



## MINUTES OF THE JULY 2008 BOARD MEETING

Date: July 5, 2008

08:30 EST

### **Present:**

#### *Board Members:*

Reiner Banken, President  
Laura Sampietro-Colom, Vice President  
Guy Maddern, Secretary  
Mitchell Sugarman, Treasurer  
Berit Mørland, Past-President  
Karen Facey  
Jean-Francois Baladi  
Americo Cicchetti  
Clifford Goodman  
Wija Oortwijn  
Jill Sanders  
Ken Stein

#### *Newly elected Board members:*

Tammy Clifford  
Janet Hiller  
Sun Hae Lee-Robin

#### *Invited Guests:*

Alicia Granados

#### *Observers:*

John Sproule, IHE  
Christine Batdorf - HTAi Secretariat  
Paul Childs - HTAi Secretariat

#### *Regrets:*

Dr. Ravindra Mohan Pandey, Observer, INCLIN  
Alric Reuther, Observer, INAHTA

### **1. Critical Strategic Areas**

1 a. Welcome, apologies declaration of any conflicts of interest, agenda approval.

Reiner Banken began the meeting by welcoming all current and newly elected Board members to

Montreal and the 2008 HTAi Annual Meeting.

No conflicts of interest were raised in relation to Board members and issues on the agenda.

1b. Business Arising.

No other items of additional business were raised for the agenda.

1c. Nominating Committee: Report on the 2008 Board of Directors election.

Berit Mørland chair of the 2008 Nominating Committee provided a verbal report in addition to the written report that the Board had received from the Nominating Committee that recapitulated the election through the nomination and voting processes, as well as some analysis of results that suggested that some 'strategic voting' had taken place. She reported that the key issues in relation to the election were voter turnout, which was essentially unchanged from the 2007 elections despite a larger membership, and strategic voting. In terms of immediate action the Committee recommended that a cut off date be established for eligibility to vote in future elections and the Board agreed that this would be implemented; the early registration deadline for future annual meetings was felt to be a reasonable possibility for such a cut off date. The Committee also recommends that a set of Guidelines for the conduct of elections be developed by the Committee. These Guidelines will clarify how results will be reported (Executive Committee and Board, candidates and then the membership at the Annual Business Meeting), and that the vote tallies from elections will only be reported to the Board and candidates. The overriding principle for these guidelines is transparency in election processes and the reporting of results.

The Board accepted the report of the Committee and the results of the 2008 election; these will be reported to the Annual Business Meeting. The Board also agreed that the Nominating Committee should develop as set of election guidelines.

Action: The 2008 Board election results will be reported to the Annual Business Meeting of the Society on Monday July 7 <sup>th</sup> .	By: Chair of the Nominating Committee
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A set of Guidelines for the conduct of elections will be developed and presented to the Board at its late 2008 teleconference.	Secretariat and Current Nominating Committee
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1d. Finance and Audit Committee.

Society Treasurer Mitchell Sugarman presented a report from the Finance and Audit Committee and a proposed budget for the 2008 – 2009 fiscal year, reporting that the proposed budget would result in an operating deficit. He indicated that an overriding concern of the Committee was the financial impact of a stable membership base with consistent membership numbers versus a 'rotating' membership base that results in inconsistent membership numbers and revenue. It was noted that membership numbers are tied to the Annual Meeting and that members who do not attend meetings do not renew their memberships, this appears to result in some confusion about the nature of HTAi membership; if it is tied primarily to the annual meeting and thus not inclusive of people who do not attend the meeting.

The need for ways to maintain member involvement throughout the year and separate from the Annual Meeting was identified and it was agreed that the web based Interest Sub-Groups (ISG's)

were the best way of doing that. The importance of the ISG's also raised the question as to whether or not the budget allocation for them was sufficient and if more resources are required to support them and make them meaningful. Some Board members also indicated that an undue reliance on the Policy Forum for revenue was risky in that organizations may not choose to stay as Forum members. The Board agreed that a members survey was needed to identify what the members needs were as well as reporting to the Annual Business Meeting on the resources that are being made available to support the ISG's and other activities to engage members throughout the year.

In regard to the proposed budget concern was expressed with the allocation of \$25,000 to Asia-Pacific initiative and whether that would result in any meaningful gains in membership for the Society. Reiner Banken provided an overview of the history of the issue in relation to the 2009 meeting in Singapore and the agreement to raise the profile of HTAi in the area and also increase attendance at the 2009 meeting. Board members felt that the strategy should identify members and organizations already active in the area and build on the contacts and relationships that already exist; CADTH was cited as an organization that had developed contacts in the area and had undertaken a Memorandum of Understanding with at least one HTA agency in the area. Some members also felt that the investment of \$25,000 required a clear plan with identifiable outcomes, and could include recruiting efforts for organizations considering membership in HTAi. This could be achieved by having the funding support a more strategic approach; for example meeting with agencies and individuals in the region to encourage both attendance at the 2009 Annual Meeting and ongoing membership in HTAi afterwards.

The Board agreed that a systematic approach was needed; one that would focus key areas for the 2009 meeting such as Malaysia and Shanghai. It as agreed that ideas and proposals needed to be brought to the Executive Committee for approval; the Board recommended that Guy Maddern support this project as he is located near the region and familiar with individuals and organizations there. Guy Maddern agreed but indicated that he will need materials to support the contacts made in the area.

Action: The 2008 – 2009 budget was approved with the modification that the \$25,000 for Asia and Pacific initiative be merged into the strategic initiatives component of the budget.

By: Finance and Audit Committee

Opportunities to raise the profile and provide information about HTAi in the Asia-Pacific area will be suggested to the Executive Committee as they arise.

Guy Maddern and Secretariat to support.

#### 1 e. Policy Forum Committee.

Karen Facey, chair of the Policy Forum Committee provided an overview of the performance of the York Health Economics Consortium (YHEC) in their provision of scientific secretariat support to the Policy Forum. Concerns have been raised in several quarters that while YHEC were generating excellent papers based on Forum discussions the level of support sought by the Forum and the support that YHEC could provide within the current contract were no longer compatible. After extensive discussion it was agreed that the current contract with YHEC would be terminated and that a tender process for a new scientific secretariat support would be undertaken.

Karen Facey also reported that the Committee had launched a process to seek new members for

the Policy Forum and that she expected to bring a proposal for at least two new members to the Board teleconference in late 2008. She noted that there was a high degree of interest in the Forum expressed by both HTA agencies and for profit firms and several applications for membership are expected. Some concern was expressed about the size of Policy Forum meetings and the manageability of those meetings, however it was felt that with appropriate management of logistics this would not be an issue for meetings in the immediate future. This question will also be addressed when the Committee meets in September to discuss new memberships for the Forum.

The discussion closed with Laura Sampietro Colom reporting that she will be providing a presentation to the meeting of the Forum this same day on the relationship between the Board and the Forum. After discussion Board members agreed that there should be a clear message from the Board to the Forum about the strategic importance of the Forum to the Society in achieving its goals, and that the Board clearly recognizes the need for both industry and agency representation at Forum discussions.

Action: The Board will consider new members for the Policy Forum for 2009 at its late 2008 teleconference. By: Policy Forum Committee

A clear message on the importance and value to HTAi of the Forum will be presented. Laura Sampietro Colom

If. Agreement with Cambridge University Press.

Ken Stein provided an overview of the draft agreement that had been negotiated with Cambridge University Press (CUP) for the provision of the *International Journal of Technology Assessment in Health Care* to HTAi members. He reported that unless membership numbers in the Society drop significantly the new contract offers low risk to the Society with a significant degree of benefit.

Reiner Banken proposed that the Board accept the new contract with CUP with the caveat that along with all members receiving an electronic copy of the Journal organizational members would also receive one paper copy with their subscriptions. He also proposed that membership fees for HTAi would stay the same with the new agreement; the new agreement will provide all members of HTAi with an electronic version of the Journal and paper issues will be available to members at cost (at the rate defined in the agreement with CUP).

Concern was expressed that some members will be upset that they will no longer receive a paper copy of the Journal with their membership, as well as the impact on memberships from low and middle income countries with this change.

After extensive discussion the Board considered a proposal that would provide paper versions of the Journal to members in high income countries with HTAi covering 50% of that cost and 100% of the costs to members in low and middle incomes countries; however this proposal was not accepted.

A motion that the Board accept the new agreement was passed, with thanks from the Board to Ken Stein for negotiating the contract and the Secretariat for supporting the negotiation process. A second motion that would allow paper copies of the Journal to be made available to members in high and middle income countries at cost and to low income countries on request, with HTAi

covering that cost, was also passed.

It was also agreed that any cost savings accrued as a result of this new agreement will be used solely to support communications projects undertaken by HTAi.

Action: The terms of the new agreement will be reported to the Annual Business Meeting. By: Ken Stein, Reiner Banken.

Members will be surveyed to determine if they wish to continue receive a paper version of the Journal for the last two issues of the current volume year. This survey will commence in September of 2008 and be completed by October. Secretariat

Electronic access for all members will come into effect on January 1, 2009. Electronic access and paper copies at cost (except for low income countries) will come into effect with the 2009 – 2010 membership year. Secretariat

#### 1g. Annual Meeting Committee

##### 2008

Speaking as the Local Organizing Committee (LOC) chair Reiner Banken provided an update on the planning for the 2008 Annual Meeting. He reported that there were over 800 registrants for the meeting including a surprisingly large number of single day registrants. In terms of international representation at the meeting the breakdown for delegates and nation of origin was approximately as follows:

Canada: 40%  
United States: 8%  
Brazil: 3%  
Europe: 41%  
Other countries: 8%

Reiner also reported a high turn out at the pre-conference workshops with over 300 people attending, significantly more than was expected. He concluded by noting that the LOC expected the meeting to make a slight profit as they had met their break even point.

##### 2009

Three representatives from the Singapore Local Organizing Committee (LOC); Dr. Keng Ho Pwee, Ms. Wai Fung and Dr. Chien Earn Lee, provided a presentation to the Board on the progress made in planning the 2009 Annual Meeting. They reported that a venue had been selected, the theme had been developed (Globalisation and Health Technology Assessment), members of the Local Organizing Committee (LOC) and International Scientific Programme Committee (ISPC) and the Regional Advisory Committee had all been nominated and begun work.

They also reported on initial financial information for the meeting, rates for sponsorship opportunities and expected revenue and expense. At this point, with very preliminary information, the LOC is expecting the meeting to run a deficit. It was noted that this was still

early in the planning and opportunities to increase revenue and offset costs will be found in the coming months.

After an extensive question and answer session the Board thanked the representatives from Singapore for the presentation and discussed how to follow up with the Singapore LOC to ensure that the meeting was a success. Some specific areas of concern were defined; the ISPC was larger than might be needed at 14 people, and some financial projections and estimates of expense did not appear to be fully developed.

It was agreed that the Secretariat should be the single point of contact for the 2009 LOC, through to the Annual Meeting Committee and eventually the Board. It was also agreed that the chair of the Annual Meeting Committee (AMC) and the Secretariat will hold regular teleconferences with the LOC to monitor progress and provide support and resources to support the LOC when requested.

The Board requested that a detailed report on specific areas of concern be provided to the late 2008 Board teleconference.

#### *Other Annual Meeting Issues*

Speaking as President Reiner Banken noted that the current structures of the Annual Meeting agenda does not allow a reasonable amount of time to be allocated to the meetings of ISG's. Given the focus on the ISG's as the centre for activity during the membership year allowing them more time to meet during the Annual Meeting is essential as it is the one time when ISG members can meet face to face. He suggested that the meeting timetable be changed to allow more time for the ISG's to meet; for example providing time on Tuesday afternoon for ISG meeting may be one option.

Action: The Secretariat will serve as the single point of contact for the 2009 LOC and HTAi.

By: Secretariat

The Secretariat and Annual Meeting Committee chair will begin regular teleconferences with representatives from the 2009 LOC for updates on planning progress and provide any requested support.

Secretariat AMC Chair

The late 2008 Board teleconference will receive a detailed report on areas of concern about the 2009 Annual Meeting.

Secretariat, AMC Chair

Options to allow more time for the ISG's to meet will be explored by the Annual Meeting Committee. This will include revising the Annual Meeting Guidelines and discussions with the 2009 LOC and 2010 LOC's.

Secretariat, Annual Meeting Committee

#### 1h. Annual Business Meeting.

The Board reviewed the agenda, slides and draft reports for the Society's Annual Business Meeting being held on Monday, July 7<sup>th</sup>. In reviewing the material to be reported by the election working group and the options presented for restructuring of HTAi's election processes. The Board referenced their message from the February Board meeting that the current system of elections should be maintained. The slides for this part of the agenda of the Business meeting will

be amended to reflect the Board's recommendation.

No other significant concerns were raised with the material proposed for presentation and the agenda and draft reports were approved.

In closing the discussion it was noted that the Annual Business Meeting is a valuable opportunity to collect feedback from the Society's members on the activities the Society is undertaking. The meeting is an excellent opportunity for the Board to collect information then decide on further action.

Action: Slides and materials for the Annual Business Meeting By: Secretariat  
to be amended as noted and presented.

1i. Presentation from Cambridge University Press.

Ed Barnas and his colleague Aaron Johnson provided a presentation with information on Journal circulation and impact factor.

Board members asked if there was any way to measure actual readership of the Journal, as opposed to circulation, Aaron Johnson indicated that there was not. CUP was also asked about the impact of the World Health Organization's Health InterNetwork Access to Research Initiative (HINARI) initiative. Ed Barnas indicated that while the HINARI initiative had improved access to the Journal there was no clear metrics to indicate if actual readership had increased.

In closing the discussion Ed Barnas indicated that he would be retiring from CUP in July of 2008 and that Aaron Johnson would be taking over his portfolio of the Journal. Board members indicated that the new agreement called for a higher degree of collaboration between HTAi and CUP and that they were looking forward to that collaboration.

Action: None required, information and ongoing item. Ken Stein to continue serving as liaison between the Board and CUP.

1j. Membership.

These issues were addressed in other elements of the meeting agenda.

**2. Policy and Operational Issues**

2a. 2008 – 2013 Strategic Plan.

Laura Sampietro Colom provided an overview of the process undertaken to further develop the plan since the May Board teleconference and presented the last draft of the plan that included feedback from members of the Society and will be presented to the Annual Business Meeting.

Action: The plan will be presented to the membership at the Annual Business Meeting for comment. By: Laura Sampietro Colom

Following that meeting a two year business plan will be developed and submitted to the Board for the late 2008 teleconference.

Laura Sampietro Colom,  
Secretariat

## 2b. Membership and Communications Committee.

The Board reviewed the proposed terms of reference for a merged Membership and Communications committees. Members of the Board proposed wording changes that made it clear that the Committee would propose initiatives that would be developed for the Board by Secretariat.

Action: Wording for the draft terms of reference will be amended to reflect the Board's direction. By: Secretariat

## 2c. Committee Chairs 2008 – 2009.

Two Committee chairs are needed for 2008 – 2009; the Scientific and Professional Programs Committee (SPPC) and the newly formed Membership and Communications Committee.

After extensive discussion Tammy Clifford agreed to serve as the chair of the SPPC and Janet Hiller agreed to serve as chair of the Membership and Communications Committee. Janet Hiller expressed some concern that the terms of reference for her committee don not fully address the tasks that the Committee would undertake.

Action: The Secretariat will follow up with the new Committee chairs to address issues of work plan and committee members. By: Secretariat, Committee chairs

## 2d. Interest Sub-Groups Governance.

The Board discussed the draft document on ISG governance as well as other issues related to the ISG's.

Speaking as the chair of the Patient and Citizen Involvement ISG Karen Facey spoke to item 4.1 in that ISG's report; funding for participation at the HTAI Annual Meeting. The ISG is requesting that HTAi provide financial support for patient/public representatives to attend future HTAi Annual Meetings. This will allow their voices to be heard as part of the discussions of HTA that occur at the Annual Meeting.

Americio Cicchetti reported as the chair of the Hospital Based HTA ISG he commented on the report that presented the results of their ISG's first survey and noted that the ISG will be proposing that they undertake a second follow up survey of hospital based HTA issues.

In response to the question from the Information Resources Group (IRG) the Board indicated that the Society's strategic and business plans would address issues of collaboration and development by the ISG's and other groups within HTAi.

In addressing the proposed governance document it was noted several ISG chairs had reviewed the document and agreed with the general directions provided. The Board accepted the document with the recommendation that the chairs of ISG's would report directly to the Board only under exceptional circumstances.

In closing discussion the Board will consider dissolution of the Industry ISG and the Public Agencies ISG during the late 2008 Board teleconference.

Action: The governance document will be provided to all ISG chairs who can be contacted with a clear indication that the ISG's must report back to the Board for the October teleconference. By: Secretariat

2e. Interest Sub-Group (ISG) Reports.

This issue was addressed under the previous agenda item.

**3. Routine Business**

3a. Minutes: Board of Directors Teleconference May 8, 2008.

These minutes were approved with the provision that section 1g on the selection process for the 2010 meeting be redrafted to more accurately reflect the discussion held on that decision.

Action: Minutes to be revised as directed and posted for circulation. By: Secretariat, Guy Maddern

3b. Minutes: Executive Committee June 11, 2008.

These minutes were received for information.

Action: None require, information item.

3c. Next Meetings.

The date for the Board's late 2008 teleconference will be set as soon as possible through an e-mail process. The next face to face meeting of the Board will be on Sunday, February 8<sup>th</sup>, 2009, prior to the meeting of the Policy Forum. A teleconference for late April 2009 will also be scheduled as soon as possible.

Action: Where required meetings will be scheduled. By: Secretariat, Board members.

**4. In Camera Discussion**

4a. 2006 Election Investigation.

Chris Henshall, the chair of the 2006 Nominating Committee, provided a written report to the Committee to update the Board on the Committee's progress to date. The work of the Committee is still ongoing and will be reported as such to the Annual Business Meeting.

Action: A report on the current status of the investigation will be provided to the Annual Business Meeting. By: Chris Henshall

4b. HTAi Secretariat Tender.

Alicia Granados, the chair of the Secretariat Tender Committee, presented the proposal received from the Institute of Health Economics in Alberta, Canada. The committee considers the quality of the IHE proposal to be very good, but has some reservations as to the proposed human

resource allocation for the daily Secretariat work. The committee recommends suspending the tender process while discussing the proposal with the Institute of Health Economics.

The board approved the recommendations of the Secretariat Tender Committee. Reiner Banken, the president of HTAi, will be supported by Laura Sampietro-Colom, Mitch Sugarman and Karen Facey for the discussions with the Institute of Health Economics.

Action: Ongoing discussions between Executive Committee/Board members and representatives from IHE.

By: Reiner Banken, Laura Sampietro-Colom, Mitch Sugarman and Karen Facey.

## 5. Adjournment

The meeting adjourned at 16:00 local time.