

2017 Annual Report



2017

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About SNOMED International



SNOMED International is owned and governed by its international Members, which numbered 30 by December 31, 2017. We are a not-for-profit organization that works on behalf of healthcare systems and provides full support to our global Members and licensees, ensuring that our combined resources achieve significant shared benefits that resonate around the world.

We own, administer and develop SNOMED CT, a commercial product that enables us to establish semantically accurate clinical terminologies for consistent use across all health systems, services and products worldwide.

We strive to improve the health of humankind and are constantly seeking to determine global standards for health terms. We believe that the global healthcare community must safely, accurately and effectively exchange health information to help patients everywhere.

In January 2017, SNOMED International was made the trading name of the International Health Terminology Standards Development Organisation, a private company limited by guarantee.

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SNOMED CT® was originally created by the College of American Pathologists.



A Message from the Management Board Chair:

**Lady Barbara Judge,
CBE**

The Power of Collaboration in Pursuit of a Global Health Terminology

In our increasingly digital age, the ability to share accurate, comprehensive and unambiguous health information is an expectation of both patients and providers in most countries around the world. The benefits to care delivery that this offers is evident across the majority of the world's health systems by the many recent large-scale investments in electronic health record infrastructure.

A critical building block in this equation is the requirement of structured clinical terminology to support providers as they share information for the purposes of care delivery, research, and the need for data analytics to support health system improvement. Accordingly, SNOMED CT is considered the most comprehensive multilingual health-related terminology globally. It facilitates direct patient care, clinical decision support, collaboration among health professionals, and data analytics which is made possible by the enormous volumes of health data originating from today's health systems.

Given the clinical and analytical capabilities offered by SNOMED CT, in March 2007 nine countries joined together to launch the International Health Terminology Standards Development Organisation, now trading as SNOMED International, as a way to achieve widespread use of this clinical terminology. Recognition of SNOMED CT's sound purpose and capabilities has grown membership in this international organization to 30 countries in just ten years.

SNOMED International is fundamental to this growth, as is the commitment of a diverse and thriving Community of Practice. SNOMED International is governed by a General Assembly made up of Member country representatives, and coupled with a dynamic Management Board. In this way the stewardship of SNOMED International, and by extension, SNOMED CT, is unique and agile.

Reflecting on the 2017 fiscal year, this Community has further contributed to the quality of SNOMED CT through its Clinical Reference Groups, engaged vendors, Member representatives and Advisory Group participants. These interdependencies while complex, are the bases of a focused and representative Community, to which new participants are always welcome.

As we look forward to 2018 and beyond, the organization will continue to forge collaborative relationships with industry partners, while ensuring that SNOMED CT and SNOMED International meet the needs of our committed and dedicated Member Community and all of our stakeholders.

It has been a real privilege to serve as chair of the Management Board and to have the opportunity to contribute to all of the excellent work of this most impressive and important organization.

Barbara Judge
Management Board Chair



A Message from the CEO:

Don Sweete

In my role as CEO of SNOMED International, I am pleased to present the organization's 2017 Annual Report. In doing so, I would like to extend my gratitude to the organization's staff and **Senior Management Team**, the **General Assembly** and the **Management Board** for their ongoing support, commitment and dedication as the champions of SNOMED CT globally.

2017 ushered in a year of new beginnings for an organization filled with positive momentum and promise. Not only did we kick off 2017 with the introduction of our new name and brand, but also with new governance mechanisms in place in the form of the appointment of a new **Management Board** in April 2017. SNOMED International's strategic directions were also realigned as part of a **Management Board** strategy review to better address the current business environment and respond to Member needs.

Never before has there been a time when SNOMED CT has been in such demand by potential Members, affiliates, collaborative partners and stakeholders. This is an important distinction to recognize given the resulting impact on the elasticity of this lean and agile organization. We continue to meet the increasing demand and maintain consistency in staffing, while also addressing new priorities.

The organization's **Technical Services** team continued to refine and make improvements to the authoring platform, in addition to focusing on rolling out SNOMED International's **Managed Service** which welcomed three new countries in 2017. In collaborative fashion, **Technical Services** and **Clinical Engagement** worked in concert to develop and deploy the **Health Data Analysis Demonstrator**, giving staff the ability to showcase the analytic strengths of SNOMED CT.

Our **Content Development & Mapping** team successfully achieved completion of ongoing projects, most notably in the drugs and substances content areas. The team has also focused its efforts on initiating a process to undertake a broader examination of content across all hierarchies. Looking to 2018, the **Quality Initiative** will put in place a greater focus on correcting structural anomalies as well as modification of content, resulting in a higher level of clinical accuracy.

The organization's **Customer Stakeholder & Relationship Management (CSRM)** team addresses the management of Member priorities, issues and opportunities as its primary focus. In 2017, the **CSRM** team brought on a new Member in Norway, in addition to strategy creation, operational planning and stakeholder engagement supporting SNOMED International's foray into the genomics space. In the area of collaborative partnerships, **CSRM** actioned a review of its collaboration agreements to assess the impact and benefit to

A Message from the CEO

resourcing and requirements on the organization. Both clinical engagement, through launch of its formalized strategy, as well as vendor engagement, through the marketplace and vendor toolkit, have continued to keep stakeholders interested and engaged throughout 2017.

The **Finance & Corporate Services, Communications** and **Human Resources** teams executed priorities in 2017 to support the ongoing efficiency, reputation and corporate obligations of SNOMED International.

In 2017, the **Finance & Corporate Services** team continued to support dissolution of the Danish entity, as well as ensuring all trademarks are transferred to the UK entity, an activity projected for completion in 2018. In terms of strategy, the **Lean Transformation** project reviewed and improved a number of core financial and expense processes, and collaborated with stakeholders on Member priorities, work plans and budgets supporting 2018. The **Communications** team developed and began to action activities against the approved three-year Communications strategy, including development and placement of industry-focused thought leadership pieces as well as strengthening communications resources and tools internally. **Human Resources** strived to maximize staff engagement in 2017. As a result, the **Staff Engagement Committee** was created to support a culture where engagement, staff and organizational development and improved connectivity are the key drivers for success.

As I take stock of the accomplishments achieved in 2017, I continue to be honoured to lead the charge of this driven and deserving organization and its associated Community. In my opinion, the experiences of recent years only better equip us to successfully face the challenges that await. Armed with the support and guidance of the **General Assembly, Management Board, Senior Management Team** and staff, I am optimistic about what the future holds for SNOMED International in 2018.

A handwritten signature in black ink, appearing to read 'Don Sweete', with a stylized, flowing script.

Don Sweete

Vision & Strategy

Our Vision

By 2020 clinical terminologies will be used globally, which will result in better health, supported by one language of health.

OUR VISION

BY 2020 CLINICAL TERMINOLOGIES WILL BE USED GLOBALLY, WHICH WILL RESULT IN BETTER HEALTH, SUPPORTED BY ONE LANGUAGE OF HEALTH.

OUR CORE PRINCIPLES



1 EXPERTS IN HEALTH TERMINOLOGY



2 SUCCESS THROUGH COLLABORATION



3 RIGOROUS FOCUS ON QUALITY



4 CLOSEST TO CUSTOMERS



5 OPEN AND ACCOUNTABLE



QUALITY FOCUSED CONTENT DEVELOPMENT WITH ADHERENCE TO STRICT EDITORIAL RULES.

INCLUSIVE INVOLVEMENT OF DIVERSE CLINICAL GROUPS AND MEDICAL INFORMATICS EXPERTS.

A QUALITY IMPROVEMENT PROCESS THAT IS OPEN TO PUBLIC SCRUTINY AND VENDOR INPUT.

MINIMAL BARRIERS TO ADOPTION AND USE.

COORDINATION AND JOINT DEVELOPMENT WITH RELATED STANDARDS DEVELOPMENT ORGANIZATIONS

Source: IHTSDO_Strategy_Deck_012016

Setting Global Standards for Health Terminology

The development of a global language for health – uniting health systems from around the world and enabling them to communicate with and understand one another – is an international endeavour and founding principle of SNOMED International. We are a strong and proud collaborative membership organization, serving and responding to the needs of the healthcare sector.

Vision & Strategy

Strategic Direction

The **General Assembly** approved the **2015 - 2020 Strategic Direction**. All lines of business map their annual operational plans to the strategy.

SNOMED International's strategic directions were realigned in a **Management Board** strategy review in January 2017. As a result, operational plans were remapped based on this strategic realignment.



The full SNOMED International Strategic Direction 2015-2020 document can be accessed via the [SNOMED International](#) website.

2017 Activities

Events & Conferences

The Community of Practice along with each business area equally contributed to the success of both the **April** and **October Business Meetings** and the annual **SNOMED CT Expo**:

- The **April Business Meetings** in London were energy filled, with a new governing Management Board, the transition of the **Special Interest Groups** to **Clinical Reference Groups** and continued work by the **Advisory Groups**, **General Assembly** and **Member Forum**.
- Over 240 delegates from across the world came to Slovakia for the October Business Meetings and **SNOMED CT Expo** in Bratislava. A record-high 33 countries were represented.
- The **SNOMED CT Expo** continued to deliver high-caliber education with 11 keynote and session speakers, 40 concurrent presentations, 11 tutorials and workshops and 7 poster presentations.
- In unprecedented fashion, Bruce Goldberg and Betsy Humphreys shared the **2017 Award for Excellence**. Betsy Humphreys was also awarded the **Lifetime Achievement Award** for her ongoing stewardship and commitment to SNOMED CT. Both awards were presented to recipients at the **Awards Gala Dinner** in Bratislava, Slovakia.

Awards presentations at the 2017 Awards Gala Dinner in Bratislava: Well-deserving recipients Betsy Humphreys and Bruce Goldberg with their awards.



2017 Activities

Events & Conferences (con't)

The organization also engaged Members and stakeholders throughout the year with a vibrant presence at many industry conferences including **HIMSS17**, **eHealth Week Europe 2017**, **HIMSS AsiaPac17**, and **AMIA**.

10th Anniversary Celebration:
There was a lot to celebrate at a special reception during the April Business Meetings with the 10th anniversary of the organization and the public launch of the organization's new name and brand, SNOMED International.



James Read Memorial Lecture, SNOMED CT Expo 2017:
Dr Jeremy Theal delivered an inspiring James Read Memorial Lecture about his experience implementing SNOMED CT at his academic health science centre in Toronto, Ontario, Canada.

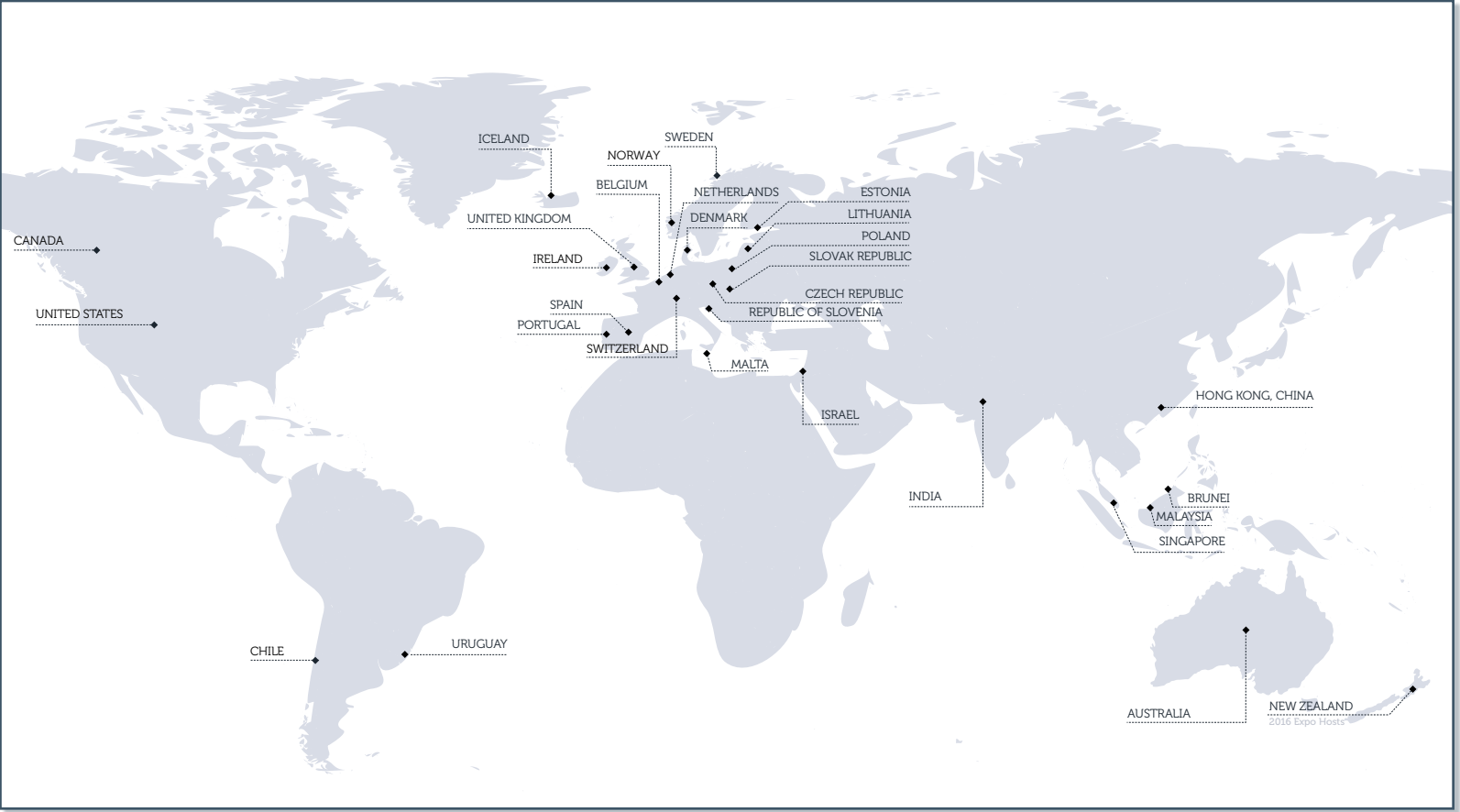


The April Business Meetings

2017 Activities

Membership

As at December 31, 2017, SNOMED International had a complement of 30 Members spanning five continents.



Customer & Stakeholder Relationship Management

The **Customer & Stakeholder Relationship Management (CSRM)** team addresses the management of Member priorities, issues and opportunities as its primary focus and carries this out by committing executive resources in the Americas, Europe, Middle East and Africa, and Asia Pacific global regions. **CSRM** activities also pursue business development opportunities with new Members, affiliate and global licensees, as well as placing the organization's vendor relationships and engagement with the global clinical Community of Practice at the forefront of our stakeholder management work.

- Norway joined as a Member in January 2017.
- The **CSRM** and **Communications** teams partnered with the Slovak Republic to successfully host the **SNOMED CT Expo 2017** held in Bratislava.
- The SNOMED International **Genomics Strategy** was developed with input from the global community of genomic experts, and launched for execution. **The Genomics Pilot** work was successfully launched.
- Global license agreements were executed with two multinational vendors.
- The **ASSESS CT** project report was released to the public in early 2017 with recommendations for adoption of SNOMED CT as the best available core reference terminology for cross border, national and regional eHealth deployments in Europe.
- Stakeholder engagement activities and SNOMED CT education and presentations delivered at key regional events including **HIMSS, eHealth Week Europe, Medinfo, AMIA** and others.
- Vendor engagement and communication strategy was completed.

Collaboration

In 2017, SNOMED International initiated a process to review a number of its collaboration agreements to assess the resourcing and requirements for collaboration activities to the organization and the different stakeholder groups.

- Related derivative products were produced and released in line with SNOMED CT releases including maps to **ICD-10, GP/FP SNOMED CT** refset and map to **ICPC-2, ICNP** equivalence tables for **Nursing Diagnoses** and **Nursing Interventions** and a **General Dentistry** refset.
- Major collaboration initiatives continued with **Health Level 7 International (HL7)**, **International Council of Nursing (ICN)**, **American Dental Association (ADA)**, **DICOM**, **Global Standards One (GS1)** and more.

2017 Activities

- Members instigated collaborative work with the **HL7** community focused on SNOMED CT usage in **FHIR** – sharing and learning from each other to ensure consistent binding of SNOMED CT in relevant **FHIR** artefacts.
- Completion of review and recommendations for **Convergent Medical Terminology (CMT)**, **Logical Observation Identifiers Names and Codes (LOINC)**, and **Global Medical Device Nomenclature (GMDN)** agreements.
- Agreements updated with **Institut National de la Santé et de la Recherche Médicale (INSERM)** for **Orphanet** alignment and **PHAST** in France. And a new agreement with the **European Renal Association-European Dialysis and Transplant Association (ERA-EDTA)**.
- Agreements were reached with **openEHR** and **CDISC** on how they reference SNOMED CT and clearly state the licensing requirements if used.
- Initial principles on ‘**ways of working**’ drafted with the **World Health Organization (WHO)** alongside the existing agreement, with SNOMED CT to **ICD-11** alignment and mapping activities progressed. Principles for undertaking a linkage between SNOMED CT and **GTINs** for trial use have been completed and released as draft for usage and feedback.
- In regards to external partnerships, the **Joint Initiative Council**’s inaugural ‘**Patient Summary Standards Set**’ finalized and prepared for publication.

Vendor Engagement

2017 saw significant progress in vendor engagement, increasing SNOMED International’s visibility in the marketplace, and providing added value to vendors building SNOMED CT into their solutions. Key accomplishments include:

- A global license agreement was finalized with **IBM Watson Health**, with a press release and supporting communication activities launched.
- Strong engagement of vendors and related stakeholders through exhibition at various global conferences, including **HIMSS17**, **eHealth Week Europe 2017**, and **HIMSS AsiaPac17**.
- A vendor survey related to tooling requirements was conducted, providing invaluable feedback on our tooling strategy, as well as future **Vendor Toolkit** enhancements.
- The **Vendor Toolkit** was created with the participation of **Technical Services** and **Education & Product Support** teams, providing substantial value to vendors.
- Initial meetings with several strategic global vendors took place, seeding future partnership opportunities.

2017 Activities

Clinical Engagement

- 2017 marked completion of the **Clinical Engagement Strategy**, along with the establishment of organization resources to support our clinical engagement activities.
- **Clinical Reference Groups (CRGs)**
 - Successful migration from **Special Interest Groups (SIG)** to **CRGs**.
 - Formation of initial confluence groups based on previous **SIG** specialties, as well as creation of new clinical specialty groups, e.g., **Cancer Synoptic Reporting**.
- Regional outreach by clinical engagement leads to develop contacts with clinicians, clinical groups and clinical networks continued.
- The team delivered clinical presentations at conferences in various countries, e.g., Norway, Czech Republic, along with joint tool development with **Technical Services** to showcase health data analysis functionality within SNOMED CT.

Education & Product Support

The goal of the **Education and Product Support (E&PS)** team is to increase awareness, knowledge and understanding of SNOMED CT, and to improve the ease and effectiveness of SNOMED CT implementation. The **E&PS** team develops, maintains and delivers CT-enabled resources that support adoption, implementation, and deployment of SNOMED CT enabled solutions.

SNOMED CT education highlights in 2017 included:

- **331** people completed the **Foundation** course in 2017 (**1551** completions since it began)
- **179** people completed the **Implementation** course
- **97** people completed the **Content Development Theory** course
- **289** interactive **E-Learning** webinars delivered (90 minutes each)
- Over **5000** registered users on the **E-Learning Server**
- **Open Access SNOMED CT Learning Area** created for access to all E-Learning materials
- **SNOMED for Developers** learning pathway developed and pilot started (**154** students)
- **SNOMED for Analysts** learning pathway developed and pilot started (**82** students)
- **14** new **E-Learning** presentations and 8 new videos published

2017 Activities

- Development of the Spanish version of Foundation Course began and Chinese PDFs of Foundation Course published
- **Member Education Resource** area launched for sharing Member-developed materials
- **E&PS** team members presented at a range of meetings, including:
 - HIMSS17, Orlando - Using SNOMED CT for Data Analytics
 - AeHIN Digital Health, Myanmar - Using SNOMED CT for Population Health
 - SNOMED CT 2 day workshop delivered in China to support pilot implementations
 - **SNOMED CT Expo 2017** in Bratislava – 11 education tutorials and workshops delivered

The SNOMED CT E-Learning Server

The SNOMED CT E-Learning Server (<http://snomed.org/elearning>) provides online courses with presentations, assessments and other materials designed to enable users to learn more about SNOMED CT. A range of open access material is available.



The SNOMED CT Document Library

The SNOMED CT Document Library (<http://snomed.org/doc>) hosts a range of SNOMED CT specifications, guides, technical resources and other material, which is useful for learning about and implementing SNOMED CT.

2017 highlights include:

- Clinical Decision Support Guide published (<http://snomed.org/cds>)
- Reference Set Practical Guide published (<http://snomed.org/refsetpg>)
- Using SNOMED CT with LOINC Guide published (<http://snomed.org/loinc>)
- Expression Constraint Language v1.3 published (<http://snomed.org/ecl>)
- Template Syntax v1.0 published (<http://snomed.org/sts>)
- Expression Template Language v1.0 published (<http://snomed.org/etl>)
- Machine Readable Concept Model (MRCM) Specification published (<http://snomed.org/mrcm>)
- The MRCM beta published in January and first official version published in July 2017
- Release File Specification (<http://snomed.org/rfs>) updated with new material, including 8 new reference set types
- Extensions Practical Guide (<http://snomed.org/extpg>) drafted and internal review began
- A draft process for generating the Human Readable Concept Model (HRCM) from the MRCM was developed (for future inclusion in the Editorial Guide)



The April Business Meetings

2017 Activities

Content & Delivery

SNOMED CT is a complex product used in various software environments around the world, and its packaging, quality assurance and on-time delivery represent a challenging task. During 2017, the organization continued to make further content and delivery improvements.

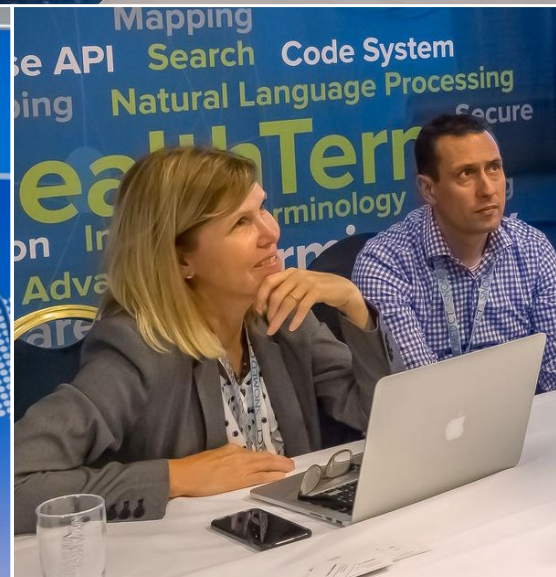
CONTENT AREA	2017 UPDATE
Anatomy	<ul style="list-style-type: none">• 2017 saw huge progress in this area with over 5000 “Entire” concepts added and the planning of two new refsets completed.• Additionally a new Lateralizable Body Structure Refset was created then imported successful into the organization’s Refset Tool.• Work continued on the modelling of “IS-A” and “Part-of” patterns along with preparation of the corresponding Anatomy Concept Model examples and documented guidelines for implementation, e.g., “sufficient definitions.”
CMT (Convergent Medical Terminology)	<ul style="list-style-type: none">• Added a total of 1667 new concepts in the July 2017 release.• As a result of this work, concepts from seven of the nine CMT prioritized domains were authored and added to SNOMED CT.
Content Requests	<ul style="list-style-type: none">• Combined Authoring effort supporting the July 2017 and January 2018 releases resulted in 15,745 new concepts and 275,725 remodelled concepts.
CTP (Consultant Terminologist Program)	<ul style="list-style-type: none">• The 2017 cohort commenced April 28, 2017 with a face-to-face meeting.• Through 2017 work has progressed with two of three assignments been completed with the final assignment underway and scheduled for authoring for the January 2019 release.
Content Tracker Project	<ul style="list-style-type: none">• The Content Managers Advisory Group reviewed and prioritized the issues previously reported in the trackers.• Cleanup work was successfully completed on the top two components.• Monthly reports now cross-reference trackers being worked through with CRS tickets with related changes, thereby reducing backlog and improving efficiency.
Dentistry	<ul style="list-style-type: none">• The Dentistry Clinical Reference Group successfully released the General Dentistry Refset along with a supporting maintenance plan.• To complete the Odontogram reference set, 118 necessary concepts were created for the July 2017 release.• The Odontogram refset was released in September 2017, with a test implementation planned.

2017 Activities

CONTENT AREA	2017 UPDATE
DICOM (Digital Imaging & Communications in Medicine)	<ul style="list-style-type: none"> New concepts were added throughout 2017 in preparation for the release of a DICOM subset in 2018.
Drugs	<ul style="list-style-type: none"> The Drugs project completed the renaming of over 6000 concepts with the new naming pattern in the areas of OCD concept class, PCD form and PCD prep. Product Groupers including Chemical, Roles, Disposition and combined groupers were remodeled using a proximal primitive modeling pattern and terming is being normalized. Alignment with other dictionaries has been ongoing in parallel to ensure compatibility of SNOMED CT. Medicinal product grouper work completed. Description Logic deployed into the Authoring platform to support drugs and other content work.
GMDN (Global Medical Device Nomenclature)	<ul style="list-style-type: none"> SNOMED International added 165 new device concepts.
ICD-11	<ul style="list-style-type: none"> Successfully authored 1200 new concepts in alignment with ICD-11 MMS and published in the July 2017 release.
ICD-O	<ul style="list-style-type: none"> Map tool was updated to support ICD-10 refset that includes ICD-O version 1.
International Family Practice	<ul style="list-style-type: none"> Updated versions of the General Practitioner/Family Practitioner (GP/FP) SNOMED CT Reference Sets were published subsequent to each release of SNOMED CT. This was to reflect any changes to the members of the refset corresponding to changes in the release.
LOINC	<ul style="list-style-type: none"> The LOINC Beta Release containing maps for 6629 LOINC Parts and linkages for 21971 LOINC Terms was released. This was followed by the Production Release in July containing 21889 LOINC Terms aligned with SNOMED CT post coordinated expressions and 6627 LOINC Parts linked to SNOMED CT concepts.
Mapping ICD-10	<ul style="list-style-type: none"> The ICD-10 maps underwent a major update to the latest and current version ICD-11. A SNOMED CT ICD-10 Map Quality Assurance Project Tracker was implemented, resulting in better management of quality issues of published maps with KPI targets.

2017 Activities

CONTENT AREA	2017 UPDATE
Mapping ICD-11	<ul style="list-style-type: none"> Work was completed on the ICD-11 Pilot Map containing 6000 concepts as a starter set thanks in part to the volunteer efforts from Canada, United States, Ireland and the Netherlands.
Nursing ICN (International Classification of Nursing Practice)	<ul style="list-style-type: none"> The ICNP to SNOMED CT Production release of both Interventions and Diagnoses equivalency tables were published subsequent to each release of SNOMED CT. This was to reflect any changes to the Members of the refset corresponding to changes in the release.
Nursing SNOMED subsets	<ul style="list-style-type: none"> Creation of two new subsets for use in nursing practice. The new subsets comprised of SNOMED concepts used in nursing practice based on the ICNP Equivalence Table as a starter set. The Production Release of the Nursing Health Issues and Nursing Activity refsets went ahead successfully in September 2017.
Observables	<ul style="list-style-type: none"> Work in this area continued on selected areas as outlined in the Content Roadmap as resources and priorities allow. The observation result part of the Observable edesign project is on hold and is under the direction of the Observable and Investigation Model Project Group.
Orphanet	<ul style="list-style-type: none"> Approximately 500 concepts were added to the July 2017 release.
Quality Initiative	<p>Throughout 2017, a number of initiatives have been set in motion to support the organization's quality initiative:</p> <ul style="list-style-type: none"> Project leads were identified for each project and monthly status reports completed. Revised guidelines for submission of new content requests were distributed to Members via CMAG and MF as well as general distribution. This is in an effort to simplify the process for Members submitting change requests in advance of the January 2019 International release.
Substances	<p>The Substance project concluded in March 2017 with the following deliverables achieved:</p> <ul style="list-style-type: none"> Documentation of previous Substance work, including creation of a new Disposition hierarchy with new semantic tags, attribute types and type changes. Editorial guidelines. The project strategy for Content Request System along with remodeling of concepts representing disposition groupers.



SNOMED CT Expo 2017 Bratislava, Slovakia

2017 Activities

Technical Services

The **Technical Services** team works hard to keep the lights on for the organization, as well as providing critical services and tools that support the release of high quality products and continued adoption of SNOMED CT globally.

While supporting the day-to-day technical operations of the organization and working with other lines of business on required projects, the **Technical Services** team also successfully delivered upon the following activities in 2017:

- Rolled out and continued improvements to our **Authoring Platform** to enable more efficient authoring and improved quality assurance. Particular focus on the first implementation of **Description Logic** and an external, reusable classification service were among some of the improvements implemented.
- Continued the roll out of SNOMED International's **Managed Service** with three new Members joining, namely Belgium, Norway and the United States.
- Deployed the **US Content Request Service** for the United States national release centre replacing the previous version.
- Worked closely with the clinical engagement leads to develop and deploy the **Health Data Analysis** demonstrator for the **Customer & Stakeholder Relationship Management** team.
- Continued efforts to grow the open source software available to the SNOMED International Community.



Release Delivery

Two SNOMED CT International Releases, two Spanish Releases, two Danish extensions, two Swedish extensions and the first managed service United States edition releases were successfully carried out in 2017.

2017 Activities

Governance

SNOMED International is a membership organization, representing countries or other approved territories. More specifically, our Members are national government agencies or other bodies that the national government in question has deemed suitable and whose responsibilities and authority include appropriately establishing, monitoring, promoting or regulating concept-based systems of clinical terminology for that territory or country.

In April 2016, SNOMED International's **General Assembly** commissioned a governance structure review to support the organization's effectiveness, sustainability and organizational growth as well as improved alignment in terms of culture and narrative regarding authority and ownership. The recommendations from the review included:

- The Board is proposed to have seven independent directors (a reduction from its previous eleven or twelve), plus five non-voting observers: the CEO and CFO (ex-officio) and the **General Assembly Executive Committee** members (who would serve as liaisons between the Members and the Board).
- The independent directors will serve three-year instead of two-year terms.
- The **Management Board Chair** will serve a three year term (previously the term had been for two years).

Management Board and **General Assembly** members approved the recommendations in October 2016 in Wellington, NZ, with governance changes planned to take effect the following year.

In April 2017, through competitive recruitment, SNOMED International completed its **Management Board** renewal process. The authority of the new **Management Board** officers came into force effective 12:00 noon BST, April 24, 2017. Following an industry best practice approach, SNOMED International reduced its number of members on the **Management Board** from 10 to 7.

SNOMED International wishes to extend its sincerest gratitude to previous **Management Board** members for their excellent dedication and stewardship, both as it has related to the organization's strategic direction as well as guidance and participation throughout the management renewal process.

2017 Activities



2017 General Assembly*

The **General Assembly** is SNOMED International's highest authority. The **General Assembly** ensures that the purpose, objects and principles of the Association are pursued and that the interests of the organization are safeguarded. The **General Assembly** can make binding decisions regarding all matters relating to SNOMED International, subject to and in accordance with the provisions of the **Articles of Association**.

Kerri Burden, Australia
Tom Van Renterghem, Belgium
Not Filled, Brunei
Michael Green, Canada
Alejandra Lozano, Chile
Libor Seidl, Czech Republic
Marianne Holdt, Denmark
Krista Kart (proxy), Estonia
Vicky Fung, Hong Kong
Gudrun Audur Hardardottir, Iceland

Lav Argarwal, India
Kevin Conlon, Ireland
Boaz Lev, Israel
Martynas Bieliauskas, Lithuania
Md Khadzir Sheikh Ahmad, Malaysia
Hugo Agius-Muscat, Malta
Lies van Gennip, Netherlands
Stewart Jessamine, New Zealand
Alfhild Stokke, Norway
Marcin Wegrzyniak (CHAIR), Poland

Henrique Martins, Portugal
Low Cheng Ooi, Singapore
Pavol Rieger, Slovakia
Mate Bešek, Rep. Slovenia
Arturo Romero Gutiérrez, Spain
Tom Nilstierna, Sweden
Adrian Schmid, Switzerland
Alex Elias, United Kingdom
Vivian Auld, United States
Pablo Orefice, Uruguay

**As at December 31, 2017. A number of General Assembly representatives were not present at the taking of this picture.*

2017 Activities



SNOMED International Management Board –
January 1 to April 24, 2017

SNOMED International Management Board –
April 24 to December 31, 2017



2017 Management Board*

The **Management Board** has legal and oversight responsibility for the management and direction of SNOMED International. The terms of the appointments are staggered with the longest term being three years and the shortest being one year. **Management Board** appointments are non-executive director positions which carry legal responsibility for the governance of the organization.

SNOMED International Management Board – January 1 to April 24, 2017

Ian Arrowsmith, National Health Service UK
John van Beek, Cerberus
Kathy Farndon, NHS England
Jamie Ferguson, Kaiser Permanente (CHAIR)
Douglas B. Fridsma, AMIA
Duncan McNeil, PumpCo
Manuel Pérez Vallina, SACYL (Castilla y León Region Healthcare Authority)
Jeremy Thorp, National Health Service UK
Andrew M. Wiesenthal, MD, SM, Deloitte Consulting
Julian Zelingher, MD, MSc, MPH, Clalit Health Service

SNOMED International Management Board – April 24 to December 31, 2017

Lady Barbara Judge CBE, Chair (3 year term)
Cheemin Bo-Linn (1 year term)
Douglas B. Fridsma, MD, PhD, FACP, FACMI* (1.5 year term)
Gong Mengchun (3 year term)
Jeremy Thorp* (1.5 year term)
Joanne Burns (2 year term)
Matic Meglic (2 year term)

*Douglas B. Fridsma and Jeremy Thorp fulfill the 2 positions secured for continued representation from the previous SNOMED International Management Board

*A number of Management Board Directors were not present at the taking of this picture

2017 Activities



Member Forum Representatives*

The **Member Forum** acts as an advisory body to SNOMED International and optimizes the collaboration and coordination among Member countries.

Dion McMurtrie and Matt Cordell, Australia
Katrien Scheerlinck and Ingrid Mertens, Belgium
Not Filled, Brunei
Andrea MacLean and Linda Parisien, Canada
Alejandra Lozano, Chile
Libor Seidl, Czech Republic
Camilla Wiberg Danielsen, Denmark
Krista Kärt and Egle Sepajõe, Estonia
Vicky Fung, Hong Kong
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'Ismat Binti Mohd Sulaiman and Dr. Kamarulariffin Kamarudin, Malaysia
Hugo Agius-Muscat, Malta
Pim Volkert (Co-Chair) and Elze de Groot, Netherlands
Tracy Thompson and Alastair Kenworthy, New Zealand
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Lotti Barlow and Daniel Karlsson, Sweden
Johannes Gnaegi and Reinhold Sojer, Switzerland
Elaine Wooler and Angie Quinn, United Kingdom
Vivian Auld and Susan L. Roy, United States
Fernando Portilla and Rossana Occhiuzzi, Uruguay

**As at December 31, 2017. A number of Member Forum representatives were not present at the taking of this picture*

Advisory Groups

2017 Advisory Groups & Chairs

Content Managers — Cathy Richardson & Lesley MacNeil

Camilla Wiberg		John Fountain	New Zealand
Danielsen	Denmark	Jostein Ven	Norway
Daniel Karlsson	Sweden	Linda Parisien	Canada
Elaine Wooler	United Kingdom	Matt Cordell	Australia
Elze de Groot	Netherlands	Olivier Bodenreider	United States
Johannes Gnaegi	Switzerland	Theresa Barry	Ireland

E-Learning — Linda Bird

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Suptendra		Pim Volkert	Netherlands
Sarbadhikari	India	Susan L. Roy	United States
Andrew Grant	Canada	Johannes Gnaegi	Switzerland
Arabella D'Have	Belgium	Katarzyna Kowalczyk	Poland
Erika Eriksson	Sweden	Aleksandar Zivaljevic	New Zealand

Modeling — Peter Williams & Yongsheng Gao

Arturo Romero		Guillermo Reynoso	Argentina
Gutierrez	Spain	Kin-Wah Fung	United States
Brandon Ulrich	Germany	Michael Lawley	Australia
Daniel Karlsson	Sweden	Peter Hendler	United States
Harold Solbrig	United States	Ronald Cornet	Netherlands

SNOMED CT Editorial — Jim Case

Bruce Goldberg	United States	Jeremy Rogers	United Kingdom
Guillermo Reynoso	Argentina	Jeffery Pierson	United States
Keith Campbell	United States		

Terminology Release — Andrew Atkinson

Susan L. Roy	United States	Harold Solbrig	United States
Dion McMurtrie	Australia	Mikael Nystrom	Sweden
Christopher Morris	United Kingdom	Matt Cordell	Australia
		Orsolya Bali	Singapore
Corey Smith	United States		

Tooling User — Rory Davidson

Alastair Kenworthy	New Zealand	Palle Gerry Petersen	Denmark
Andrew Liu	Canada	Philip Chuang	United States
Arabella D'Have	Belgium	Hugo Agius-Muscat	Malta
Elze de Groot	Netherlands	Richard Mountford	United Kingdom
John Mok	Hong Kong		
Mikael Nystrom	Sweden		

2017 Clinical Reference and Project Groups

2017 Clinical Reference Groups & Leads

Allergies Hypersensitivity and Intolerance	Bruce Goldberg
Anesthesia	Patrick McCormick
Dentistry	Mark Jurkovich, Jorn Jorgensen
Emergency Medicine	Vacant
Genomics and Precision Medicine	Vacant
General Practice/Family Practice	Ray Simkus
Haematology and Blood Products	Vacant
Mapping	Hazel Brear
Medical Devices	Vacant
Mental and Behavioural Health	Piper Ranallo
Nursing	Zac Whitewood-Moores
Pathology	W. Scott Campbell
Pharmacy	Vacant
Public Health	Vacant

2017 Project Groups

- Drug Concept Model
- Event, Condition and Episode Model
- Observable and Investigation Model
- Organism and Infectious Disease Model
- SNOMED CT Languages
- SNOMED CT to ICD-10-PCS

2017 Financial Report

Entity Origin
IHTSDO Denmark

IHTSDO Income Statement

Jan.1, 2017 - Mar. 10, 2018 USD	1/1/17 - 10/3/18	2016
Membership Fees	0	9,532,779
Voluntary Contribution Fees	0	337,571
Affiliate Licenses	0	292,860
Other Income	0	169,424
Income	0	10,332,634
Staff expenses	0	-5,496,662
Office and facilities	-956	-518,270
Travel expenses	0	-1,233,599
Other costs	-49,856	-1,546,605
Third party expenditures	0	-3,259,297
Amortization, SNOMED CT IP	0	-780,000
Expenditures	-50,812	-12,445,349
Profit/loss before financial income & expenses	-50,812	-2,072,655
Financial income/expenses, net	4,614	-82,241
Profit/loss before tax	-46,198	-2,194,956
Tax on profit/loss for the year	0	0
Profit/loss for the year	-46,198	2,194,956
Distribution of profit		
Distributed to IHTSDO, UK	0	3,889,193
Retained earnings	-46,198	-6,094,149
Profit/loss for the period	-46,198	-2,194,956

**In January 2017, SNOMED International was made the trading name of the International Health Terminology Standards Development Organisation, a private company limited by guarantee*

2017 Financial Report

Entity Origin IHTSDO
United Kingdom

SNOMED International Statement of Comprehensive Income

For the year ended December 31, 2017 USD	2017	2016
Income	10,933,894	–
Cost of sales	(7,326,700)	–
Gross surplus	3,607,194	–
Administrative expenses	(3,625,809)	–
Operating deficit	(18,615)	–
Interest receivable and similar income	45,059	–
Surplus on ordinary activities before taxation	26,444	–
Taxation	–	–
Surplus for the financial year	26,444	–

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1 Kingdom Street, Paddington Central
London W2 6BD, United Kingdom
info@snomed.org | @Snomedct | www.snomed.org