

## **10. Strategic Planning Activity**

- 10.1 Report on past activities and current state of the art**
- 10.2 Discussion**
- 10.3 Recommendations and Actions**



UNIVERSITY OF MARYLAND  
AT BALTIMORE

OFFICE OF THE VICE PRESIDENT

*Fax Transmission*  
July 17, 1992

Attention: Jos Willems, President, IMIA

Dear Jos:

As you know, I had originally hoped to have a draft of the strategic plan for IMIA prepared to distribute to the board prior to Geneva. Accordingly, I had requested reports from various board members, which I intended to use as the basis for the plan. To date, I have received one report from Jan van Bommel. The others are still to arrive.

I will bring the reports to Geneva with me for the board to review and will subsequently use them to generate the planning document.

I wanted to let you know the reason for my not submitting the document to you. This is a change in timing, not a change in plans, but I felt you should know.

Sincerely,

Marion J. Ball

**IMIA Strategic Planning Meeting Minutes**  
**Friday, February 1, 1992**  
**Geneva, Switzerland**

The third Strategic Planning meeting of the IMIA Strategic Planning Committee had two primary objectives. The first being to visit the IFIP/IMIA Secretariat at 16 Place Longemalle. This meeting took place at 9:00 a.m. at the main IFIP/IMIA office. We were graciously received by Mrs. Gwyneth Roberts, Administrative Manager and Mrs. Ruth Lawson, her Assistant. Those present were Mrs. Gwyneth Roberts, Mrs. Ruth Lawson, Professors Jean-Raoul Scherrer, Bjarte Solheim, Ab Bakker, Jos Willems and Marion Ball. The group remained at the IFIP/IMIA office until approximately 11:30. During this time, Mrs. Roberts was extraordinarily helpful in describing what she currently does for IMIA. She described the situation of the archives, gave us invaluable documents from IFIP, which can be used in a variety of capacities by the Strategic Planning meeting to further work on the structure, to establish support facilities and workable sets of guidelines and to facilitate the management of the IMIA Board. Mrs. Roberts indicated some of the concerns she had, which were duly noted, such as not receiving newsletters and being desirous of more up-to-date addresses, etc. Most of these issues will be addressed by Professor Solheim.

After the most successful meeting at IFIP, the group moved to the Club Universitaire at 2 rue D. Colladon, where Professor Jean-Raoul Scherrer most graciously arranged for a private working room and a fine lunch for the group. Present at this meeting were Professors Jean-Raoul Scherrer, Jan van Bommel, Ab Bakker, Jos Willems, Daniel Sigulem, and Marion Ball. The agenda for this meeting, which ended approximately 5:00, was the following: a report for a tactical plan from the Finance Committee presented by Dr. Ab Bakker, followed by a report of the Editorial Committee, presented by Professor Jan van Bommel and a proposal for an operations plan presented by Marion Ball.

The following materials were shared with the group by Ab Bakker from the Finance Committee.

**IMIA Finances Now**  
**(Global) in thousand Swiss Francs**

**Income**

Membership Fees	20	(Stable)
Royalties (Publ)	6	(Stable)
MedInfo (AV)	18	(Unstable)
Interest	<u>6</u>	
	50	

**Ab Bakker's graph was here.**

**IMIA Finances Now**  
**Expenses**

Newsletter	11	
Administration	3	
Secretariat	5	
Board Meetings	2	
Grants (Work Conf)	2	
Loans (Work Conf)	<u>3</u>	(Partly Lost)
	26	

**So: With successful MedInfos Structural Surplus  $\approx$  50%**

**Ab Bakker's graph was here.**

## Financial Comments:

- Depending on MedInfo for Surplus
- Very Limited Support for Working Conferences
- Very Limited Budget for Adm + Secr (**Hidden Costs**)
- Officers Travel on Own Budget (**Hidden Costs**)

**Suppose Annual Budget**  
100 thousand Swiss Francs

How would we like to spend?

	Group Exercise		
	NOW	A	B C
Newsletter	11	11	11
Adm + Secr	8	15	15
Working Conf	5	50	40
Officers Travel	-	10	10
Board + AGM	2	4	4
Yearbook		pn go	15

## 50,000 Swiss Francs ?

### How to Increase Income?

1. Increase membership fee?

For National Societies

Only marginal increase feasible

2. Increase royalties?

Sales of proc. Working Conference

Should be stimulated anyhow

Effect limited; < 10,000 Swiss Francs

3. Institutional members?

Typical annual fee 500 - 1,000 Swiss Francs

All members (Inst) same fee, same rights

Fee limited at start (First 3 years)

We would need 100 members

4. Advertisements

## Benefits for Inst. Members

- **Information:** Newsletter  
'Hot News'  
Attendance AGM
- **Preferred Treatment at Working Conferences**  
Early Warning of participants  
capacity % 'Reserved' for  
Inst. Members.  
**No Discounts**
- **Facilitate Networking**

## Requirements

- Hot News 4\*/yr. ? 10 thousand Swiss Francs
- Inst. Member on Mailing Lists  $\left( \begin{array}{l} + AGM \\ WG + SIG \end{array} \right) ?$
- Recruitment/Promotion

## Questions

Should this idea be explored further? E.G. Questions to member societies (estimated interest at 500 and 1000 Swiss Francs) Should we wait for a better idea? (Perhaps it comes today)

At the conclusion of this excellent report by Dr. Bakker it was decided that we would like to recommend to the entire Board the pursuit of institutional members. Some preliminary work will be done by Dr. Bakker to see what institutional memberships might be forthcoming as he communicates with all member countries for renewal of dues, as well as information sharing.

The second report by Dr. van Bommel began by sharing with us a table entitled "1992 Yearbook of Medical Informatics." A copy is herewith attached. Several slight corrections were made indicating formal approval of 100 books from Singapore, 1,200 from Japan, possibly 700 from Holland and possibly 600 from the World Health Organization. A rather detailed and long discussion pursued with the outcome being that it is critical to receive by the first of March \$50,000 to make our yearbook a reality. Two modes of fundraising were suggested; first the selling of advertisements, each costing approximately between \$1,500 and \$2,000 a page within the new yearbook and secondly, outright donations from a variety of possible foundations for computer companies. It is expected that 10,000 copies of this book will be sold as a prepublication commitment at \$5.00 a piece. Any additional books will probably be sold for \$25.00, a most reasonable price and for AMIA, a most important initiative. We were all encouraged to do our very best to come up with the \$50,000 in order to make this project a reality.

The most exciting initiative was put on the table with regard to the overall picture of the future of IMIA by Professor Jean-Raoul Scherrer. It indicated the necessity for a giant step forward for IMIA to take the challenge from Ab Bakker on what we would do, had we twice or three times the money in the budget that we have now. It was suggested that we have a formal secretariat, an opportunity to provide major services for our IMIA constituents and indeed for the entire health care community we serve and to prepare a business plan for the establishment of such a secretariat. Jean-Raoul Scherrer and Jan van Bommel agreed to work jointly on a proposal, already quite well fleshed out by Dr. Scherrer and his associates, and bring this business plan to the IMIA Board in Vancouver.

\* Professor Jos Willems pointed out how much efficient and how important it would be for our future MedInfos to have a permanent secretariat. This is being explored through the above mentioned Foundation being looked into by Dr. van Bommel and Scherrer. Presently, every local organizing committee, program committee and all other committees planning a new MedInfo "reinvent the wheel" each time. Professor Willems indicated that IMIA and the MedInfos would run much smoother and indeed could cost less if a permanent secretariat would handle printing, mailing and the like.

Finally the attached Operations Draft was presented with the addition of adding the words in the second paragraph under Goals to Establish "support facilities and" a Workable Set of Guidelines. Also, a most important addition, which was suggested by Dr. Jos Willems, was that the current IMIA Bylaws be checked to see that the overall infrastructure of four major groups: the Finance, Operations, Editorial and the Issues Group incorporate all the overall mission statements found in the current IMIA manifesto. Examples would be the committees taking care of bylaws, publicity, newsletter, publicity officer, etc. These items should be covered in one of the four committees and indeed as we work towards our tactical plan issues such as the importance of having the editorial chairman, newsletter chairman, publication chairman and the four chairmen of the above mentioned groups be present at all Board meetings. This initiative will be assigned to John Silva and Hans Peterson as part of the Issues Committee which by request was not addressed during this Strategic Planning meeting. Dr. Peterson had notified us by letter that both Otto Rienhoff, Germany and Jean Roberts, Great Britain would serve as his Core Group in putting a tactical plan together for his committee.

In conclusion, the following decisions were made: 1) that a substantial part of the Board meeting in Vancouver will be dedicated to the Strategic Planning Committee's reports and recommendations, 2) that two plans will be brought forward, one by the combined efforts of a business plan by Drs. Scherrer and van Bommel, as well as an assessment of findings and recommendations of institutional membership by Ab Bakker and an updated version of the Operations Plan incorporating the recommendations by members of the Planning Committee with special note to those suggested by the President, Jos Willems.

These minutes are respectively submitted by Marion Ball.

**IMIA Strategic Planning Meeting**  
**Friday, January 31, 1992**  
**Geneva, Switzerland**

**Operations Plan**

● **Overarching Principle**

IMIA participants are highly motivated senior medical informaticians who are committed to furthering IMIA's vision. They do so willingly with significant personal cost. The operations plan must promote or facilitate their contributions. It must not insert structure, just for the sake of structure that might, in the end, destroy the unique blend of creative individuals that characterize IMIA today.

● **Goals**

- to provide an environment that fosters and nurtures the blend of creative, individual spirits that is the IMIA hallmark.
- to establish support facilities and a workable set of guidelines that will facilitate the management of self-selected or assigned projects and tasks.

● **Objectives**

- develop a user-friendly project management system for use by the IMIA Board and IMIA Chairs which will track their individual projects or tasks.
- establish a general reporting infrastructure within committees, from the committees to the IMIA Executive Committee and from the Executive Committee to the IMIA Board.

**Specific Tasks:**

1. The Executive Committee will produce the general policy guidelines for reporting to the Board at Vancouver (use current IMIA structures)

2. Marion Ball and John Silva will review PC/MAC-based project management tools (may be multiple) and will recommend several for use at the Vancouver meeting.
3. Test the PC/MAC tools in the issues area (Hans Peterson).
4. Publish findings and make recommendations to Board in September 1992.



December 16, 1991

Dear IMIA Colleagues:

Enclosed please find the minutes of the second Strategic Planning Meeting which took place in conjunction with our IMIA Board meetings in Washington, DC. There were several decisions made on which action needs to be taken by various members of our group. I am herewith sharing the material that John Silva assembled for us as the recorder of our meetings.

We had a very active discussion, and I'm only presenting you with the action points that took place.

First, we had a discussion of the Ad Hoc groups that we decided upon during our last meeting. You will see details pertaining to the "Dissemination of Information Group," the "Finance Group," the "Operations Group" and the "Issues Group." Names and initiatives are clear in John's attached minutes.

We also discussed a few other items which are at the end of the discussion. However, these are not issues that deal with strategic planning, but might jog some of our memories as to action that may need to be taken. These are found under the final two items in the attached set of minutes.

The only question that I think needs to be answered now is the possibility of the second to last suggestion which is whether to have a meeting of Ad Hoc members of the Strategic Planning Group in connection with the SPC meeting to be held in Geneva in January 1992. The Operations Group, which consists of Jos Willems, Bjarte Solheim, John Silva and me, would like to spend a half day looking at the archives and meeting the Secretariat.

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Beyond that, we really did not finalize anything.

Dates for the visit and possible meetings would be helpful for planning the travel and hotels. Since Salah Mandil and Jean-Raoul Scherrer are our hosts, I will leave the planning to them. I look forward to hearing from them and ask them to give us instructions. We would like to discuss how we will manage ourselves from the Executive Committee's point of view.

Please let me know if there are any additions or changes you would like to make to the attached document.

Let me take this opportunity to wish you all the very best for the upcoming Holiday Season!

With warmest regards,

Marion J. Ball, Ed.D.  
Vice President  
Information Services

MJB/jhs

Attachment

## Minutes

### IMIA Strategic Planning Meeting

Washington, DC

Sunday, November 17, 1991

9:30am-1:00pm

#### 1. Discussion of Ad Hoc Groups

##### A. Dissemination of information

Jan van Bommel is leading this group

Members of committee:

Shigekoto Kaihara

Bjarte Solheim

Otto Rienhoff

Jean-Raoul Scherrer

Topics addressed:

Develop strategic plan for this topic

Address file of members and "mailing lists"

In the 'hands' of the Secretary

How to update this list, disseminate the list,  
who needs to get the updated list...

Discuss with Mrs. Roberts re: maintaining current  
address

Will meet before/after the SPC in January 1992

Slow migration from current procedures to one that is  
supported by a secretarial service...

Concern that control/quality will decrease versus doing  
it ourselves

Issue relates to permanent office - financial constraints!

Scheduling of events

How to resolve issues relating to schedules of working  
conference

Send working conference report to publication committee

Send copy of Call for Papers, etc. for IMIA archives

What are the contents of the archives?

**B. Finances**

Ab Bakker is leading this group. The purpose was to develop a financial strategic plan

Members of committee:

John Flint

Others to be chosen by Ab Bakker

CHIM as model of interaction with IMIA was discussed

Discuss an International CHIM

how to move vendors to join an ICHIM

who are the international companies

input to Ab Bakker's committee will be needed

Focus on MEDINFO 92 exhibits and use this as a test bed

Connections with vendors for \$\$ for IMIA and MEDINFO

Network with European/Asian/South American 'markets'

social events

**C. Operations**

IMIA President Jos Willems and President-Elect Marion Ball are leading this group.

Brief review of topics as presented in the draft report.

How do we manage ourselves?

Bjarte Solheim and Jos Willems to visit the Secretariat in Geneva

John Silva and Marion Ball will draft proposal

**D. Issues**

Hans Peterson to chair this group

Hans to meet with WG chairs

Hold 'brainstorming' day with selected 4-5 members, with

Jean Roberts possibly as one of the members

Others to be selected by Hans

- 1) Draft report to board, define where we are now, where we should go, how to get there?
- 2) Expand guidelines for WG, Working Conferences and linkages to publications,  
Target date following the next board meeting  
...put database program together for guidelines...
- 3) Program to introduce 'new blood' into IMIA while

- maintaining the focus of IMIA (keeping the wisdom)
- 4) Which organizations should IMIA 'join' with for various joint programs, working conferences, sharing of publications, etc.

2. It was suggested to the chairperson that they could hold working meetings of Ad Hoc groups to follow the SPC in Geneva in January 1992.

3. Relationship between IMIA board and MEDINFO 95

Valerio Yacubsohn requested a mechanism to ensure good working relationship between IMIA-LAC, SPC chair, OC chair for successful conference

Provide input to Daniel Sigulem

Contingency planning

Forward all materials, lessons learned, etc... to next OC, SPC

Invite Daniel Sigulem as member of board

OR suggest to invite several Brazilians to watch how SPC works

## REPORT (DRAFT)

### IMIA STRATEGIC PLANNING MEETING

Gottingen, Germany  
September 6-7, 1991

The meeting was called to order on September 6, 1991 by the IMIA President, Dr Jos Willems. After a brief introduction of each participant, Dr Marion Ball described the IMIA Strategic Planning Meeting as an outgrowth of discussions during the IMIA board meeting at Bordeaux, spring 1991. She reviewed the agenda for the meeting (Attachment 1), defined the charge for the meeting to review IMIA's current mission and objectives, to revise them as necessary, and to prepare a series of "visions" for the future direction of IMIA. The meeting facilitator, Dr John Silva, described similar strategic planning sessions and proposed a methodology for the conduct of the planning sessions. Various terms were proposed to describe these activities. The group agreed to use the definitions in the IMIA Statutes, Article 1.4 Objectives and Purpose.

The goal of IMIA was defined as:

to serve the specific needs in the application of information science and information technology in the fields of Health Care and Biomedical Research. (IMIA STATUTES 1.4)

There was consensus agreement that this statement accurately reflected the mission of IMIA.

The remainder of the first day was spent reviewing the six objectives of IMIA as defined in the IMIA Statutes. The members concurred that these represented the specific achievements required to fulfill the mission of IMIA. Those objectives are:

1. To promote Informatics in Health Care and Biomedical Research
2. To advance international cooperation
3. To stimulate research, development and routine application
4. To further the dissemination and exchange of knowledge, information and technology
5. To promote education and responsible behaviour
6. To seek and maintain formal channels of communication with the World Health Organization and other relevant professional or governmental organizations

The group discussed each objective and proposed a number of specific actions that would promote IMIA as a forward-looking informatics organization. A number of participants felt that a new objective was required that addressed specifically the role of IMIA as a "bridge" organization which promotes and facilitates the cross-fertilization of information between other organizations involved in medical and health informatics. There was concern expressed that IMIA should maintain its preeminent role as a proactive leader across the full range of interests. IMIA should provide a number of different platforms (opportunities to meet) to discuss and disseminate relevant information throughout the full range of interest groups; from very specific working group "think tank" meetings to pragmatic training sessions in developing countries.

There was concern expressed that some meetings were too narrowly focused. The group felt that IMIA should reaffirm one of its principal roles as the "agent" to promote technology transfer from research and development to clinical practice. In full support of Objective 2, the group recognized the unique information needs of developing countries and the responsible role of IMIA to disseminate relevant information for them.

A number of specific action items were developed on September 7. They are grouped into three general categories: dissemination of information, finances and IMIA operations.

#### **Dissemination of information -**

The group felt that IMIA is positioned to provide a unique service to the international health and medical informatics community. Currently, there is no comprehensive index for the various international meetings which relate to health or medical informatics. Most of the meeting publications are not indexed. Thus, a substantial portion of the literature remains unknown to those outside special interest groups. There was enthusiastic discussion of the potential role for IMIA as a "broker" of information regarding the content of meetings to be held as well as provider of summaries and/or indexes of the meeting content. Numerous different alternatives were proposed including:

- a medical "Compuserve" that would maintain a bulletin board service of meetings and agendas

- a directory of health and medical informatics organizations

- on-line, CD-ROM or publication of the abstracts/full text of those meetings

- expansion of the IMIA yearbook and/or newsletter to include some/all of the above

It was recommended that the IMIA publications committee should evaluate the various alternatives, their costs and responsibilities and prepare a report for the spring 1992 IMIA board meeting.

A second excellent suggestion recommended that the indexing terms for health/medical informatics could be improved. Dr. Ab Bakker offered to assess the number of articles that are currently indexed versus those that are not, review the MEDINFO and SCAMC keyword lists and report his findings to the IMIA board in November 1991 meeting.

#### **Finances -**

Dr. Ab Bakker facilitated the discussion of the topic: "Achieve financial independence." His overview is included as attachment 2. There were five proposed actions to realize this objective:

- increase membership fees (which created significant discussion)

- add new membership categories for institutions and/or individuals

- seek corporate sponsorship for IMIA with a potential new membership category for corporate members.

- initiate "fellows"

- offer subscriptions to IMIA services

Several members described various initiatives to assess who might use IMIA services and what their needs/wants are. The MEDINFO mailing list provides ready access to a large number of individuals who could be questioned regarding their interest in paying for IMIA products and services. Developing this user profile permits clustering of users into groups that IMIA could target with specific products and/or services. Dr. Bakker agreed to lead a committee to evaluate the various options and report to the IMIA board at its spring 1992 meeting.

The uses for increased revenues were:

- to fund additional working conferences, grants to attend IMIA conferences, tutorials and training conferences and travelling fellows,

- improve IMIA publications and offer new services

- reimburse executive committee for out-of-pocket expenses associated with their duties

- provide funding for a permanent administrative assistant to the IMIA board.

## IMIA Operations -

There was considerable discussion regarding the operation of the IMIA board. A number of different suggestions were offered. The group discussed a process in which, on a volunteer basis, IMIA chairpersons (the term ministers was submitted as an alternative descriptor) would voluntarily accept "taskings" to accomplish specific actions, deliver specific products and meet specific milestones. Five steps were recommended to delineate the proposed modifications to how IMIA board will accomplish its activities.

Step 1 Current IMIA board includes the executive committee and chairpersons.

Step 2 Evaluate what activities are not represented or missing from the IMIA board.

Step 3 Define the processes. Use appendices to the IMIA Statutes to define the internal operating rules

Step 4 Establish a mutually agreed upon "contract" between the IMIA board and its chairpersons that defines the roles and responsibilities, expected products/services and milestones.

Step 5 Establish a function within the IMIA board to monitor these responsibilities and milestones.

Dr Marion Ball agreed to draft a proposal for this action by the next IMIA board meeting.

A list of issues was maintained during the meetings of the strategic planning group. Most were resolved by the conclusion of these two days. Three emerged as central, recurring themes throughout the discussions.

- Who are the "we" of IMIA?
  - We's include academic, pragmatic, developed and under-developed countries. Each sector has specific needs and wants.
- There is a progressive fragmentation of informatics into focused specialty groups. How can IMIA provide the necessary leadership to integrate these specialty efforts?

- There is an apparent lack of clinical focus in IMIA. Is the problem real or a perceived one? If it is real, what can IMIA do to repair or bridge this gap?

The enclosed draft report of the IMIA Strategic Planning Meeting documents the proceedings. It was prepared by the facilitator and the strategic planning chairman. This draft is submitted to the members present for their editing and validation. This document is also being made available to those board members and IMIA officials not present for their information and familiarization in preparation for our next meeting.

Respectfully submitted by:

*John*

John Silva, Facilitator

and

*Marion*

Marion Ball, Chairman

## IMIA FINANCES, a look at present and future.

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### 1. Introduction

A small committee was installed at the IMIA board meeting at Bordeaux, spring 1991, to look at IMIA finances. This was triggered by a suggestion of Marion Ball to constitute an ICHIM to give IMIA a sound financial base.

In this note first the present financial position of IMIA is discussed. It is concluded that as long as MEDINFO Conferences yield the projected income the balance of income and outcome is positive.

It is considered next where we would need additional money for. Finally the operationalization of the option for institutional members as contained in the bylaws is presented as a way to strengthen our financial position.

### 2. IMIA financial position at present

The income of IMIA consists of membership fees, royalties of publication, surplus of MEDINFO and interest. In table 1 the figures are presented in kSWFR. The expected MEDINFO surplus is divided by 3 to get a yearly amount.

Typical expenses are the IMIA newsletter, the cost of administration (IFIP), cost of secretariat, board meetings.

table 1: Overview of typical IMIA financial results in a year

#### Income

Membership fees	20
Royalties	6
MEDINFO	18
Interest	5
Total	49

#### Expenses

Newsletter	11
Administration	3
Secretariat	5
Board meetings	2
Total	21

Loans to working conference and to MEDINFO are usually returned after some time, so they only have an effect on the interest. With the present policy as to spending money, there is a structural surplus as long as MEDINFO performs fine.

3. What would we need extra money for?

The need for additional money will heavily depend on the outcome of the current strategic planning exercise. We might think now already about possible extensions of the activity or other financial procedures.

The IMIA Organisation is run nowadays by volunteers who fund themselves the finances to travel to the meetings. The host of the meeting is in general taking care of accommodation costs. Although full payment of these costs by IMIA might change the character of the association, a 50% refunding of such costs of the officers might be considered. Financial consequences could be estimated at 10 kSWFR per year (meetings often combined with other events).

Nowadays we supply only loans for organizing working conferences, the money is expected to be returned. Since the working groups and special interest groups will probably be the major part of the activities of IMIA we might supply these groups with a limited budget per year to cover costs of administration (eg. 1000 SWFR per year per group) which would lead in total to kSWFR per year.

In addition to that we might adopt the policy to supply a grant to working conferences that structurally will have difficulties to be financially self-supporting. For such an activity we might again estimate 10 kSWFR per year.

4. How could we raise additional funds?

To become less dependent on MEDINFO as a major source of income the existing possibility in our bylaws to have institutional members could be made operational. Organisations could be motivated to become institutional members:

- a. because they support the work of IMIA;
- b. because they could get first-hand information on the activities;
- c. because they would get some priority treatment around working conferences.

Institutional members, who have no voting right (!) would be on the mailing list of our working groups and special interest groups and be in that way kept up-to-date of ongoing activities. In addition to that they would get a free copy of our newsletter.

My estimate is that it would not be too difficult to find 100 institutional members if we would set the membership fee at 500 SWFR per year. The costs per member could be estimated at less than 100 SWFR per year per member, so the net annual result would be 40,000 SWFR.

Ab Bakker  
07-08-1991

Some considerations in relation to strategic planning of IMIA

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- The meetings of IMIA at present have a more or less academic character. Relation with industry on one hand and practical application on the other should be improved.
- IMIA is at present an association of national societies. The option for institutional members that does exist in the present bylaws could be made operational. This also may improve the financial situation and lead to additional net income of SWFR 40,000.
- The possible introduction of individual membership would change the character of IMIA considerably. Although I feel this should be considered as an option it does not have my preference.
- Apart from the main scientific conferences (MEDINFO) the emphasis of IMIA activities should be around working groups and special interest groups. The activities of these groups should be intensified, possibly with some financial support from IMIA.
- IMIA might try to get a more prominent position in opinion making by producing policy reports, preferably in cooperation with other bodies. Intensifying the links with BAO and DMA should seriously be considered.
- IMIA working groups in general should not be isolated from other professional activities. Links with working groups of IFIP or working groups of other professional societies should always be seriously considered as an option or increasing the level of activity and the productivity of the groups.

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