

Bridge to the Future - The IMIA Transition Plan Implementing the Vision of “Towards IMIA 2015” (May 2008)

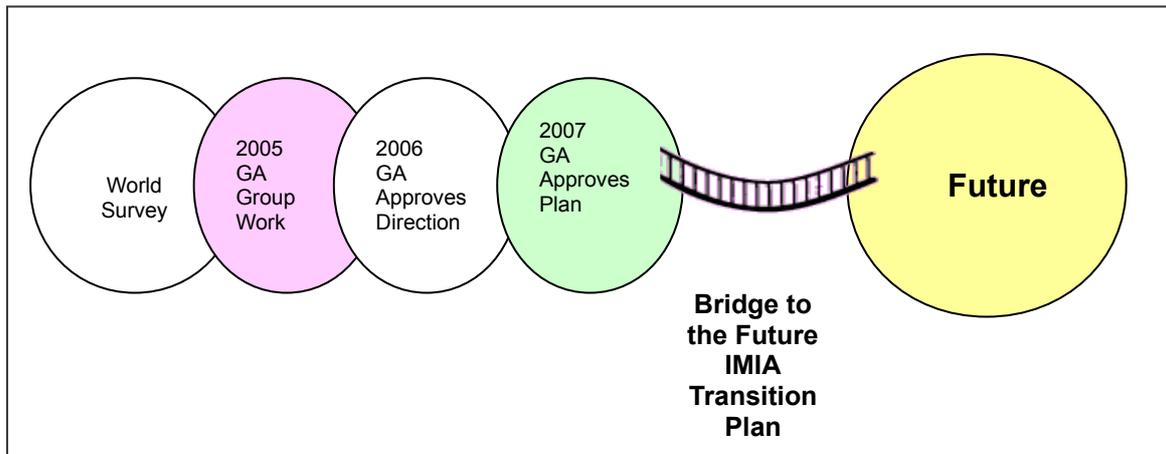


Figure 1: The IMIA Transition Plan

Introduction

'Towards IMIA2015 - the IMIA Strategic Plan', [1] was unanimously approved and adopted by the IMIA General Assembly (GA) when it met on August 18, 2007 prior to Medinfo2007 in Brisbane, Australia. This marked the culmination of several years' work by the IMIA Strategic Planning Task force, and of a process that sought to fully engage the membership of IMIA in the development of the IMIA Strategic Plan.

The 2007 IMIA GA approved the recommendation to use up to \$US50,000 to nurture and encourage strategic efforts outlined in the plan, and that would enhance informatics around the world. The GA also recommended that the concept of a Vice President for Strategic Planning be further considered and presented to the 2008 GA meeting in Sweden.

We know from research in information system failures and also from errors within hospitals that the time of “hand-offs”, “hand-over’s”, “cut-over’s”, or other words that depict transition are the times when there is a higher probability for problems, issues, failures, and errors to occur. In order to avoid that phenomenon, IMIA created this Transition Plan as a bridge, or a roadmap, to the future. (see Figure 1)

This IMIA Transition Plan describes:

1. work that has been undertaken by the IMIA Board and other members since the 2007 General Assembly meeting, and the current status in terms of projects that are ongoing or proposed and that support aspects of the Strategic Plan;

2. the processes for soliciting or targeting activities (through project proposals) to support the Strategic Plan, and the related decision making processes;
3. the role and responsibilities of the new IMIA Vice President (subject to GA approval);
4. an outline plan for ongoing work to ensure the Strategic Plan and related processes remain up to date and relevant.

As with the Strategic Plan itself, this Transition Plan cannot be too rigid or prescriptive. In order for IMIA to be able to rapidly respond to changing needs and circumstances, we need a degree of flexibility. This Transition Plan sets out a direction, and processes, as we see according to current needs – i.e, it is a 'roadmap'. These may have to be adapted over time.

Background to the IMIA Strategic Plan and Transition Plan

This is the first time that IMIA has had a Strategic Plan in its 40 year history. IMIA has a history of significant accomplishments and, like many other organizations, has been shaped by its past members and leaders, many of whom have demonstrated remarkable commitment of time and energies to IMIA. IMIA today has approximately 150 organizational members, comprising national and affiliate members, regions, correspondents, corporations, academic institutions, special interest and working groups. Some colleagues who have been present since the creation of IMIA still actively contribute to the organization; a worthy testament to their enthusiasm and their belief in IMIA.

The concept of an IMIA Strategic Plan started in 2003. During 2003 and 2004 a world-wide survey was conducted to assess what IMIA members would like to see IMIA do or become within the next 5 to 10 years. The results of this initial survey were presented as part of the inaugural presentation of IMIA President Nancy Lorenzi in September 2004. A strategic planning task force was appointed and this task force began its efforts with the results of the survey. The process of developing the IMIA Strategic Plan has been discussed elsewhere [2, 3, 4] and will not be repeated in detail. However, it is important to note that many people have contributed to the evolution of this document; the IMIA Strategic Planning Task force interacted electronically and met at several IMIA General Assemblies, while General Assembly members contributed in 2005 (Geneva) and 2006 (Washington, DC).

The most intense involvement by the IMIA General Assembly (GA) was at its meeting in Geneva in 2005, where it was determined that the task force needed significant information and direction from the General Assembly. Members of the General Assembly were asked to select a targeted area for discussion and input to the strategic plan. The entire GA reconvened to share the results of their work and for feedback from all members. The day after the GA the strategic planning task force met to develop a strategic framework and to build into this framework the information and direction gathered at the GA meeting.

To ensure acceptance and ownership of the Strategic Plan at all levels of the organization, the IMIA Board, meeting in Nashville, Tennessee, USA in early 2007 contributed several significant revisions to the draft Strategic Plan, resulting in the final version adopted in August 2007. The IMIA Strategic Planning Task Force comprised Nancy Lorenzi (USA), President and Chair; Floyd Eisenberg (USA); HM Goh (Malaysia); Steven Huesing (Canada); Fernando Martin-Sanchez (Spain); Lincoln de Assis Moura, Jr. (Brazil); Peter Murray (UK); Heather Strachan (UK). Between them, they represented all parts of the 'IMIA family', i.e. national member societies, working and special interest groups, corporations, academic members and IMIA headquarters. While their main work is now complete, they have maintained an advisory role to the Interim Vice President for Strategic Planning Implementation in the early phases of developing the 'Transition Plan', and the need for a similar advisory group is envisaged.

Current Status of Transition Plan and Strategic Plan Activity

Since the agreement of the Strategic Plan, and related recommendations, by the 2007 General Assembly meeting, the IMIA Board has undertaken a number of activities to ensure that the impetus given by the GA decisions is not lost. These activities are described in Attachment 1. The main elements included the appointment of an Interim VP for Strategic Planning Implementation, the development of a first iteration of a project proposal template, and the development of this Transition Plan document. Several projects that now fall under the auspices of the IMIA Strategic Plan have been started in recent years. In addition, several proposals were informally discussed at Medinfo2007. These are summarised in Attachment 2.

Transition Plan Elements

This IMIA Transition Plan comprises several elements, some of which can be actioned immediately or very quickly, while others will necessitate further activity over the next 3-5

years. The elements are described below (and in several Attachments) in detail, but can be summarised as follows, with proposed action dates or timescales:

1. Approval of the title, role and responsibilities of a new IMIA Vice President. [2008 GA]
2. Appointment of nominee to the new IMIA Vice President post. [2008 GA]
3. Development of a clearly identifiable Strategic Planning area on the IMIA website, as a central source of information and documents. [By mid 2008]
4. Projects and funding to support the Strategic Plan:
 - Development and initial testing of proposal submission process [Early 2008]
 - Outline the initial projects for consideration. [2008 GA]
 - Identification of additional work [ongoing]
 - Monitoring of projects [ongoing; annual GA]
5. Development of communications mechanisms relating to project activities, success factors and impact on IMIA activities [By mid 2008]
6. Identifying additional implications for IMIA of the Strategic Plan, and developing plans to tackle these. [Late 2008 Board]
7. Early planning for the next iteration of the IMIA Strategic Plan. [2010 GA]

Approval of the title, role and responsibilities of a new IMIA Vice President.

Attachment 5 describes the title, role and responsibilities of a new IMIA Vice President. The IMIA Board approved a new IMIA VP and the General Assembly approved this position in concept, but required a proposal by the May 2008 GA meeting. However, the General Assembly gave the IMIA Board authority to fill the position with a temporary person.

The proposed short title, for everyday use, is Vice President for Strategic Planning. However, it is important to recognise that the IMIA Board and General Assembly have overall responsibility for the strategic direction of IMIA, and that elements of responsibility for strategic direction are identified within the roles and responsibilities of the President and the Vice President for Special Services, among others. One main focus of the role of the new VP is on implementation of the Strategic Plan, while communications on Strategic Plan issues, and in particular sharing information about the projects supporting the Strategic Plan, are essential elements (not to be confused with the responsibilities for other aspects of IMIA communications held by the VP for Services and the Executive

Director). Therefore, the expanded and official title is Vice President for Strategic Planning (Implementation and Communication).

Appointment of new IMIA Vice President.

Following discussion of potential candidates, and an electronic vote by the IMIA Board in October 2007, Dr Peter Murray was appointed to the post of Interim Vice President for Strategic Planning Implementation, with immediate effect, and until the 2008 General Assembly meeting.

The IMIA Nominating Committee, chaired by Past President Nancy Lorenzi, will make a recommendation on the substantive post to the 2008 General Assembly.

Development of Strategic Planning area on IMIA website.

The IMIA Strategic Plan is available on the IMIA website. However, there are many important documents and other materials that have been developed as part of the process of finalising the current Strategic Plan. There are also other documents, such as the project proposal template, and other information will be generated as projects to support the plan are approved and generate activity and outcomes.

A central source of information and documents will be developed, as part of other ongoing activity to develop IMIA's electronic services over the next few years, as outlined in the report of the Executive Director to the 2007 General Assembly.

Projects and funding to support the Strategic Plan

The main activity over the next 5-7 years will be based in a series of projects and other activities that will deliver in some cases specific outputs and activities, and in other cases will provide evidence for changing IMIA processes, so as to support the vision of the Strategic Plan. IMIA has agreed to the use (if needed) of up to \$US50,000 of its reserves to support the Strategic Plan. It is anticipated that the allocation of funds will be in smaller amounts, on the basis of 'seed corn' grants to contribute to work, rather than being able to fully fund any specific activity. IMIA therefore sees the need for partnerships with other parts of the IMIA family and with other organisations and individuals; however, some activities may not need any funding.

We envisage two main ways in which activities to support the Strategic Plan might be developed:

- a] A request from the IMIA Board (or General Assembly) for proposals on a targeted priority area (or areas);
- b] Proposals from IMIA members who identify work that might address one or more of the projects or issues illustrated in the Strategic Plan, or that otherwise can support the Strategic Plan.

Activities identified by the IMIA Board or General Assembly.

There may be aspects of the Strategic Plan that IMIA wishes to move forward with as soon as possible. The IMIA Board will need identify such activities, or the General Assembly may itself determine activity that IMIA needs to undertake as a matter of priority. The initial recommendation to the IMIA Board can come from the President or the new VP, or by mandate of the General Assembly. Once recommendations are accepted, then there are several ways in which work might be initiated, including:

- Identifying individuals or a group of people, or creating an IMIA group or taskforce, to address the issue. This might be through asking a targeted group for a proposal about how they would address the targeted issue.
- If IMIA does not know who might be most interested in and best situated to address a targeted issue, the IMIA Board could issue a specific Request for Proposals in a targeted area, stating what is requested, when it is needed and how much of IMIA's money will be available.

Activities identified by IMIA members under the ongoing Call for Proposals

After reviewing the IMIA Strategic Plan, a group might want to address a targeted project or have a project that is important, but not specifically listed in the plan. During Medinfo2007, a number of people and/or organisations indicated that they would like to take responsibility for activities to support the Strategic Plan. (See Attachment 2 for current known efforts and ideas that have been suggested – this is an indicative document and does not necessarily reflect the final list of projects that will be developed)

A proposal submission process has been developed and distributed to all IMIA members (Attachment 3) at the end of January 2008. It is intended that a first set of proposals can be received and reviewed, and recommendations made to the IMIA Board and General Assembly meetings at MIE2008 in Goteborg, Sweden. Attachment 3 describes the process for completion and submission of proposals. Attachment 4 describes the review and decision-making process; following initial screening by the VP for Strategic Planning,

proposals will be reviewed by a group of at least 3 IMIA members with relevant expertise, and their reports will be used to inform the recommendations of the IMIA Board.

Monitoring of Projects and Activity

It is important that IMIA monitors activity that is designed to support the Strategic Plan, whether that activity relates to specific projects, or to wider activity. Several projects are already underway, having been agreed by the IMIA Board and General Assembly during the period of developing the Strategic Plan. Other projects and activities will develop as a result of the above calls for proposals and targeted activity.

The new VP will develop mechanisms to monitor activity and facilitate the success of projects and activities, and will report bi-annually to the IMIA Board and annually to the IMIA General Assembly. In the interests of transparency it would be useful for reports to be available on the IMIA website.

Development of communications mechanisms relating to project activities, success factors and impact on IMIA activities

The title of the new VP is Strategic Planning (Implementation and Communication), to reflect the importance not only of facilitating the activities to move us towards the vision of the Strategic Plan, but also of ensuring that information about the activities, and communications within IMIA and between IMIA and the global community are developed. A communications strategy will be developed, as part of ongoing work by IMIA to improve its electronic services and communications with members and the wider community. Several options are currently being explored, bearing in mind the need to strike the correct balance between ensuring that members have easy access to the most up-to-date information about activities and not overwhelming them with information. Mechanisms may include regular electronic “newsletters” or other forms of communication that include a mixture of push and pull technologies and that make best use of new and emerging technologies, based in Web 2.0 and beyond.

Further actions and other implications of the Strategic Plan for IMIA

The IMIA Strategic Plan addresses all aspects of IMIA and its activities. In addition to the academic and scientific activities, the core goal of knowledge, the health, research and science strategic goals, and the education and behavioral responsibility strategic goals, IMIA's relationships with other people and organisations, and its internal connectivity and

governance are addressed. The Transition Plan needs to take account of activity in all of these areas.

The new VP will have responsibility, together with other IMIA Board members, for identifying areas of activity relating to IMIA's relationships, connectivity and governance. Some aspects of the role and responsibilities of the new VP overtly or implicitly overlap with those of other IMIA Board members, and a mapping of the roles of Board members roles and responsibilities will be needed.

Among other aspects that IMIA will need to address and undertake activity on are the following (some of which are explicitly mentioned in the Strategic Plan):

- updating of legal/operational frameworks
- appropriate bylaws, policies etc that are both flexible and future proofed governance model's
- Board reorganization (roles and responsibilities), plus possible reorganization of groups within IMIA

The above is not an exhaustive or exclusive list. As the Strategic Plan, and this Transition Plan, are both 'live documents' that will change as activity is undertaken. As IMIA develops and changes, and as the external world changes, new issues will arise that will need to be addressed by IMIA.

IMIA@50 – beyond IMIA2015

IMIA, the IMIA Strategic Plan, and this Transition Plan, cannot be, nor can they afford to be, static. The IMIA Strategic Plan represents a vision for IMIA that was agreed at a point in time (August 2007). The Transition Plan represents our current views, albeit perhaps 'best guess', as to how the vision of the Strategic Plan can be achieved. However, IMIA must remain a dynamic organisation, responsive to the needs of its members, the wider global health and biomedical informatics communities, and a rapidly changing world. As such, the Strategic Plan, and the Transition Plan, cannot be cast in stone, but must be 'living documents', adaptable and responsive to changing needs and circumstances.

IMIA needs processes for ensuring that the Strategic Plan remains relevant, but needs also to ensure that we do not become enmired in continual monitoring and revision at the expense of activity. Part of the role of the VP is to monitor progress towards achieving the vision of the Strategic Plan, and to report to the IMIA Board and General Assembly on

issues of implementation and progress. Another part of the role is to look to the future, beyond the current Strategic Plan, and to develop mechanisms for ensuring that the Strategic Plan remains up to date.

The following table outlines a proposed schedule of monitoring of the current Strategic Plan, leading into work to develop the 'next stage' Strategic Plan, IMIA@50, and processes for further monitoring and updating, as necessary, beyond this.

Year	Activity	Lead responsibility
2008	Agree IMIA Transition Plan	Board and GA
2009	Annual report to Board and GA on progress towards IMIA2015 Strategic Plan	VP
2010	Major discussion (at Medinfo2010 GA) of progress and start of work towards revised Strategic Plan, IMIA@50. Set up new Taskforce under VP to work on revisions to plans.	All
2011	Annual report to Board and GA on progress towards IMIA2015 Strategic Plan and of IMIA@50 Taskforce.	VP
2012	Annual report to Board and GA on progress towards IMIA2015 Strategic Plan and of IMIA@50 Taskforce.	VP
2013	Adoption of "IMIA@50" Strategic Plan.	Board and GA
2014	Annual report to Board and GA on progress towards IMIA@50 Strategic Plan.	VP
2015	Annual report to Board and GA on progress towards IMIA@50 Strategic Plan.	VP
2016	Annual report to Board and GA on progress towards IMIA@50 Strategic Plan.	VP
2017	IMIA is 50	All
2018 and beyond	Ongoing work on 3-5 year cycle to keep Strategic Plan up to date and future-looking – provisionally titled "Towards IMIA2025".	VP

Attachment 1

Activities since August 2007 by the IMIA Board and others

Plan Update

The IMIA Strategic Plan was updated based on comments received at the August 2007 Board and General Assembly meetings. The updated plan is now available on the IMIA web site (directly at http://www.imia.org/images/IMIA_Strategic_Plan.pdf)

Interim Vice President appointed

Dr Peter Murray (IMIA Vice President for Working Groups and Special Interest Groups) was appointed by the IMIA Board as Interim Vice President for Strategic Planning Implementation. He took up post in October 2007, and the appointment runs to the 2008 General Assembly.

Presidential Communication to IMIA Members

The IMIA President, Prof. Reinhold Haux, jointly with the Interim VP for Strategic Planning Implementation, sent an email letter to all IMIA members in October 2007 (see Attachment 1a). This apprised IMIA members of the appointment of the Interim VP, invited them to share the Strategic Plan with their colleagues, and use it as a basis for their own strategic planning activities. It also announced the initial invitation to IMIA members to consider submitting project proposals to support the Strategic Plan, and of the availability of limited funds from IMIA.

Paper in *Methods of Information in Medicine*

An important part of developing this Transition Plan, and of work to implement the Strategic Plan is communication with IMIA members, and with the wider global health and biomedical informatics communities. As a first step in a systematic communication strategy, a paper was published in *Methods of Information in Medicine* in the final issue of 2007. [Murray P, Haux R, Lorenzi N. Let a Thousand Flowers Bloom: Transition towards Implementation of the IMIA Strategic Plan. *Methods Inf Med* 2007; 46:625-628.] This was based in an early draft of this Transition Plan, and sought to encourage the involvement of IMIA members and others in the transition and implementation phases, and encouraged them to consider project proposals to support the Strategic Plan.

Strategic Plan in *IMIA Yearbook 2008*

As further part of documenting the strategic planning and transitional work, the IMIA Strategic Plan will be published in the 2008 IMIA Yearbook [6].

Involvement of Strategic Planning Taskforce

While the formal involvement of the IMIA Strategic Planning Taskforce ended at the 2007 General Assembly, with the adoption of the Strategic Plan, it was widely felt that their insight and involvement would be valuable to retain as we develop this Transition Plan and related work to ensure success in implementing work to achieve the vision. The Taskforce has migrated to having an interim advisory role to the Interim VP, and it is hoped that at least some members, and others with active interest in the processes, will become engaged in further formal advisory work to aid the new VP and the IMIA Board.

Attachment 1a

Letter to IMIA members of 18 October, 2007

To: All IMIA Members

From: Reinhold Haux, IMIA President 2007-2010 and Peter Murray, Interim Vice President for Strategic Planning Implementation

Subject: IMIA Strategic Plan – implementation and transition

Now that our very successful Medinfo 07 conference in Brisbane, Australia is over, it is time to turn our attention to the implementation of the IMIA Strategic Plan. The “Toward IMIA 2015” Strategic Plan was unanimously approved on 18 August, 2007 by the IMIA General Assembly.

Briefly, for those of you not in Brisbane, the concept of an IMIA Strategic Plan started in 2003. During 2003 and 2004, a world-wide survey was conducted to assess what IMIA members would like to see IMIA do or become within the next 5 to 10 years. The results of this initial survey were presented as part of the inaugural presentation of IMIA President Nancy Lorenzi at Medinfo 2004. A strategic planning task force was appointed and this task force began its efforts with the results of the survey. Task Force members included: Nancy Lorenzi (USA), Chair, Floyd Eisenberg (USA), HM Goh (Malaysia), Steven Huesing (Canada), Fernando Martin-Sanchez (Spain), Lincoln de Assis Moura, Jr. (Brazil), Peter Murray (UK), and Heather Strachan (UK)

Through the last three years, the IMIA Board and General Assembly participated in the process of creating the plan. The 2007 IMIA General Assembly unanimously approved the plan and supported the recommendation to use up to US\$50,000 to nurture and encourage strategic efforts outlined in the plan that would enhance informatics around the world. The General Assembly recommended that the concept of a Vice President for Strategic Planning be further considered and presented to the General Assembly meeting in Sweden in 2008. See the IMIA web site www.imia.org for the most recent copy of the plan.

The IMIA Board has approved the appointment of Peter Murray (currently Vice President for Working Groups and Special Interest Groups) to the interim post of Vice President for Strategic Planning Implementation. Between now and the May 2008 Board and General Assembly meetings, he will develop a proposal for the precise title and scope of new VP role, and will develop the processes for submission and approval of proposals for projects and funding. These, and a recommendation for appointment of the new VP, will be presented to the General Assembly for approval, as agreed by the General Assembly in Brisbane.

What we would like you do over the next few months is:

- Share the Strategic Plan, and the need for proposals and activities to implement the Plan with the group or groups that you represent
- Ask your group(s) if they will consider using the framework in the plan as a model for their own strategic plans
- Ask your group if there is an area within the plan that they be interested in working on for the world.

We will shortly be sending out an initial document describing the processes for developing and submitting proposals. We are also developing a 'Transition Plan' and will be inviting comments and involvement in developing this further.

Please send your areas of interest, or any questions, to Peter Murray (peterjmurray@gmail.com) as soon as possible, and certainly by 15 December, 2007.

Attachment 2

Strategic Plan Activities and Possible Proposals

[Note: the following are the current items that are known, but there are probably more that can be added to this list.]

- **The BCS/IMIA Terminology Project** People are interested in this project and want more information. (Note: how we share information about all our efforts will be a major responsibility and requirement of future efforts.) AMIA is interested in creating a knowledge map, but if I understood correctly it is of medicine and not just informatics and they want this to be part of JAMIA—this was a conversation in the hallway and I might not have understood it correctly, but we need to connect Graham Wright to Don Detmer.
- **Bioinformatics knowledge mapping project** As a result of a discussion during the IMIA General Assembly a number of people expressed an interested in working on a sub-component of the mapping project that focused on bioinformatics, especially that portion that related to health. The following people volunteered to be on the committee to develop this further. Peter Elkin agreed to chair/facilitate this effort.

1.	Simon de Lusignan	slusigna@sgul.ac.uk	UK
2.	Ian Symonds	ijsymonds@paradise.net.nz	New Zealand
3.	Olusegun Odujebe	oodujebe@enthusiaconsulting.com	Nigeria
4.	Fernando Martin-Sanchez	fms@isciii.es	Spain
5.	Graham Wright	profwright@aol.com	UK
6.	Yu-Chuan (Jack) Li	jackli@ym.edu.tw	Taiwan
7.	Jorge Insua	jinsua@cas.austral.edu.ar	Argentina
8.	George Mihalas	mihalas@gmail.com	Romania
9.	Peter Elkin	Elkin.peter@mayo.edu	USA

- **AMIA** Requested funds to start a **Global Trial Bank** and asked IMIA for a letter of support. (This has been documented in Board Minutes—2005 and/or 2006) Nancy said yes that IMIA would support if two IMIA members would be placed on their Global Advisory Committee. This was agreed to and two names—Christian Lovis (Switzerland) and Yun Kwak (Korea) were agreed to. At Medinfo the AMIA representatives said that this has not moved as fast as they would like, but they are still planning on doing this and they want IMIA present. AMIA would like to have this effort considered under IMIA strategic plan.
- **AMIA** AMIA has an educational program called 10 x 10—to education 10,000 people by 2010 about informatics. They proposed to lead a world-wide **20 By 20** effort (yes that is 20,000 people by 2020). At a meeting with AMIA (Don Detmer, Paul Tang, and David Bates) and IMIA (Reinhold and Nancy) they said they would create a world-wide steering group and that they already talked to APAMI and EFMI
- **APAMI**—they would like to lead the effort world wide for the traveler's electronic record. They talked to EFMI and AMIA and both agreed to be part of this effort.

From APAMI

APAMI General Assembly on 21 Aug 2008 formerly accepted and adopted the IMIA Strategic Plan to be used as a “BASE” to develop and “regionalize” the content. They placed the plan in <http://forum.apami.org> since June 2007 for everyone to read prior to its adoption in APAMI GA.

They expect to get feedback and input from everyone over the next few months, and target **completion of the APAMI Strategic Plan before end of the year**. Expect to circulate and formally adopt it May 2008 (next General Assembly in Hong Kong). They started calling it IMIA-APAMI Strategic Plan (referring to the “localize” version of the plan we are working on)

HM Goh will be spearheading the APAMI's Strategic Plan. This can be viewed as part of a "TRANSITION" plan, and ultimately and translate the goals into projects/initiatives that can harness power of IT to impact the health of our citizens.

Prof Jack Li, who is the current APAMI President mentioned the need to explore a few "strategically aligned projects" that they focus on.

Attachment 3

Proposals to Support the IMIA Strategic Plan

The project proposal template documents

30 January 2008

Dear colleagues,

Call for Project Proposals to support the IMIA Strategic Plan, Towards IMIA 2015

The IMIA Strategic Plan, *Towards IMIA 2015*, was unanimously adopted by the IMIA General Assembly when it met in Brisbane, Australia in August 2007. The Strategic Plan is available on the IMIA website at www.imia.org/images/IMIA_Strategic_Plan.pdf and is described in a recent article in *Methods of Information in Medicine* [1], which has further information and references.

We invite you and your colleagues to submit project proposals to address one or more of the Strategic Goals listed in the plan (see pages 10-13 of the IMIA Strategic Plan). Proposals should describe the proposed project, and provide a detailed task/project plan, with expected results, delivery dates and requested funding. They should also describe the group or consortium, its expertise, and their capabilities to complete the project. Proposals should be submitted according to the accompanying template and instructions.

The IMIA General Assembly agreed that a portion of IMIA funds would be used to contribute to projects that nurture and encourage strategic efforts as outlined in the Strategic Plan, and that will enhance informatics around the world. These funds are seed money for projects, and so are a contribution to the costs of projects and not expected to cover the full costs. Project proposals, and completion of the documents, should bear this in mind.

The closing date for the first submissions is **03 MARCH, 2008**. We aim to have recommendations finalised by the IMIA Board and General Assembly meetings at MIE2008 in Goteborg, Sweden, in late May 2008. Proposals will be reviewed by a group of at least 3 IMIA members with relevant expertise, and their reports will be used to inform the recommendations of the IMIA Board.

Please read the 'Instructions for completing the proposal template'. For informal discussions of ideas for proposals, and submitting proposals, please contact me by email at peter@chirad.net

The motto of the Strategic Plan, coined by Past President Nancy Lorenzi, is 'let a thousand flowers bloom'. We look forward to receiving a wide range of proposals, and to working with you to implement the vision of the IMIA Strategic Plan.

Yours faithfully,

Peter Murray
IMIA Interim Vice President for Strategic Planning Implementation

Murray P, Haux R, Lorenzi N. Let a Thousand Flowers Bloom: Transition towards Implementation of the IMIA Strategic Plan. *Methods Inf Med* 2007; 46:625-628.

Instructions for completing the proposal template

1. The closing date for submission of proposals is **03 MARCH, 2008**.
2. Please send TWO electronic copies (one as RTF file, one as PDF file) as email attachments to BOTH Dr Peter Murray, IMIA Interim Vice President for Strategic Planning Implementation (peter@chirad.net) and Steven Huesing, IMIA Executive Director (imia@shaw.ca). We will acknowledge receipt of your proposal by email.
3. In order to ensure equity and consistency in reviewing of proposals, we ask that you please complete all the sections of the template as fully as possible. The layout is only a guide to the order of detail, and sections can be expanded as needed. However, we ask that you exercise sensible judgment in the amount of detail you provide; we expect that most proposals need not exceed 10 pages.
4. We recognise that, for some proposals, some sections may be less relevant than others, especially where the project is not part of a larger initiative or piece of work. Please indicate where you feel any section is not relevant to your proposal.
5. Please do NOT use any formats specific to proprietary word-processing packages, as we may not be able to open them. In addition, please check the size of the document to ensure that it is not unduly large.
6. Finally, please note that the proposal template is a first iteration. This is why it is not 'cast in stone', why the document format is not locked in any way, and there is some flexibility in completing it. We welcome any comments that you may have on the template, ease of completion, problems in understanding what is asked, or any other issues.

If you have any questions, or for informal discussion of proposals, please feel free to contact Dr Peter Murray, IMIA Interim Vice President for Strategic Planning Implementation (peter@chirad.net)

IMIA Strategic Plan – Project Proposal

Title of proposal:

Proposal submitted by:

(Please provide name of group or organisation – or proposal leaders if a consortium - and details of the main contact person)

Background Information/Statement of the Problem

(Please provide a summary of the problem(s) that the proposal addresses, together with background information on the current state-of-the-art and description of the importance of the issues.)

Explain how the outlined project supports the IMIA strategic plan

(Please show how the proposal addresses the Strategic Plan, with reference, where possible, to the particular Strategic Goals (pages 10-13 of the Strategic Plan))

Funding request (if any) from IMIA

(Please indicate the amount of funds being requested from IMIA, in US dollars, and the period over which this is requested.)

Project Description and Objectives

(Please provide a brief description of the project and a maximum of five objectives.)

Expected Benefits of this Project

(Please provide a summary of the expected benefits; to yourselves, to IMIA, and the international health and biomedical informatics communities).

Project Plan Detail

(Please provide a detailed description of the project; the phases, methods, equipment, etc.)

Resumés of key people

(Please provide a description of the group or individuals who will undertake the project, to includes their capabilities and past experiences relevant to completing the project. Please provide brief resumes of the key people who will be involved in the project – maximum of 250 words each. Curriculum vitae of two pages maximum per person may be ADDITIONALLY sent as appendices.)

Available Resources (people, facilities, technology, etc.)

(Please provide a summary of resources to be devoted to the project.)

Time Line

(Please provide an outline Gantt chart or similar to show the expected timeline of the main stages of the project, and expected dates of commencement and final completion. For an event, please indicate the expected date(s) it will be held.)

Total projected budget

(Please indicate the total projected budget for the project.)

Evaluation Plan

(Please provide a brief description of plans to evaluate the successful implementation of the project and the expected benefits.)

Contingency plans.

(Please briefly outline contingency plans.)

Other information

(Please provide any other information you think relevant that does not fit in a section above.)

Attachment 4

The IMIA Strategic Plan Project Proposal Decision Process

1. A document describing the process for submitting proposals is available from the Executive Director and the Vice President for Strategic Planning (and will be available directly from the IMIA website in due course).
2. All proposals are directed to the VP, with copy to the Executive Director.
3. The VP does the initial review of each proposal.
4. Proposals within scope are sent for review to up to three IMIA members with appropriate expertise. These members may be members of the previous Strategic Planning Taskforce, or other members identified by the VP (in consultation with other Board members, where necessary).
5. After review, recommendations on each proposal are sent by the VP to the President, who then submits them to the IMIA Board. Recommendations can be considered in bulk at a Board meeting, or by electronic consultation between Board meetings on the advice of the President.
6. The VP communicates the Board decision to the project proposers, and for projects that the Board approves to proceed (with or without IMIA funding), communicates to all IMIA members.
7. The VP monitors (or nurtures/monitors) the project and provides regular reports on all projects to the Board and General Assembly.

Attachment 5

Standard Operating Procedure

Vice President for Strategic Planning (Implementation and Communication)

The VP for Strategic Planning is responsible for:

- a] developing processes and mechanisms to facilitate the implementation of activity to support the achievement of the vision of the Strategic Plan;
- b] co-ordinating and monitoring activities agreed by, and funded by, IMIA in support of the Strategic Plan;
- c] communicating with all projects on a regular basis, and sharing information about projects and their outcomes; and
- d] facilitating processes to ensure that the Strategic Plan is reviewed and updated.

Specific activities include, but are not limited to:

- developing an effective Strategic Planning project proposal process;
- working with the IMIA leadership to target the areas of focus for projects and for IMIA funding;
- reviewing project proposals, participating in the decision processes, and making recommendations to the IMIA leadership;
- identifying (including documenting) all world-wide projects/efforts that are in any way connected to the “Toward IMIA 2015” Strategic Plan;
- creating effective processes/systems to monitor, nurture and communicate with all those involved in each project;
- creating effective ways to share information about the Strategic Planning processes with all of IMIA, and the wider health and informatics communities.
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