

**JIC Executive Meeting**  
**Saturday 11 November 2017**  
**08:00-16:30 UTC**  
**Minutes from Meeting**

Location: London

**1. Welcome, Roll Call, Apologies.**

The Chair welcomed the JIC attendees to the SNOMED International (SI) London offices, the attendees introduced themselves.

**2. Minutes of the previous meeting**

The minutes of the previous meeting were approved.

**3. Agenda approval, requests for other/new business**

The agenda was approved.

Don Newsham (DNE) requested a discussion regarding the next ISO meeting be added to the agenda.

**4. Review of actions from previous meetings**

<b>Action 1</b>	The Chair asked the JIC to inform Penny Stewart (PST) of any updates to the actions.
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**5. JIC Patient Summary Standards Set Update**

- *Update following External review*

The PSSS has gone out to external review and was sent to healthcare groups, vendors, clinicians etc. We received over 80 comments, some of which came during the ISO meeting. The overwhelming view was that it is helpful and people already want to use it as a reference document. There was also some very useful constructive feedback. As advised, we also went back to the clinical group to discuss the points raised by GS1 and those have now been added in to the disposition document, which now contains both internal and external review. This means that work has now started on finalizing the document and expect to complete it by the end of November, ready for the JIC to quality assure it.

<b>Action 2</b>	JMI to send the completed PSSS document to the JIC PSSS leads for final QA at the end of November.
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Mike Nusbaum (MNU) noted that the comments received, documented and dispositioned will all be on the website. The group also met during ISO and are confident that all comments have had a fair discussion: some editorial; some substantive; some agreed with; some disagreed with and in all cases justifications given.

DNE noted that he was very pleased with the process and that it worked better than expected. Also, the comments have been, as far as possible, sorted in to themes - data set, document format, ref set, compliance, implementation etc - all the major sections have some comments in them.

The Chair noted that there were no major negatives, just positive comments and constructive criticisms, no one just disagreeing with it.

Jane Millar (JMI) stated that the PSSS will need to be a living document. Going through it reinforced that the structure is logical and that we will need to go back to those who have said they will use it and get feedback on its use.

The Chair noted that so far everyone has wanted to see a different use case in it. MNU responded that this was a common comment in the meetings where many spoke about feedback and allowing different use cases. JMI stated that this is where the GS1 comment were very useful as it laid out particular scenarios clearly.

Michael Glickman (MGL) - in the landscape this is an implementation question and everyone talks about using 'my use case' - we looked at it from the ISO perspective, so we are not 'top down' or 'bottom up' but coming in from the side. With that in mind this document is an implementation guide on a process, not 'how to do' particular things, but a guide to the processes which can be used for implementation - giving a roadmap or game plan.

MNU - Steve provided a mechanism to allow us to gather feedback in order to maintain a library of variations on a theme, so the maintenance and growth will be a very important phase as the user groups work out how best to apply the document.

The Chair had a meeting with the US National Standards Committee and so spoke about JIC and the PSSS and got the feeling that a lot of people are looking for something like this.

Stephen Kay (SKA) noted that care should be taken with the name 'implementation guide' as this can mean different things to different people. We need to clarify for people whether the PSSS is a standard or guidance.

The JIC discussed what the document should be called. Suggestions included 'collaboration guide', 'implementation advisory' and 'roadmap'. There was concern that none of the names quite fit what the document is, and the fact that it has already been seen with 'standards set' in its title means a full change would be confusing, so we should stick with that. Also, it is a bundle of standards and so the current name is not incorrect. It was then suggested that a brief, additional paragraph on the cover explaining its use would be the best way to go. SKA suggested it would be fine to refer to it as 'patient summary guidance' as that wording is all through the document. Implementation is too technical.

This was put to the JIC and it was agreed that this wording was the best and to be added to the cover.

<b>Action 3</b>	JMI to add 'patient summary guidance' to the cover of the PSSS document.
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- *Maintenance and update of PSSS*

JMI proposed that the document goes out for a year with a clear note of that on the JIC website and the first revision of the document would be after a year, based on user feedback, gathered by the same group. The hope is to get feedback on content based on usage in that first year.

MNU clarified further that the author group agreed to be the interim maintenance group and that the maintenance item falls in to a broader item to discuss regarding what the JIC itself needs to be to have assets like this and so there is much more of a structural discussion on the topic later in the agenda.

DNE suggested that gathering more fact sheets and use cases will be the best way to get the most feedback.

The Chair - you can trial this work by saying if you have another use case please go through it with feedback on how to make document better, and SKA suggested that people are more willing to do that if their contribution is attributed so they are known as the person to get back to on it.

MGL proposed that the feedback online should be more automated as well, as it is an online document, not closely held by a central group but a more open process. Vetted and managed, but open and responsive online.

- *Steps to Publication of PSSS*

MNU set the landscape of what we are going to publish: have the document, but also have an FAQ and a companion document (standard categorization) and we also want to publish our comments

and their dispositions publicly. It would be useful to produce feedback to the process, we may not publish this, but have had some very useful feedback, and this will certainly go to ISO.

JMI noted that the methodology would also be published so people have that as a stand-alone and it would also be useful to the JIC if they want to do any more work in this area.

Christian Hay (CHA) asked for clarification of exactly what is to be published, the full list: FAQs, Categorization document, methodology, disposition of comments and a lessons learned document. They won't all be published at once, but all will be eventually.

JMI noted that the FAQs, by nature, will evolve and will stay up to date.

MNU made a formal motion that the JIC accepts this first version of the report and that it is a living document and approve publication of it and its companion artefacts (with thanks and appreciation to MGL) - CHA seconded the motion and it was carried by the JIC.

MNU thanked all the team but particularly JMI for all her hard work. The Chair also thanked all involved in the project.

- Communications

The JIC discussed the communications around the document. MNU noted that there would be a press release as well as publicity on the JIC website. JMI asked whether the other members of the JIC should also promote it within their organizations and MNU offered to write a couple of paragraphs as a guide to the SDOs on how to do their own publicity of the PSSS.

<b>Action 4</b>	MNU to write a couple of paragraphs guidance and wording for publicizing the PSSS to share with the other members of the JIC so they can do publicity within their own SDOs.
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The Chair suggested that a community could be created on SNOMED's Confluence site to provide a discussion forum where people can post comments and give feedback.

<b>Action 5</b>	JMI to speak to SNOMED Communications team for guidance on how best to set up a Confluence site for PSSS and also manage the website, social media opportunities and press release
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It was also suggested that the press release could be sent to clinicians, vendor forums and countries as well as this will gain the widest range of views on it.

One concern raised was the copyright/ownership of the document, so that it is protected once released. MNU noted that in the next item there would be a broader discussion regarding JIC from a 'legal entity' side.

## 6. JIC Communications task group - progress report

MGL informed the JIC that the JIC Communications task group had a face to face during the ISO meeting to talk about communications. Much has changed since the JIC initially formed. The biggest change is that we now have assets in the PSSS and SKMT. Even just coming up with a press release shows the impact of this change. So we need to look at our next steps. We want to evaluate this association of SDOs, we want to be able to collaborate, protect our scopes and create synergy. We want to have the right perception of what we are. With assets such as PSSS and SKMT we need to look at our IP - do we need a licensing agreement? With all of these changes we need to discuss how we move forward as a group and what are our expectations? Collaboration is key but we also need to synergize. Have done all we can with no budget - do we need to be a legal entity or not?

MGL from our discussion we might need something legal. We have assets and so how do we protect them if we aren't a legal entity? If we do anything financial we can have a membership model, a proxy model or a secretariat model.

Wayne Kubik (WKU) noted that SKMT has been out for a while but it's not been an issue.

MNU stated that we have to work out how to communicate along with the PSSS release and we need to be able to clarify what the JIC is as we get that question a lot and we aren't very clear as to what constitutes what we are. We also now have an asset that needs ongoing support and doesn't have a lead SDO (as previous assets have) so we are in a different situation with PSSS. A couple of aspects to consider are how

do we present ourselves as the JIC and can we own and maintain an asset without changing our structure?  
Do we need to be some kind of entity?

MGL noted that there are some financing goals - if we go in a direction where we need financing we need a structure that can be perpetual. It would need to be minimalist in cost. If we are going to be a council of equals we need to be aware that we are a bifurcated group. We could have a secretarial proxy model - if we continue in the current 'round robin' system then there are likely to be bumps in the road. We also need to communicate what the JIC is, and we all need to communicate the same thing. If we don't change our structure then we need to make sure we can communicate our assets in the same way.

The Chair acknowledged that these are all good questions. Really the JIC is a council of SDOs which is collaborative and that shouldn't change as it makes it strong and allows members to be succinct about what does and doesn't work. The key issue around the asset is how we ensure the JIC manages governance so perhaps some wording around 'owned collaboratively by JIC members equally, all rights reserved' should be put in place, which puts it under JIC control. Regarding the funding model, I don't think the JIC is at a point where it could command people giving money, we don't have something people would pay us to do. Over the past two years we haven't needed money but we do need members or participants stepping up and giving 'in kind' services. If you formalize that it becomes too rigorous and might damage it. The model works fine, so is a matter of how we communicate as a council, particularly as change happens.

CHA agreed and stated that the current situation has a benefit regarding cost as we can anticipate things needing long term planning and changing things cause problem. The current financial model is preferable. We have lost the perspective of what our assets are - the first was SKMT and now we have PSSS. For SKMT we have found a host, but the maintenance is not optimal. We need to be sure we have a maintenance process that works in the mid to long term for our assets, this is an issue currently for SKMT. We want the university to develop a tool to pass information from PDF in to SKMT. MNU noted that this would be discussed later in the meeting during the SKMT item.

MNU asked what is the value of the JIC to the industry? It is very important in that it adds value and shows that SDOs are collaborating on an ongoing basis. How we do it with regards structure and legal doesn't matter so much, but it is important that the value of the JIC is greater than the sum of its parts. Feedback is that it is a very important group. We do need to make ourselves nimbler, and a key issue is strengthening the JIC

MGL noted that right now we can have a JIC resolution without having to go 'back to the ranch', but we need a mechanism to show who we represent as we don't want to have to go to 60 countries just to bring something to the JIC.

The Chair agreed that the JIC should be nimble and that when we do have to go back our organizations we need to agree around the table that we move things along very quickly from our side.

WKU noted that he is new to the JIC and from research sees the group as one which avoids work being repeated, but is rather a work-issuing organization which gets together to discuss what is being done and then hand the work out to individual organizations as appropriate.

DNE responded that the JIC was like that but in 2014 looked at it and thought it wasn't producing enough and wanted to give stronger evidence of collaboration and to have a greater impact.

MGL agreed that all these points are important, however, it is necessary but not sufficient. An issue is that when we do need to do something we don't have the processes to support it.

Shirin suggested that sometimes the historical background is relevant. We have good working relationships, but the task is in communications outside the JIC and in our communities. Her recommendation is to not forget that or perceive a gap between those at different levels in the JIC.

Robert Stegwee (RST) stated that there is a change in the role of JIC now we have assets, however, we mustn't focus too much on the assets but also focus on the successes over the past 10 years and keep that in communications - assets should not become sole purpose of JIC.

DNE - some of this work is taking place because of the knowledge of those around the JIC table and so let's reenergize our collaborative opportunities.

Catherine Chronaki (CCH) - the San Francisco agreement talked about better patient health outcomes and this has to do with closing the loop. A few years ago, we created a form to be submitted to the JIC for CEN and HL7 but it didn't happen as we made a decision that it is about the users and we realize that we

cannot continue to speak about the physician or the vendor and need to widen the scope and take notice of what is happening on the ground. The community is the asset as opposed to the PSSS.

MGL felt that the meeting has come to a couple of conclusions: we will stick to the rotating secretariat model. We do have assets so we should look forward to the next conversation about maintenance. We have agreed to core principals of why we are part of this group regarding goals and expectations of members, and will come up with some wording regarding how we describe ourselves. We need to discuss notion of the resolutions and endorsements and being nimbler. Balloting didn't work but the joint disposition of comments worked well and so can continue with that.

JMI noted that there is a difference between communications and strategy. SKMT was before SI joined JIC so hadn't previously thought of it as an asset, but it is and we need to think about how to communicate on that. We need to make sure it represents what we want.

MNU stated that the strategic discussion has been very useful and proposed we have such a discussion at least once a year when we meet face to face.

<b>Action 6</b>	PST to add a standing item to agendas for face to face meetings on communications and strategy.
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MNU - As we move to the next phase continue to make sure what we do is meaningful. We have to recognize we have had growth and impact over 10 years but need to keep revisiting that. We must focus on the important thing being the welfare of people.

DNE - I think the basis is not changed, we are a 'council of SDO members who have formed a collaborative group'. The discussion has been clear and is hugely worthwhile, but has brought us back to where we currently are.

The Chair noted that it was recognized in San Francisco that the JIC did good work but wanted to also do something different, so we have accomplished something and developed a community, and from his point of view the next step is to continue to have that community flourish, to work on bilateral standards but also see other pieces and see how we are getting visibility with governments. MGL and the communications group will play a key role in this both on communications and also regarding the purposes of the JIC.

MGL noted that we should probably do two press releases, one to talk about what we have done and who we are and then the release on the PSSS.

<b>Action 7</b>	JIC Communications Group to create press releases regarding JIC achievements and one regarding the PSSS.
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## 7. JIC and Work with Governments

*This item was postponed to a future agenda and not discussed.*

## 8. ISO Reference Portfolio update and PSSS

- SKMT - update from meeting and review of Terms of Reference

Heather Grain (HGR) joined the meeting remotely for this discussion and took the JIC through the presentation.

CCH stated that, with regards OpenMedicine, she had the sense that SKMT wasn't used for it. HGR replied that it wasn't used but there is an intent now to look at how it is loaded. CHA responded that this was a pity as the discussion at OpenMedicine seemed that they wanted to develop another repository so he was hopefully convinced that SKMT is right but CHA didn't think any movement had been made on this yet. The plan is that CHA will work with Andrew Grant to find a system to auto upload definitions from the PDF ISO standard. The idea is not to upload blind but to prepare for it and verify whether the definition is new or not, or if it should be a synonym of existing definitions. The number of definitions and synonyms is very large. Need to verify what is available and a person needs to decide how to act, but preparation can be automated.



DNE asked whether this was a change from HGR's list and hoped that would achieve priority in the upcoming reviews. HGR responded that it is on the list and they are currently looking at a way the load process can do comparison as it loads. HGR confirmed that it would achieve priority in the reviews.

SKA reminded the group that in the morning JIC assets has been discussed and that SKMT was described as being one of those, if not the first, would HGR agree with that. HRG confirmed she would. SKA noted the other thing discussed was strengthening and focusing the assets as marketing tools for what the JIC does and wondered how closely that fits when the content in SKMT is wider in scope than the actual SDOs which are part of JIC? HGR was very supportive of SKMT being used as a tool to be visibly JIC related, the fact that it is a core JIC activity but it supports wider applications is not against that principal.

DNE asked whether SKMT has any notation into it as a tool with the governance through the JIC. HGR said that there currently isn't, in the FAQ it says there is a governance committee but would be good to have the JIC visuals across the front.

SKA stated that the next steps should be thinking about means of harmonizing the content which in some cases will mean reducing the definitions. How do we do that with the organizations which are not SDOs - we can tell which organizations have 'adopted' a term, before any term is retired all users of it are notified and given the chance to say they still have a use for it, or indeed agree to retire it. We have people to contact for each organization. There is a need to test this process. Happy to seek guidance for this.

MGL asked HGR whether there was an acknowledgement when this was done with HL7? HGR certainly minuted it and it was acknowledged in their processes. If more than one organization is involved we contact that organization and seek their advice, 80% of the time they like the new one and the other 20% they give a reason why it needs to be kept.

JMI asked about the sustainability of this product and where the weak spots are. If JIC moves forward in the way discussed, what is the sustainable side and the funding?

HGR stated that university have agreed to maintain the tooling and make any minor changes (not the larger ones though). Part of the objectives of the governance committee is to broaden the number of people available to support the product. Re-programming support for bigger changes would have to be considered and is one of the issues.

JMI asked how long they were committed and HGR responded that it is another 3 years. However, when HGR asked Andrew Grant about it not long ago he said there was no foreseeable plan change and when the first five years are up they will agree to another five years.

MGL asked whether we have agreed to some kind of commitment where they would provide it in an exportable form? HGR responded that yes, they have and if they don't maintain it, it will come back to JIC in total so someone else can maintain it.

Richard Dixon Hughes (RDH) asked whether the text of the agreement is available. HGR has not yet found it but is trying to. She suggested it would suggest sensible to redraft the agreement. MGL agreed.

<b>Action 8</b>	HGR to follow up on finding the Agreement and if it is not available, JIC work with HGR to draft a new one.
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MNU asked whether anything is needed from the JIC now? HGR said not at the moment and that she is very heartened by the discussion as there are things to act on. Next time will come with suggestions from the governance committee.

<b>Action 9</b>	HGR to bring suggestions from the governance committee next time there is an SKMT discussion on the JIC agenda.
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MGL asked whether there was any objection to our preparing a press release announcing this, we would send it to HGR for review. HGR confirmed she is happy with that proposal.

<b>Action 10</b>	MGL to draft a press release regarding the JIC and SKMT and send to HGR for her review.
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MGL asked whether there are five countries which are members of ISO on the governance committee - the relevance of this was queried by the meeting as the activities being discussed are JIC ones, not ISO. MGL responded that there are other items in the future we are going to want to maintain which is why he asked the question.

Tod Cooper (TCO) asked about the ISO online browsing platform and that it is now looking to maybe reach to IEEE again. They have their own dictionary - have you had any discussions with anyone at IEEE re SKMT and linkages that might be consider. HGR stated she hasn't specifically but is happy to.

Lauren Becnel (LBE) noted that she was on last SKMT call, but is new to the group, and asked if she could follow up with HGR on two items - a refresh of CDISC glossary and on SKMT in general.

<b>Action 11</b>	LBE to set up a call with HGR SKMT to follow up on the CDISC glossary and SKMT in general.
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The Chair and the JIC thanked HGR for the presentation and discussion and she left the call.

MGL suggested to the JIC, with his ISO hat on, that he thought the JIC should make it a policy that there are always representatives of five countries involved in decisions at ISO.

DNE noted that the decision making actually occurs not there but here, at the JIC, so if you want the five countries represented it should be on the JIC and then that requirement is in all our decisions.

CHA - we have been talking for years about a technical report, something non-normative, and his personal wish is to make the governance of IDMP more transparent. IDMP is not only driven by the regulator, and would it be driven by one single regulator (eg the FDA), that would be their business. The problem is that it is global, and if the FDA does something, another does another thing etc, how does this work, and we have to have transparency on that. In the IDMP there are regulations for the unique ID of substance, rate of measurement and control recovery to make it simple and that technical report has to define how this maintenance is secured - it is not prescriptive it is descriptive. This report is in the final stages for a DTR ballot which should start around Christmas, and all are invited to keep an eye out for it. CHA asked whether the JIC would like dedicated information when ballot is open?

MGL agreed that yes, that information would be useful and JIC can use ISO conduit to get to agencies which are part of ISO.

<b>Action 12</b>	CHA to send the IDMP governance document / technical document (TR 14872) to PST who will share with the JIC for their comment / feedback when the ballot is open.
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CCH noted her experience from Open Medicine. It was painful when they found out that the health ministry people who deal with eHealth don't speak to the regulators. The lifecycle of the medicine is different to the lifecycle of healthcare services so now these worlds are merging and they see there is a role for our community to bring these two worlds closer. Open Medicine brought the drug agencies and health agencies together, but usually there is an agency which deals with health services, certainly in Europe, and also in the USA (eg FDA). Bringing these communities together started in Open Medicine but there is still lots to do.

MGL noted that JIC want to do it in both directions and that's why we should actively go to the regulators and there should be a section in the RFP for regulators.

JMI yes, not just medicinal products but applies across the board as we go in to digital world there is a need to link everything properly - not just the regulators but also research, big data, genomics etc.

## 9. Introduction to eStandards Workshop

CCH took the JIC through the eStandards introductory deck.

CCH: thanked CHA for suggesting the workshop - at the final conference in Brussels some attendees started a revolution and this is the outcome! The basic idea to be explored is what do standards for the digital age look like. There are two personas - online and offline - and SDOs need to consider their future. Money drives the world, so if eHealth works it is about the money and the best make use of it.

The question is 'where is the money'? There is an eStandards movement about the digital transformation that is happening and eStandards are probably not around the table, they are created elsewhere, and we should try to change this.

The project, supported by the European Commission, is to create a roadmap on how Standards can support large scale health deployment, so there was an implicit agreement that standards can drive adoption - can we be sure this is true of today's standards. Our ambition is to re-establish SDOs as the authority of high quality, widely adopted standards that advance cost effective interoperability.

The project did three things: It developed the eStandards lifecycle model, and gratitude goes to the JIC for endorsing that. This is about connecting to the users. A ‘cookbook’ of best practices was put together - about 150 pages of what to do and what not to do. Established a co-creation governance alignment - people are allowed to try things in their own space, but there is also governance there to track what is being done. The project is a call to action, to use tools and standard sets and to address quality.

The Chair asked how we deal with organizations, such as Apple, Google, Amazon etc? For example, Apple puts patient friendly terms on its phone to measure different outputs via the Apple Watch, and the terms will automatically become a standard globally - how do you manage things like this and engage companies which have such reach and huge net worth? Has to be part of the risk factor. CCH responded that it is not so much what Apple do and what they put on the watch but what the users experience.

DNE stated that as SDOs we are moving to systems of differentiation and innovation as we are following where healthcare business needs are going, so we are being both reactive and proactive. SKA added that all those things are in the PSSS

The JIC were shown a video and asked the question as to how much do SDOs do to improve the experience of people like the man in the video? We need to target the user experience, they don’t care if it is PHR or EHR, but an important question is whether the man in the film can understand the effect of medication on him?

Anna Orlova (AOR) stated she was not sure what the discussion is here as the doctors should explain side effects, use of prescribed drugs etc, what further do the consumers want/need digitally.

RST re-iterated that the question to them from the EU was to develop a roadmap of sustainable standards for eHealth. They already have some of this after the first year, based on best practice. What is being talked about is trust and flow - trust in data so you can base decisions on it and meaningful data is up to date and correct. You also have to look at different perspectives as data flows from different angles. There is the market (eHealth market). If we want to have standards with trust and flow then that is where we need to collaborate as organizations. Co-creation and development is about making it real and using it on a day to day basis. If we have eStandards developed then the standards around it are being used and not reinvented. We came to the conclusion that no one owns full roadmap so we as JIC or one SDO can’t own it, so it needs to be linked to key initiatives.

RST noted that the definition of Standards Sets is as follows: “*Standards sets*, being the outcome of the collaboration among SDOs to produce coherent standards, profiles, and related standards artefacts, fit for the purpose of supporting specific use cases in eHealth deployment;” From Standards Deliverable 3.1 : The case for formal standardization in large-scale eHealth deployment (see [www.estandards-project.eu](http://www.estandards-project.eu))

MNU noted that there is a large diverse mix of perspectives jumbled up and a number of assumptions are being made, implying SDOs are not doing what they should be, so a lot of arrows form a lot of directions and we need to look at how we can best focus.

RST and CCH were asked what is needed of the JIC in the afternoon’s workshop. RST responded that the key thing was to better understand what the recommendations might mean for the SDOs here at the meeting and that will then be fed in to the strategic discussion going forwards.

## eStandards Workshop

### **Notes provided by Robert Stegwee: Draft conclusions from the JIC eStandards Workshop**

Following introductions, there was a lively discussion on the possible relevance of the results of the European eStandards project to the work of the JIC. An attempt to capture the key highlights and possible next steps follows below:

1. The JIC re-iterates its support of the full Health Informatics Standards life cycle (see figure 1).
2. The JIC recognizes the need for targeted joint engagement in both government and industry led health care development and innovation initiatives. The expectation of such engagement is to get a genuine and realistic expression of interoperability needs from the users of our standards, representing all four perspectives identified. This joint effort aims to cultivate the inclination and trigger the proper incentives to adopt standards at scale (see figure 2).
3. The JIC seeks to further explore the CGA model to make sure bottom-up innovation in eHealth is supported by the Health Informatics Standards community (see figure 3).



- Both the life cycle and CGA model can inspire the way in which the JIC positions its two key assets: the Patient Summary Standards Set and the Standards Knowledge Management Tool. The JIC looks to co-create improvements on the content of these assets by interacting and engaging directly with the users of these assets.
- The JIC is keen to evaluate the eStandards recommendations within the context of the Olympic Healthcare Initiative.

Proposed next steps:

- The JIC will set up a team to revisit the eStandards roadmap methodology, in particular the CGA model, to establish, possibly in an adapted form, a framework to express our commitment to engage with key initiatives for digital health innovation. Figure 4, prepared for but not discussed during the workshop, could serve as a potential starting point. Presentation of this framework is scheduled for the next JIC call in January 2018.
- The JIC will encourage the Olympic Healthcare Initiative to explore the use of this framework over the course of their activities through 2028.
- The JIC PSSS project team will consider the eStandards recommendations in setting up its maintenance and engagement activities.

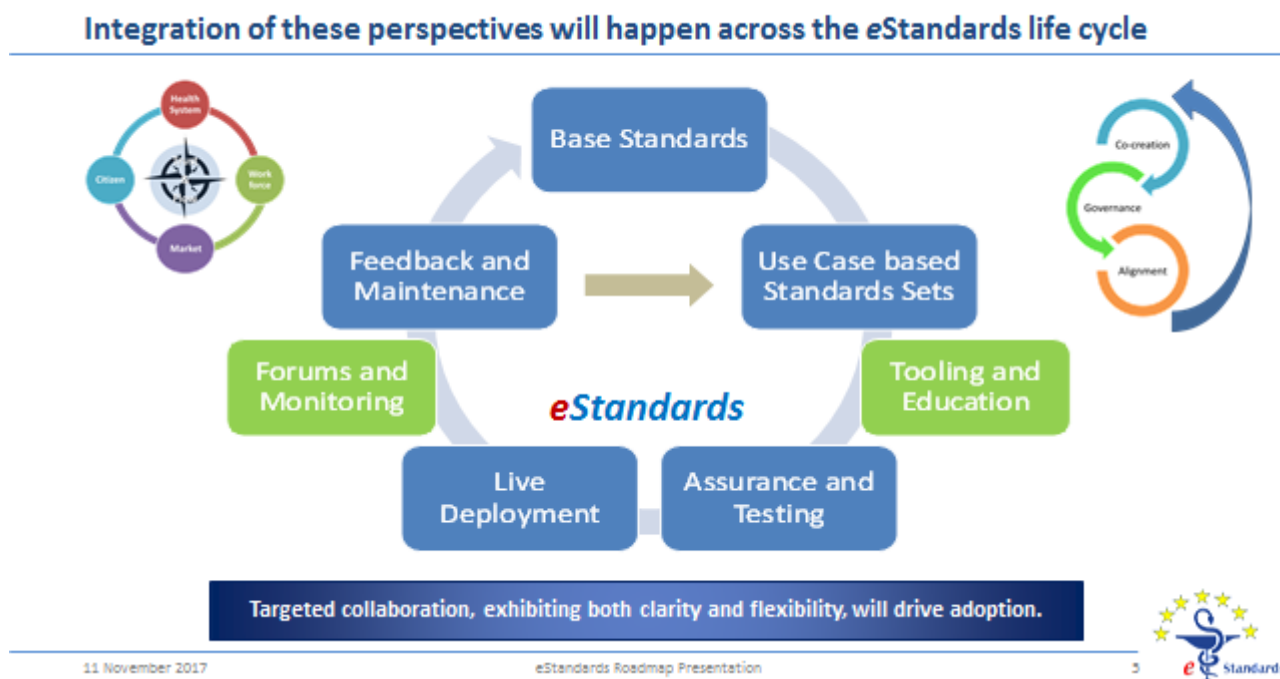
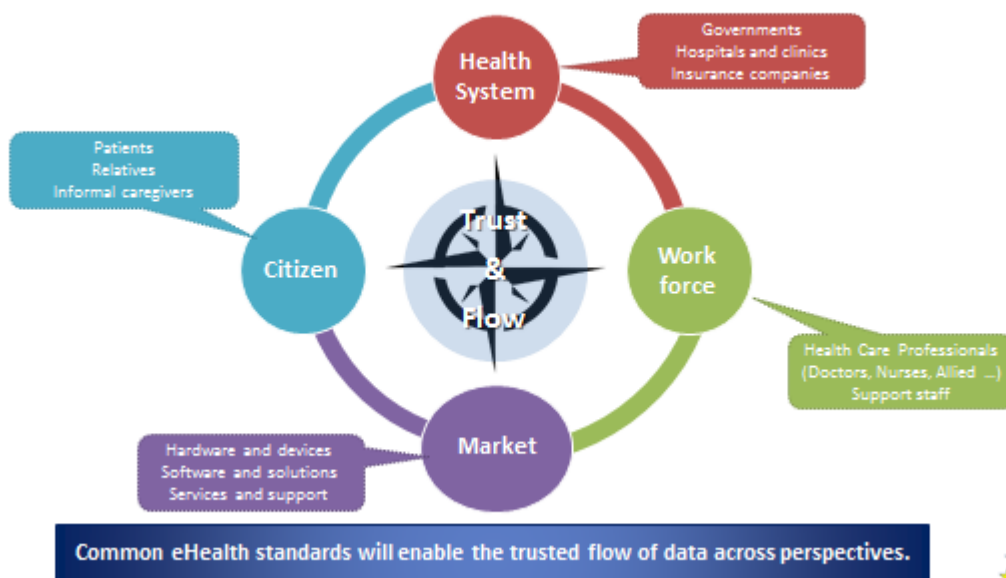


Figure 1: The Health Informatics Standards Life Cycle

### Trust and dynamic flow of data will be driven from four different perspectives



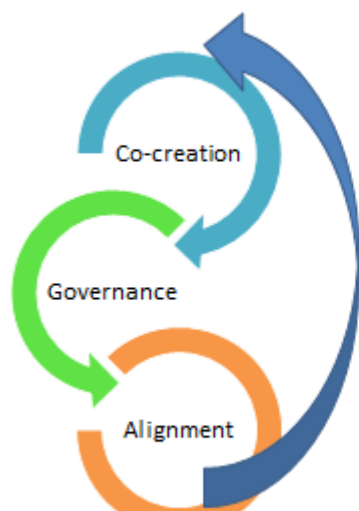
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eStandards Roadmap Presentation



Figure 2: Four perspectives for successful large-scale eHealth deployment

### Success is achieved through three distinct types of intertwined actions



To develop, deliver, test and deploy standards sets which are properly adapted to a dynamic healthcare system, we need a constant flow of interaction between three types of activities:

- Co-creation between all relevant stakeholders
  - to make it *real* using standards
- A supportive and appropriate governance system
  - to make it *scale* toward large-scale deployment
- The flexibility to adapt and align as needs and requirements change
  - to make it *stay* in a sustainable way

These actions are mapped out in an eStandards Roadmap for a particular area.

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eStandards Roadmap Presentation



Figure 3: The Co-creation, Governance, Alignment Model

## What then does CGA mean in practice?



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eStandards Roadmap Presentation

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Figure 4: The actions along the CGA model

### 11. Strategic Discussions

*This item was postponed to a future agenda and not discussed.*

### 12. JIC Signature Events - discussion and recommendations

*This item was postponed to a future agenda and not discussed.*

### 13. Next meeting and Adjournment

The meeting was adjourned following the conclusion of the eStandards workshop, at 15:40 local time.

The next JIC call, previously scheduled for 6 December 2017, is to be cancelled and the next meeting will be a teleconference in January.

<b>Action 13</b>	PST to set the meetings schedule for 2018 and send the proposal to the JIC for agreement.
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