terminology is a global effort to respond to needs that we all share, with a focus on enabling effective use of SNOMED Clinical Terms (SNOMED CT®).

Much has been achieved, but there is much more to do. IHTSDO's Management Board and General Assembly have 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 2010 both directly by IHTSDO and by our contracted support organizations. The business planning process agreed by the General Assembly and Management Board has been used to guide the development of the 2010 Work Plan. The Strategic Framing Stage was completed by the General Assembly and Management Board in April 2009. Within this context, the Collection Stage 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 ongoing projects, and identifying priorities for 2010.

A key step in this process was to identify the relative resource balance among IHTSDO's major areas of activity for 2010. IHTSDO's Standing Committees and the Management Board 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. A shift in priorities advocated by the Content Committee means that we will be spending more time on quality improvement and new content/modeling projects that have already been initiated but not yet completed, such as the projects related to observables and pharmacy/substances hierarchies, as well as on projects to develop better ways of working to improve content maintenance efficiency, effectiveness, and distribution of workload such as migrating to the IHTSDO Workbench. About the same level of effort will go towards responding to requests for content additions or changes arising from requests submitted by IHTSDO's global community of practice. This reflects actual experience in 2009 with respect to the volume and type of requests submitted. Less effort will be dedicated to applying better use of the basic science of terminology, such as projects related to the fundamental structure of SNOMED CT that are largely driven by broad analysis of needs for systematic updates.

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. This includes having a Standing Committee that will specifically focus on implementation and innovation and recruiting a new Officer with this mandate. In addition, IHTSDO has incorporated resources for hosting and support of the IHTSDO Workbench, as well as its ongoing maintenance and open sourcing, into the base budget.

Other major areas of activity include support for IHTSDO governance and advisory structures (including twice per year Community of Practice meetings and implementing the newly confirmed approaches that IHTSDO will take to standards development and approval), enhanced project support and direct support to members, continued 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. This will include transfer of a number of areas of administrative responsibility (e.g. license and namespace administration) from IHTSDO's support organization to the organization itself.

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 2010. 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 2010 Work Plan for which only core resources, not project resources or significant IHTSDO staff time, have been included in the 2010 budget. 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. In the business planning process, these are known as "category B" projects. These areas include, in no particular order:

- Accelerate implementation of results of pharmacy/substances hierarchy redesign efforts (resources to move forward the redesign efforts themselves are included in the 2010 budget)



- Accelerate specification and implementation of Release Format 2 in addition to producing a trial version of the January 2010 Release in RF2 format for feedback from the Community of Practice
- Incorporation of improved translation capabilities within the IHTSDO Workbench
- Accelerate implementation of harmonization activities with the World Health Organization and WONCA
- Accelerate migration of the SNOMED CT International Release development, maintenance, and production to the IHTSDO Workbench

Changes in resourcing are just one of the reasons why the 2010 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 2010. It will undoubtedly need to evolve during the year based on feedback from the Community of Practice and changes in the external environment. For example, the 2010 budget includes a pool of resources that have been designated for major collaborative projects, including:

- Migration of the development and release of the SNOMED CT International Release to the IHTSDO Workbench
- Mapping of SNOMED CT and ICD-10, plus participation in other harmonization activities with WHO
- Harmonization activities with WONCA, including a family medicine subset and mapping with the International Classification of Primary Care
- Harmonization activities with the Continua Alliance, including an expanded special subset of terms and mapping with SNOMED CT

While project plans exist or are under development in each of these areas, there are also significant uncertainties at this time about the nature and magnitude of resources required. This may arise because of uncertainties regarding the timing of finalization of harmonization agreements, a lack of certainty about the extent to which it will be possible to obtain in-kind support from Members for projects (e.g. further development of the IHTSDO Workbench so as to support both national releases and the International Release or specialists to participate in the mapping effort), and other unknowns. Accordingly, a pool of resources has been allocated to support these initiatives. This sum is the maximum possible given IHTSDO's current budget situation and will allow for progress in each of the four areas. However, the total available is less than estimates that have been received to date to complete the four projects identified above. Efforts will be phased taking into account available resources, the progress of harmonization and project activities, and other operational considerations. There may be dynamic adjustments during the year based on the confirmation of project plans and internal/external developments.



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 2010. It accounts for more resources than any other program. Based on the advice of the Content Committee, IHTSDO is targeting the following approximate distribution of overall resources: quality improvement and new content/modeling projects that have already been described and initiated but not yet completed, such as the projects related to observables and pharmacy/substances (increase to 20%); projects to respond to requests for content additions or changes arising from requests submitted by IHTSDO's global community of practice (similar to 2009 at 25%); projects applying better use of the basic science of terminology such as those related to the fundamental structure of SNOMED CT that are largely driven by broad analysis of needs for systematic updates (decrease to 25%); and projects to develop better ways of working to improve content maintenance efficiency, effectiveness, and distribution of workload such as migrating to the IHTSDO Workbench (increase to 30%).

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 modeling and editorial policies and procedures, including the content inclusion/exclusion criteria. 	
Project Origin:	
Continuing from 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Terminologist	
Scope:	
<p>Building on base modelling and editorial policy and procedure documents that have been previously developed, it is anticipated that these policies will require significant effort to implement and further refine in 2010 prior to becoming final endorsed Standards of the IHTSDO. This work includes 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 2011 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 	<ul style="list-style-type: none"> ○ High-level decision in



<p>Assurance Committee</p> <ul style="list-style-type: none"> ○ Evaluation of content inclusion/exclusion criteria and algorithms ○ Progress on priority areas as per agreed Work Plan ○ Future plan for editorial policy development including modeling consistency efforts 	<p>July 2009. Ongoing at more detailed level</p> <ul style="list-style-type: none"> ○ Ongoing ○ Ongoing ○ Oct 2010
<p>Related Committee and Working Groups</p> <p>Content Committee</p>	

1.2 Continuing alignment of content with concept model and content development quality assurance

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ Continuing alignment of the content with the editorial policies and guidelines and content development quality assurance 	
<p>Project Origin: Continuing from 2009 but at a lower scale</p>	
<p>Start Date: Ongoing</p>	<p>Due Date: Ongoing</p>
<p>Project Lead: Chief Terminologist</p>	
<p>Scope: Ongoing efforts are required to ensure that SNOMED CT content aligns with agreed editorial policies and models, as expressed in the content model. Beginning with the January 2010 release, specific priorities for progress have been set for work leading up to each of the two annual releases of the SNOMED CT International Release. Content quality assurance includes a series of automated checks made at the time of editing, on a regular basis in the course of developing an upcoming release, and prior to release. In addition, the current editing process defines two clinical editor roles. The first editor is responsible for completing an editing task (e.g. creating a new concept or changing an existing one). The second editor is responsible for reviewing the work and either approving it or sending it back for discussion/revision. This process is enforced by the workflow built into the current technical environment.</p>	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Priorities for activity in this area undertaken by IHTSDO's contracted support organization ○ Alignment of the content with the editorial policies and guidelines based on priorities agreed for each edition of the SNOMED CT International Release 	<p>Time of delivery: 6 months in advance of the January and July releases</p> <p>January, July</p>
<p>Dependencies: Input to this project is provided by the model revision projects (with priorities as determined by the Content and Quality Assurance Committees) and feedback from Members and other users of the standards through the Request Submission process.</p>	
<p>Related Committee and Working Groups: Content Committee</p>	

1.3 Content Change Request Editing

<p>Project Purpose:</p> <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, as well as those expressed through Working Groups and other sources outside of the request submission process 	
<p>Project Origin: Continuing from 2009 but at a slightly lower scale</p>	
<p>Start Date: Ongoing</p>	<p>Due Date: Ongoing</p>



Project Lead: Chief Terminologist	
Scope: <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. ○ Prioritization of content change projects, as required 	
Deliverables: <ul style="list-style-type: none"> ● New/updated 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 ● New/updated content in satisfactory quantity and quality based on content change requests submitted by Working Groups and other sources outside of the request submission process ● Quantitative demonstration of adherence to editorial guidance for these requests ● Monthly reports on request submission 	Time of delivery: <ul style="list-style-type: none"> ○ Ongoing with January and July release milestones ○ Ongoing with January and July release milestones ○ Report related to each release ○ Every month
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 in some cases. Organisations and Working Groups 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, Working Groups submitting requests	

1.4 Manage and evaluate the SNOMED CT release process

Project Purpose: <ul style="list-style-type: none"> ○ To effectively release SNOMED CT ○ To evaluate members' and affiliates' satisfaction with the Release Process. 	
Project Origin: Continuing from 2009 but at a lower level because of migration described in project 5.4	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Technical Architect	
Scope: Consideration of the processes for the January and July 2010 releases, including: <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 ○ Output-oriented quality metrics against which the above can be quantified ○ Release management and version control ○ Issues management 	
Deliverables: <ul style="list-style-type: none"> ○ Timetable for the release process ○ SNOMED CT International Release 	Time of delivery: <ul style="list-style-type: none"> ○ For the Jan and July releases ○ Jan and July



<ul style="list-style-type: none"> ○ Release of Spanish language version ○ Metrics report for each release, including description of significant content updates/changes 	<ul style="list-style-type: none"> ○ Apr and Oct ○ Dec and June
Dependencies: Content development and maintenance processes Technical infrastructure to support the release process	
Related Committee and Working Groups: Research and Innovation Committee Technical Committee Member Forum Affiliate Forum	

1.5 Support for implementing IHTSDO's Quality Framework

Project Purpose: <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 	
Project Origin: Continuing from 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Quality Officer	
Scope: <ul style="list-style-type: none"> ○ This work will build on the outline of a Quality Framework that has been available for trial use in 2009. ○ 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 2009 based on feedback from users. 	
Deliverables: <ul style="list-style-type: none"> ○ Updates to the Quality Framework based on feedback from initial implementations ○ Support staff, the support organization and Working Groups in planning to implement the Quality Assurance Framework 	Time of delivery: <ul style="list-style-type: none"> ○ As required ○ Ongoing
Related Committee and Working Group Projects Quality Assurance Committee	

1.6 Implementation of quality metrics for SNOMED CT content

Project Purpose: <ul style="list-style-type: none"> ○ To design, test, implement and monitor new quality metrics as determined by the Quality Assurance Committee 	
Project Origin: New focus for 2010	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Quality Officer	
Scope: <ul style="list-style-type: none"> ○ In 2009, efforts have focused on refining quality metrics related to the request submission process and quantitative metrics specific to the International Release. As a next step, IHTSDO intends to commission an options assessment for "fitness for purpose" quality metrics. ○ 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 began in 2008/9 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: <ul style="list-style-type: none"> ○ Regular reporting of quality measures through the the support organization contract, e.g. in Quarterly Board and Committee Reports ○ Annual Quality Review, including results from “fitness for purpose” quality metrics options appraisal 	Time of delivery: <ul style="list-style-type: none"> ○ January, April, July, October ○ December 2010
Related Committee and Working Groups Content Committee Quality Assurance Committee	

1.7 Manage the support organization support agreement

Project Purpose: <ul style="list-style-type: none"> ○ To manage and monitor delivery of the support organization Support Agreement 	
Project Origin: Continuing from 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO/Business Manager	
Scope: <ul style="list-style-type: none"> ○ Receipt and tracking of the support organization 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 the support organization financial services to support IHTSDO <p>In addition, this item in the Work Plan includes development and implementation of strategies related to future support services arrangements since the first three year agreement expires in April 2010.</p>	
Deliverables: <ul style="list-style-type: none"> ○ Reporting requirements as per the designated support services contract ○ Quarterly reports from the support organization regarding Contract deliverables ○ Mechanisms for Chief Terminologist and CQO to provide guidance to the support organization modeling staff in terms of IHTSDO priority work 	Time of delivery: <ul style="list-style-type: none"> ○ Varies depending on specific requirement ○ Mar, Jun, Sep, Oct ○ Ongoing

1.8 Incident response maintenance/review

Project Purpose: <ul style="list-style-type: none"> ○ To ensure that the IHTSDO is prepared to quickly respond to reported incidents relating to SNOMED CT usage 	
Project Origin: Ongoing	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO/Chief Quality Officer	
Scope: <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 	
Deliverables: <ul style="list-style-type: none"> ○ Include information on any actions required in the Chief 	Time of delivery: As required



Executive's report to the Management Board (MB) and the MB Chair's report to the General Assembly as applicable	
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2. Facilitating Implementation of SNOMED CT

Program Purpose:

IHTSDO's Management Board and General Assembly came together in April 2009 to discuss future directions. They agreed that the ultimate aim is to broaden the 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 this Work Plan groups together activities specifically directed towards this end. In 2010, the realignment of the Standing Committee structure to include an Implementation and Innovation Committee, as well as the recruitment of a new Chief Implementation and Innovation Officer, will be key to providing additional focus and leadership in this domain.

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 	
Project Origin:	
Ongoing	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Terminologist to coordinate with the support organization	
Scope:	
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"> ○ January and July 2010
Related Committee and Working Groups:	
Content Committee	

2.2 Strategy for sharing resources that facilitate implementation

Project Purpose:	
<ul style="list-style-type: none"> ○ Members and Affiliates from around the world are in the process of accelerating implementation of SNOMED CT. This project's purpose is to develop a strategy to enable the sharing of resources that are developed through their efforts that may facilitate the implementation of the terminology 	
Project Origin:	
New for 2010	
Start Date: January 2010	Due Date: December 2010
Project Lead: Chief Implementation and Innovation Officer	
Scope:	
In 2009, the Implementation Special Interest Group began to host regular web casts to share implementation experiences from around the world. In addition, Members have begun to explore options for sharing resources that facilitate implementation (e.g. the Technical Committee has been leading an effort to discuss options for an Asset Registry and the Members Forum is hosting a session in October 2009 regarding the potential for sharing specialty subsets). Other related activities are also underway, e.g. volunteer efforts to	



<p>progress development and implementation of a strategy for education of users and role-based learning objectives.</p> <p>Building on these efforts, the Implementation and Innovation Committee and the Chief Implementation and Innovation Officer will lead the development of a strategy to enable the sharing of resources that are developed by Members and Affiliates that may facilitate the implementation of the terminology.</p>	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Pilot web-based environment(s) ○ Draft strategy 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ June 2010 ○ October 2010
<p>Dependencies:</p> <ul style="list-style-type: none"> ○ Current activities related to opportunities for sharing experiences and resources related to the implementation of SNOMED CT ○ Significant contributions from Members and Affiliates expected in terms of sharing resources that would facilitate implementation of SNOMED CT as the strategy is rolled out 	
<p>Related Committee and Working Groups: Implementation and Innovation Committee Education SIG Affiliate Forum Implementation SIG Member Forum</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>Project Origin: Continuing from 2009</p>	
<p>Start Date: Jan 2010</p>	<p>Due Date: Dec 2010</p>
<p>Project Lead: Chief Terminologist</p>	
<p>Scope: Consideration of future-oriented scope of the international release, with a particular focus in 2010 of the boundary between the International Release and national/other extensions related to pharmacy (see Work Plan item 4.2) and a roadmap for identifying and implementing the appropriate level of pre-coordination of terminology in specific areas of SNOMED CT</p>	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Roadmap for identifying and implementing the appropriate level of pre-coordination in specific areas of SNOMED CT 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ December 2010
<p>Related Committee and Working Groups: Content Committee Pharmacy Special Interest Group</p>	

2.4 Concept model and modeling process documentation

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To document the machine and human readable concept model which underpins SNOMED CT 	
<p>Project Origin: Continuing from 2009 but at a higher scale</p>	
<p>Start Date: January 2010</p>	<p>Due Date: December 2010</p>
<p>Project Lead: Chief Terminologist and Chief Quality Officer</p>	
<p>Scope:</p>	



<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 ○ DITA-based documentation projects ○ Evaluate options for using IHTSDO Workbench issue tracking system to improve documentation and communication regarding decisions related to the concept model and its implementation 	
<p>Note: Alignment of the machine and human readable concept models under this area of the Work Plan helps to ensure that the infrastructure is in place to facilitate evaluating and refining the modelling and editorial policies and procedures (Work Plan item 1.1) in a consistent and usable manner.</p>	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Quality elements drafted in 2009 to be tested and reported on in 2010 as work progresses and subsequently re-evaluated ○ DITA-based documentation projects 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ Ongoing ○ Timetable to be developed in 2009
<p>Dependencies support organization work items related to documentation of the modeling and release processes.</p>	
<p>Related Committee and Working Groups: Research and Innovation Committee Quality Assurance Committee Concept Model SIG Machine Readable Concept Model PG</p>	

2.5 Evaluate and test updated Release Format specifications and outline future options

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To evaluate and test "Release Format 2" (RF2) prototype approach for the interchange and release of SNOMED CT content 	
<p>Project Origin: Release of RF2 trial use version of SNOMED CT new for 2010</p>	
<p>Start Date: January 2010</p>	<p>Due Date: October 2010</p>
<p>Project Lead: Chief Technical Architect</p>	
<p>Scope:</p> <ul style="list-style-type: none"> ○ January 2010 release provided in both original and new (RF2) formats as part of the technology preview package ○ Feedback to be sought from affected stakeholders ○ Options for future release formats to be developed 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Move from specification to implementation of RF2 for Jan 2010 release and follow up work ○ Feedback on release format ○ Options for future release formats 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ January 2010 ○ April 2010 ○ October 2010
<p>Dependencies:</p> <ul style="list-style-type: none"> ○ Input from stakeholders on the RF2 ○ Implementation of the IHTSDO Workbench for use in developing the RF2 version of the International Release 	
<p>Related Committee and Working Group Projects Research and Innovation Committee Technical Committee</p>	



Enhanced Release Format, Interchange Format and RefSet PG
Member Forum
Affiliate Forum

2.6 Update technical implementation guidance

Project Purpose:	
<ul style="list-style-type: none"> To update implementation guidance, as well as the overarching standards and conformance criteria that specify the way that SNOMED CT should be implemented in clinical systems 	
Project Origin:	
Continuing from 2009 but at a slightly higher scale	
Start Date: Jan 2010	Due Date: Oct 2010
Project Lead: Chief Technical Architect and Chief Implementation and Innovation Officer	
Scope:	
An action plan for updating technical implementation guidance for SNOMED CT is being developed in 2009. In 2010, implementation will begin, including documentation to accompany the technology preview version of the January 2010 release in RF2 format.	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> Documentation to accompany the technology preview version of the January 2010 release in RF2 format Other updates to technical implementation guidance 	<ul style="list-style-type: none"> January 2010 To be determined based on action plan that is currently being developed
Related Committee and Working Groups	
Technical Committee Affiliate Forum Member Forum Implementation SIG	

2.7 Affiliate Forum

Project Purpose:	
Build an initial operational structure for the Affiliate Forum (AF) focusing on building awareness of AF efforts within the IHTSDO community and developing bi-directional communication facilities between the AF and affiliates	
Project Origin:	
Continuing from 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Co-Chairs of the Affiliate Forum plus Chief Implementation and Innovation Officer	
Scope:	
<p>The Affiliate Forum was established in accordance with Clause 9.11 of the IHTSDO Articles, which provides “for the creation and maintenance of a body of diverse and appropriate representatives of the Affiliates (the “Affiliate Forum”), which can act as an advisory body to the Association and the general assembly and can serve as a means for the sharing of views and information between the Affiliates and the Association.” A planning group was created at the Fall 2008 IHTSDO meeting. The focus in 2009 was developing a common understanding of the objectives, roles and responsibilities of the Forum. Draft Terms of Reference are being reviewed by the Management Board in September 2009.</p> <p>The focus in 2010 will be building a representative and active AF that serves as an important component to achieving the goals of the IHTSDO. This includes:</p> <ul style="list-style-type: none"> Increasing awareness of the Affiliate Forum, with associated increasing communications regarding IHTSDO and SNOMED CT Developing effective bi-directional communication mechanisms and infrastructure for Affiliates and 	



IHTSDO/its constituent groups, ensuring active feedback and engagement from Affiliates related to IHTSDO activities <ul style="list-style-type: none"> Developing an efficient, scalable structure to enable Affiliates to vote for nominees to IHTSDO's Standing Committees 	
Deliverables: <ul style="list-style-type: none"> Creation of an Affiliate Forum page on the IHTSDO web site that describes the AF and provides links to AF-related areas. Addition of AF relevant items on the "How Do I" section of the IHTSDO web site. Develop a proposed process for identification of holders of valid Affiliate Licenses Develop a mechanism, in association with the IHTSDO, to identify Affiliate Voters Develop/select a scalable infrastructure to be used for remote balloting Communications to/from Affiliates regarding IHTSDO activities 	<ul style="list-style-type: none"> Q1 2010 Q1 2010 Q1 2010 Q3 2010 Q3 2010 Ongoing
Dependencies: <ul style="list-style-type: none"> Active participation in the Affiliate Forum 	
Related Committee and Working Groups Affiliate Forum	

2.8 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, including a transition of the administration of licenses from the support organization to IHTSDO's Copenhagen office 	
Project Origin: Ongoing	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Business Manager	
Scope: <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 Implementation of appropriate infrastructure and processes to enable IHTSDO to assume responsibility for the administration of Affiliate Licenses from the support organization 	
Deliverables: <ul style="list-style-type: none"> Manage issuance of Affiliate Licenses by or on behalf of IHTSDO Transition of license administration from the support organization to IHTSDO, except in-scope licenses 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 	Time of delivery: <ul style="list-style-type: none"> Ongoing Q1 2010 Ongoing January and July October



2.9 Action Plan to Accelerate Implementation of SNOMED CT

Project Purpose:	
<ul style="list-style-type: none"> To develop an action plan to identify how IHTSDO might best support its Members and Affiliates in accelerating the implementation of SNOMED CT 	
Project Origin:	
New	
Start Date: January 2010	Due Date: April 2010
Project Lead: Chief Implementation and Innovation Officer	
Scope:	
<ul style="list-style-type: none"> Action plan to identify how IHTSDO might best support its Members and Affiliates in accelerating the implementation of SNOMED CT 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> Draft action plan for discussion by Implementation and Innovation Committee Draft action plan for discussion by Management Board and General Assembly 	<ul style="list-style-type: none"> March 2010 April 2010
Related Committee and Working Groups	
Implementation and Innovation Committee Implementation SIG Affiliate Forum Member Forum Management Board General Assembly	

2.10 Improved Understanding of Who is Using SNOMED CT and How

Project Purpose:	
<ul style="list-style-type: none"> Implementing a staged approach to better understand who is using SNOMED CT and how they are using the terminology, with the ultimate goal of improving IHTSDO's knowledge about how best to meet the needs of current and prospective implementers 	
Project Origin:	
New – based on the Draft Scoping Paper created August 2009	
Start Date: August 2009	Due Date: Dec 2010
Project Lead: Chief Implementation and Innovation Officer	
Scope:	
<ul style="list-style-type: none"> Identify which data collection strategies will garner the most useful information for moving forward and implement these 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> Strategy based on options paper produced in 2009 First results from data collection 	<ul style="list-style-type: none"> April 2010 Dec 2010
Dependencies:	
Completion of options paper in 2009 Agreement on which options to pursue in a staged manner	
Related Committee and Working Groups:	
Implementation and Innovation Committee Implementation SIG Affiliate Forum Member Forum	



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 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 	
Project Origin:	
Continuing from 2009 but at a slightly higher level	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO and Business Manager	
Scope:	
<ul style="list-style-type: none"> ○ Communicate with National Release Centres and Affiliates on other key issues including: <ul style="list-style-type: none"> ○ Releases ○ Licensing ○ Request submission ○ Education ○ Shared resources and tooling 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Ongoing interactions and key consultation processes 	○
Related Committee and Working Groups:	
Member Forum	
Affiliate Forum	

3.2 Provide dedicated SNOMED CT-related support hours to new IHTSDO Members

Project Purpose:	
<ul style="list-style-type: none"> ○ To provide dedicated support related to SNOMED CT to new IHTSDO Members 	
Project Origin:	
Continuing from 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Business Manager to coordinate arrangements with Members and the support organization	
Scope:	
As of 2010, IHTSDO pays for a block of dedicated support hours from the support organization for new Members. These hours can be used on education, content development, or other support areas as the Member chooses. Support hours for ongoing members have been discontinued based on feedback from Members regarding their relative priorities.	



<p>Deliverables:</p> <ul style="list-style-type: none"> ○ 40 hours per new Member 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ Beginning January 2010, with scheduling to be agreed between Members and the support organization
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3.3 Action Plan to Facilitate Collaborative Editing and Modeling

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To develop an action plan for the phased roll-out of mechanisms to facilitate collaborative editing and modelling of SNOMED CT 	
<p>Project Origin: New for 2010</p>	
<p>Start Date: January 2010</p>	<p>Due Date: October 2010</p>
<p>Project Lead: Officers</p>	
<p>Scope: Effective development of SNOMED CT requires the involvement of a diverse range of content experts. Currently, there are a variety of mechanisms through which this takes place, but the introduction of the IHTSDO Workbench and the growing nodes of terminology editing and modeling expertise worldwide offer new options. Building on early pilot experiences from 2009 as well as additional activities planned for 2010, an action plan to facilitate collaborative editing and modeling will be developed. This plan will reflect a phased approach that will provide for the flexibility to build and adapt on emerging experience in this area.</p>	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Action plan 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ October 2010
<p>Related Committee and Working Groups: Content Committee Technical Committee Quality Assurance Committee Implementation and Innovation Committee Member Forum</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 2010. The second priority is the models for Pharmacy and Substances. 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. Overall, 39 weeks of support organization time for content editing and management, technical support of content development, and consultations with the Chief Terminologist have been allocated to this area. This is a much higher level of resources than was allocated to this area in 2009. In addition, some consulting resources may also be allocated to this area through the support services contract. The bulk of these resources will be directed to Work Plan item 4.1. The specific division of resources will be managed dynamically by the Chief Terminologist during the year based on the progress of each of the projects and the need for specific types of support to move each of the projects forward.

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 	
Project Origin:	
Continuing from 2009 but at a higher level	
Start Date: Ongoing	Due Date: Dec 2010
Project Lead: Chief Terminologist	
Scope:	
<ul style="list-style-type: none"> ○ Building on experiences and feedback in 2009, establish the concept model for observables ○ Continue to develop implementation guidance for results reporting, using observation procedures and/or observables ○ Agree an approach for re-modelling the observable entities and observation procedures according to the new model, likely in consultation with partners ○ Support modelling of new requests submitted through the request submission system, likely in consultation with partners 	



<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Update draft revised concept model based on feedback ○ Modelling of observables consistent with revised concept model ○ Modelling of observation procedures consistent with revised concept model ○ Incorporation into SNOMED CT International release 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ Ongoing as implementation proceeds ○ Ongoing ○ Ongoing ○ January and July 2010
<p>Dependencies:</p> <ul style="list-style-type: none"> ○ October 2009 conference expected to confirm an initial model for incorporation of data into January 2010 release. ○ Agreements with potential partners in terms of shared activities related to observables and observables procedures modelling 	
<p>Related Committee and Working Groups: Content Committee Observable and Investigation Model PG Member Forum</p>	

4.2 Revision of SNOMED pharmacy and substance hierarchy models

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To improve consistency and usability of SNOMED CT for content/models related to pharmacy and substances 	
<p>Project Origin: Continuing from 2009 but at a higher level</p>	
<p>Start Date: Ongoing</p>	<p>Due Date: Dec 2010</p>
<p>Project Lead: Chief Terminologist</p>	
<p>Scope:</p> <ul style="list-style-type: none"> ○ Building on experiences and feedback in 2009, establish the appropriate boundary of pharmacy content for the International Release ○ Building on work done in 2009, confirm the initial model for the substances hierarchy redesign ○ Agree an approach for implementation of these modelling decisions 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Confirmation of model for pharmacy boundary for the International Release ○ Confirmation of model for the substances hierarchy redesign ○ Action plan for incorporation into SNOMED CT 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ April 2010 ○ April 2010 ○ October 2010
<p>Dependencies:</p> <ul style="list-style-type: none"> ○ October 2009 conference expected to confirm an initial model for pharmacy boundary for the International Release and initial model for the substances hierarchy redesign ○ Agreement with FMA for harmonization related to aspects of the substance hierarchy. 	
<p>Related Committee and Working Groups: Content Committee Substance Hierarchy Redesign PG Pharmacy SIG Pharmacy Content and Model PG Member Forum</p>	

4.3 Revision of other hierarchies in SNOMED CT

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To improve usability of various hierarchies in SNOMED CT, or components of hierarchies



Project Origin: Continuing from 2009	
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: <ul style="list-style-type: none"> • Revision of the SNOMED CT anatomy model • Revision of the SNOMED CT event, condition, and episode model • Revision of organism and infectious disease model 	
Deliverables: Progress on revision of models listed above, with meetings in both April and October of relevant Working Groups	Time of delivery: ○
Dependencies: There are inter-dependencies between several of these projects.	
Related Committee and Working Groups: Content Committee Anatomy Model PG Event, Condition, and Episode Model PG Organism and Infectious Disease Model PG Member Forum	



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 2009 on the development of the IHTSDO 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. Implementation and migration efforts will continue in 2010.

5.1 Ongoing 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 2009 with a slight decrease in resources	
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 investments in 2009. 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 2010
Dependencies:	
<ul style="list-style-type: none"> ○ Architecture and Roadmap documents developed in 2009. 	
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 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Technical Architect to coordinate with the support organization	
Scope:	
To maintain and support the technical environment required for terminology development and maintenance at the support organization. Note that development on the current technical environment has been frozen, pending plans to migrate to the IHTSDO Workbench.	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Detailed requirements specified in support services contract 	<ul style="list-style-type: none"> ○ See contract
Dependencies:	



<ul style="list-style-type: none"> ○ Investment in SNOMED CT multi-lingual modular workbench
Related Committee and Working Groups Technical Committee Content Committee

5.3 Hosting and support of the IHTSDO Workbench

Project Purpose: <ul style="list-style-type: none"> ○ Host and support the shared IHTSDO Workbench for shared use by IHTSDO, its Members, and others 	
Project Origin: <ul style="list-style-type: none"> • Continuing from 2009 but with changed focus 	
Start Date: Jan 2010	Due Date: Dec 2010
Project Lead: Chief Technical Architect	
Scope: <ul style="list-style-type: none"> ○ To improve access to tools needed to develop, maintain, and enable the use of SNOMED CT in health systems around the world. ○ Maintenance of the SNOMED CT multi-lingual modular workbench that will host terminology editing, mapping, translation, and other applications. 	
Deliverables: <ol style="list-style-type: none"> 1. Hosting collaborative environment for the use of the IHTSDO Workbench 2. 1st, 2nd, and 3rd line support of the Workbench 3. Manage processes and service for maintaining the code base which IHTSDO owns and has open sourced 	Time of delivery: <ul style="list-style-type: none"> ○ Ongoing ○ Ongoing ○ Ongoing
Dependencies: <ul style="list-style-type: none"> • IHTSDO contracted support organizations for Workbench hosting and support 	
Related Committee and Working Groups: Technical Committee Member Forum	

5.4 Migration of SNOMED CT International Release to the Workbench

Project Purpose: <ul style="list-style-type: none"> ○ Migration of development, maintenance, and production of the SNOMED CT International Release to the IHTSDO Workbench 	
Project Origin: <ul style="list-style-type: none"> • New 	
Start Date: April 2009	Due Date: Jan 2011
Project Lead: Chief Technical Architect	
Scope: <ul style="list-style-type: none"> • Improving the Workbench to enable <ul style="list-style-type: none"> ○ Collaborative authoring of the International edition, identifying and resolving conflicts on a large scale ○ Promotion of terminology from the National Release Centres (NRCs) to the international editing, identifying and resolving conflicts ○ Release from IHTSDO to the NRCs. ○ Allowing NRCs access to pre-releases of the International versions to enable early visibility. ○ Increasing the frequency of releases in line with NRC requirements • Migration of service provider authoring processes from existing system to new system • Opening up of the authoring service, to enable progressive collaboration on the International release by Members. 	



<ul style="list-style-type: none"> Migration of the back-end QA and release processes, making use of available technology from the Workbench, the support organization and from NRCs. 	
<p>Deliverables:</p> <ul style="list-style-type: none"> Definition of the detailed Migration Strategy Identification of amendment of support organization processes, for front-end authoring and back-end QA and release to use Workbench. Prioritisation and development of Workbench improvements to support International release Setup of terminology project for the International release, linked in to individual NRC extension projects. Migration and parallel running of International version on Workbench (as well as existing system) – testing back-end QA and release processes Piloting of front-end authoring processes on Workbench Cutover of main release to the Workbench <p>NOTE: Timing is currently tentative and depends on project planning that is currently underway as well as available resources.</p>	<p>Time of delivery:</p> <ul style="list-style-type: none"> Nov 2009 July 2010* July 2010* Jan 2011*
<p>Dependencies:</p> <ul style="list-style-type: none"> Gap Analysis, identifying necessary improvements to the Workbench to support the International release (2009) Service provider processes in place to support authoring and release (sept 2009) 	
<p>Related Committee and Working Groups: Technical Committee Quality Assurance Committee Tooling Steering Group Affiliate Forum Member Forum</p>	



6. Support IHTSDO Governance and Advisory Structures (including meetings)

Program Purpose:

IHTSDO has a broad series of governance and advisory structures, designed to provide the organization with strong and effective bi-directional communications, advisory, and decision-making capacity. The activities of these groups are 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.

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, prescribe the principles and processes which Members and Affiliates must conform to when further developing the terminology. Implementing IHTSDO's recently agreed process for developing and approving its Standards, Guidelines, and Technical Reports will be a priority in 2010. 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 Harmonization Boards/Panels 	
Project Origin:	
Ongoing	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO	
Scope:	
<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 ○ Implementation 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 ○ Teleconferences as determined by groups 	<ul style="list-style-type: none"> ○ Ongoing ○ April and October ○ Ongoing



<p>Dependencies: These Governance structures must be in place to guide and oversee IHTSDO's strategic directions and other projects in the Work Plan.</p>
<p>Related Groups: Management Board General Assembly Standing Committees Members' Operational Liaison Forum Affiliate Forum</p>

6.2 Support IHTSDO Working Groups and related programs of work

<p>Project Purpose: <ul style="list-style-type: none"> ○ To provide core resources to support IHTSDO Working Groups and related programs of work </p>	
<p>Project Origin: Ongoing</p>	
<p>Start Date: Ongoing</p>	<p>Due Date: Ongoing</p>
<p>Project Lead: CEO</p>	
<p>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:</p> <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 face to face Working Group meetings in April and October of each year 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Facilitate Working Groups as required including provision of venues and registration services for two face to face meetings ○ Teleconference and Collaborative Workspace available ○ Provision of secretariat services for priority Working Groups (e.g. Mapping SIG) ○ Continued implementation of recognition program 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ April and October ○ Ongoing ○ Ongoing ○ Certificates for October 2010 and Award of Excellence for April 2010
<p>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 2010, 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 2009 meetings. Information on activities being undertaken by these groups may be included as a supplementary document to this Work Plan after those discussions.</p> <p>The following Special Interest Groups are currently in place:</p> <ul style="list-style-type: none"> ● Anesthesia SIG ● Concept Model SIG ● Education SIG 	



- Implementation 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
- Enhanced Release Format Interchange PG
- Event, Condition, and Episode Model PG
- IHTSDO Workbench RefSet Module 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

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

6.3 Maintain and review standards, policies and regulations

Project Purpose:	
<ul style="list-style-type: none"> ○ To maintain and continually improve the IHTSDO's Standards, Policies and Regulations 	
Project Origin:	
Continuing from 2009 with a slight increase in resources	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Chief Quality Officer	
Scope:	
<ul style="list-style-type: none"> ○ Review and promote the guidelines for translation of SNOMED CT ○ Review and promote the editors' educational curriculum ○ Maintain a register of IHTSDO Standards, Policies and Regulations ○ Support for usage/application of the development process for Standards, technical reports and Guidelines ○ Monitor the review date of documents, ensuring they are maintained up-to-date in accordance with IHTSDO policy for Standards Development 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Regular review of the guidelines for translation of SNOMED CT ○ Regular review of the editors' educational curriculum ○ Make information about the SNOMED CT Editors' Curriculum available to current and new Members (e.g. through the New Member Toolkit) ○ Maintain register of IHTSDO Standards, Policies and Regulations ○ Monitor the review date of documents, ensuring they are 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing



maintained up-to-date in accordance with IHTSDO policy for Standards Development	
Related Committee and Working Groups: Management Board Education SIG Translation SIG Translation Standard Processes PG	



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 Management 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 Harmonization efforts with the World Health Organization including ICD-10 Mapping

Project Purpose: <ul style="list-style-type: none"> ○ To progress harmonization efforts related to World Health Organization. ○ To provide finalized guidelines for modelers 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. 	
Project Origin: Continuing from 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: MB Chair and CEO	
Scope: <ul style="list-style-type: none"> ○ Continue harmonization efforts with World Health Organization Family of International Classifications stakeholders ○ Mapping of SNOMED CT to ICD-10 (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 that may be found in a patient record that would assist with certain components of the mapping process.) Scheduling will depend on the timing of the signing of an agreement on harmonization principles with the World Health Organization, as well as the available of resources contributed by or on behalf of Members 	
Deliverables: <ul style="list-style-type: none"> ○ Progress harmonization agreements with the World Health Organization ○ 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 was completed in 2008) 	Time of delivery: <ul style="list-style-type: none"> ○ Ongoing ○ Timing dependent on harmonization discussions with WHO and joint resource availability
Dependencies: <ul style="list-style-type: none"> ○ Progress of harmonization discussions with WHO ○ Receipt of electronic version of ICD-10, second edition from WHO ○ Development/Evaluation of mapping tools in IHTSDO Workbench ○ Education strategy and plan for SNOMED CT to ICD-10 mappers finalized in 2009 	



<p>Related Committee and Working Groups Harmonization Panel between WHO and IHTSDO Content Committee Mapping SIG Mapping Standards PG Mapping SNOMED CT to ICD-10 PG</p>

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

<p>Project Purpose:</p> <ul style="list-style-type: none"> To further harmonization efforts related to laboratory tests and related content within SNOMED CT with other existing terminologies 	
<p>Project Origin: Continuing from 2009 but at a higher level of activity</p>	
<p>Start Date: Ongoing</p>	<p>Due Date: Ongoing</p>
<p>Project Lead: MB Chair and Chief Terminologist</p>	
<p>Scope:</p> <ul style="list-style-type: none"> Continue harmonization work with IUPAC and LOINC, building on results from a pilot of collaborative activity in this area undertaken in 2009 	
<p>Deliverables:</p> <ul style="list-style-type: none"> Meeting to discussion 2009 pilot and next steps Finalize harmonization agreements Identify joint activities for consideration as part of the 2010 Work Plan. 	<p>Time of delivery:</p> <ul style="list-style-type: none"> October 2009 As early as possible To be determined at October 2009 meeting
<p>Dependencies: Progress of harmonization discussions with LOINC and IUPAC Redesign of Observables and Investigation Model project</p>	
<p>Related Committee and Working Groups International Pathology SIG</p>	

7.3 Progress harmonization process with ISO, HL7, OpenEHR, and other Standards Development Organizations dealing with messaging and information models, as well as clinical classifications

<p>Project Purpose:</p> <ul style="list-style-type: none"> To progress the harmonization process with ISO, HL7, OpenEHR, CDISC and other standards development organisations dealing with messaging and information models, as well as clinical classifications 	
<p>Project Origin: Continuing from 2009</p>	
<p>Start Date: Ongoing</p>	<p>Due Date: Ongoing</p>
<p>Project Lead: MB Chair, CEO, and Chief Technical Architect</p>	
<p>Scope: In 2008 and 2009, IHTSDO established harmonization or liaison agreements with a number of other standards organizations, including ISO, the Joint Initiative Council (including several other standards organizations), HL7, OpenEHR, and the International Council of Nurses. Discussions regarding agreement are also underway with a number of other organizations. Further agreements are expected to be finalized by the end of 2009. This Work Plan item involves facilitating the implementation of these agreements.</p>	
<p>Deliverables:</p> <ul style="list-style-type: none"> Reviewing and responding to ISO ballots 	<p>Time of delivery:</p> <ul style="list-style-type: none"> Ongoing



<ul style="list-style-type: none"> ○ Participating in Joint Initiative Council Meetings ○ Progress harmonization/liaison efforts with standards organizations 	<ul style="list-style-type: none"> ○ As scheduled ○ As per harmonization/liaison agreements and annual work plans associated with these agreements
<p>Dependencies:</p> <ul style="list-style-type: none"> ○ Interest of other standards bodies in moving forward and annual work plans under agreements (where relevant) 	
<p>Related Committee and Working Groups: Management Board SIG members with expertise to support IHTSDO contributions to international standards development Organizations with which IHTSDO has harmonization/liaison agreements</p>	

7.4 Other harmonization/liaison activities

<p>Project Purpose:</p> <ul style="list-style-type: none"> ○ To promote Harmonization/Liaison with other Standards Development Organisations and related organizations as required 	
<p>Project Origin: Continuing from 2009</p>	
<p>Start Date: Ongoing</p>	<p>Due Date: Ongoing</p>
<p>Project Lead: Chair of IHTSDO Management Board and CEO or as delegated for specific organizations</p>	
<p>Scope:</p> <ul style="list-style-type: none"> ○ Consider future plans for harmonization with other classification standards ○ Establishing and maintaining contact with various other relevant organizations ○ Formation of Harmonization Boards/Panels where sufficient drivers for collaboration and sustainable resourcing exist ○ Participating in joint activities upon request and subject to available resources 	
<p>Deliverables:</p> <ul style="list-style-type: none"> ○ Develop Action Plan for harmonization efforts with ICPC 	<p>Time of delivery:</p> <ul style="list-style-type: none"> ○ To be determined based on discussions with WONCA
<p>Dependencies:</p> <ul style="list-style-type: none"> ○ Availability of MB Members to participate in these processes. ○ Relative priority of harmonization/liaison activities for other organizations 	
<p>Related Committee and Working Groups: Primary Care SIG SIGs with relationships with other international classifications</p>	



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 	
Project Origin:	
Ongoing	
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 ○ Distribute Welcome Kit to new members ○ New Member strategy 	<ul style="list-style-type: none"> ○ Ongoing ○ Ongoing ○ Every 3 months in 2010 ○ June 2010 ○ As required ○ June 2010

8.2 Public website management

Project Purpose:	
<ul style="list-style-type: none"> ○ Maintain and further develop the public website 	
Project Origin:	
Ongoing	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Senior Project Manager	
Scope:	
<ul style="list-style-type: none"> ○ Regular updates of relevant information on the public 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 ○ Plan for further content review and development 	<ul style="list-style-type: none"> ○ Weekly ○ As required
Dependencies:	
<ul style="list-style-type: none"> ○ 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 2010 is to recruit an implementation officer, 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 ○ To embed sound human resources practices to ensure a high quality work environment that supports IHTSDO's highly motivated and effective staff team in meeting the organization's needs 	
Project Origin: Continuing from 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO	
Scope:	
<ul style="list-style-type: none"> ○ Recruitment of a Chief Implementation and Innovation Officer ○ Engage additional resources to support the transition of administrative functions from the support organization to IHTSDO ○ Continued implementation of strong human resources practices and policies, including the annual performance management and professional development processes 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ Recruitment of a Chief Implementation and Innovation Officer ○ Engagement of additional resources re: administrative functions ○ Performance management and professional development processes 	<ul style="list-style-type: none"> ○ As soon as possible ○ As soon as possible ○ Annual cycle
Dependencies: Approval of the 2010 budget by the General Assembly	

9.2 Strategic planning

Project Purpose:	
<ul style="list-style-type: none"> ○ To develop the yearly Work Plan and Budget, in a manner consistent with strategic directions to 2011 set by the General Assembly and Management Board 	
Start Date: Jan 2010	Due Date: Dec 2010
Project Lead: CEO	
Scope:	
<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 2011 ○ Development of Budget for 2011 ○ Ensure appropriate mechanisms for support services contracts to deliver on the 2010 and 2011 Work Plans 	
Deliverables:	Time of delivery:
<ul style="list-style-type: none"> ○ 2011 business planning process ○ Draft 2011 Work Plan for review by Management Board and initial costing by the support organization 	<ul style="list-style-type: none"> ○ February-October 2010 ○ August 2011



<ul style="list-style-type: none"> ○ 2011 Work Plan and budget for approval by Management Board and General Assembly 	<ul style="list-style-type: none"> ○ October 2011
Dependencies: 3 year plan in place (being discussed at the October 2009 meetings) 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 	
Project Origin: Continuing from 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: CEO/Business Manager	
Scope: <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 2010 ○ October 2010

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 	
Project Origin: Continuing from 2009	
Start Date: Ongoing	Due Date: Ongoing
Project Lead: Business Manager	
Scope: <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 	
Deliverables: <ul style="list-style-type: none"> ○ See above 	Time of delivery: <ul style="list-style-type: none"> ○





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 and 2010, 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. The list of proposed new projects for 2009 and 2010 includes (in no particular order):

- IHTSDO Glossary and Document Register and harmonization with International work
- Inclusion of a Machine Readable Concept Model editor and validator within the Workbench.
- Scoping of options for implementation tooling
- Fixing outstanding issues identified by the Machine Readable Concept Model and guidance of modeling of domains based on MRCM
- Request submission tooling
- Specify and fully implement Release Format 2 (resources are in the plan to produce a version of the January 2010 release in RF2 format for testing and feedback)
- Definition and Implementation of a Query Language for SNOMED CT
- Further improvement of the IHTSDO Workbench to meet a broader set of needs
- Incorporation of improved translation capabilities within the IHTSDO Workbench (separate discussions underway with Members)
- Implementation of a license and release management tool
- Additional Member tooling support (e.g. for translation, mapping, extension authoring)
- Mapping and harmonization of ISO/IEEE 11073 and SNOMED CT.
- Restructuring the IHTSDO website
- Implementation of an asset management tool
- Sharing the results of quality initiatives in the IHTSDO with users across the world
- Risk Management Framework – development and testing
- Reference implementation (software development)
- Test compliance data (software development)
- Antecedent works and migration
- Version management – 6 month update handling
- Change management (advice)



- Round trip of modeling and retrieving (software development)
- Standardised post coordination for scales and stages
- Knowledgebase for the IHTSDO
- Review of lexical resources, e.g. abbreviations
- Terminology server API description (software development)
- Localisation – extensions, subset management etc. – when and how
- Storing SNOMED CT data in messages – guidance re other standards (advice)
- Terminology binding (advice)
- Identification of useful sub routines of software in relation to workbench (SCT widgets) (documentation)
- Small tools for generic needs (widget or scripts) - (software development)
- Post coordinated type interfaces (software development)
- Human readable rendering of post coordinated expressions
- Browser behaviour (advice)
- User interfaces/interface terminology advice, development, testing
- Additional educational and marketing activities
- Certified SNOMED CT consultant programme
- Assessment/accreditation/best practice to trusted suppliers (advice)
- Update of semantic web technologies (documentation)
- Development of a managers' implementation guidance document
- Educational support for orientation and use of the Standards Knowledge Management Tool (Common Glossary) once an IHTSDO/ISO agreement is established and operational
- Planning support for an educational session about the IHTSDO Workbench for the HL7 community at the September Work Group Meetings
- Support for international refset/subset development
- Additional ongoing support for translation activities
- Development of generic workflows, in particular related to release processes
- Development of generic quality assurance rules for the workbench, particularly related to the release processes
- Formal demonstration of quality improvement of SNOMED CT and established processes for quality, for example using information gained through mapping and translation activities
- Support for the development and content enhancement to support allergies classes
- Travel support for Standing Committee and Management Board members to participate in IHTSDO Meetings.



Appendix 2

Glossary of Acronyms

Acronym	Term
AMIA	American Medical Informatics Association
CAP	College of American Pathologists
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
Member Forum	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