

Next Steps for ISPOR to Deliver its Vision for 2020

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ISPOR's "Vision 2020" was recently reviewed at a special strategic planning meeting that included the ISPOR Board of Directors, key leaders in the Society, the new ISPOR CEO & Executive Director, Nancy Berg, and ISPOR senior staff.

Review of the top line results from the 2015 ISPOR Membership survey kicked-off the meeting, followed by a review of the challenges facing ISPOR and potential steps forward. The results of the Membership survey will be translated into an action plan by the Board and reported to ISPOR members at the ISPOR's 20th Annual International Meeting in Philadelphia, PA, USA, however, I wanted to give you a flavor of the issues that were addressed and the plan for ISPOR to: better address the global growth of interest in health technology assessment (HTA) and outcomes research; meet its members' needs for access to research and education; and provide a forum to develop the science of outcomes research and debate the policy and methodological issues that concern scientists and decision makers. Nine of the many practical steps forward that emerged from the discussion involved:

1. Continuing to resource ISPOR's globalization at a pace we can sustain financially, including working towards annual events in Asia and Latin America to maintain the momentum of the Regional Consortia – although not necessarily in the form of annual Meetings, which is currently beyond our operational capacity;
2. Recognizing the importance of a strong membership base that is not dependent on enrollment linked to ISPOR's meetings. This requires reviewing member benefits, reassessing free/member-only access to ISPOR's rich scientific and educational content, and identifying areas of potential growth in membership;
3. Sustaining the development and promotion of the science of outcomes research – the core of ISPOR's mission. Immediate next steps include working with ISPOR's Health Science Policy Council to: a) review existing Good Practices for Outcomes Research for relevance and updates; b) implementing horizon scanning to determine future topics; and c) expecting Good Practices for Outcomes Research Task Forces to develop a dissemination and communications plan for reports, beyond publication in *Value in Health*;
4. Conducting horizon scanning to involve not only further moves to enhance ISPOR's scientific excellence in the evaluation of new drugs, but to complement this by addressing other issues. These issues include the optimization of service delivery and of the architecture of the health system, and examining how high quality outcomes can be incentivized and monitored. These are all areas where outcomes research has a key role to play;
5. Preparing and promoting greater "in house" or brought-in scientific resources using material from ISPOR's SIGs, Task Forces, and Regions;
6. Interacting with decision makers to get ISPOR's science used in decision making to improve resource allocation in health care. Immediate steps could include: a) engaging government officials

and other decision makers directly in the planning of meetings through Decision Maker Focus Groups, and b) exploring the production of more decision-making tools for stakeholders.

7. Ensuring we have effective governance frameworks in place as the Society continues to grow. Investing in a Director of Governance can help us ensure that financial and other information systems are delivering the reports the Board needs to make informed decisions as to where to invest for the future of the Society;
8. Positioning ISPOR as a key information resource, able to respond to trends and opportunities by engaging a Communications agency to help us communicate to members and the community about ISPOR and impact of member research used in policy and decision making. A key part of this will be supporting the current strategy to enhance social media communication of highlights of ISPOR content; and
9. Conducting focus groups of young scientists to better understand what they seek from our meetings. One output of this can be a plan for increasing the numbers of student members who subsequently want to become full members. Another could be to explore whether ISPOR provides enough opportunities for the next generation of leaders to develop through the Society. ISPOR must not become a self-perpetuating oligarchy.

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ISPOR can lead the scientific developments needed to respond to the needs of diverse health systems. It exists to help decision makers use science to make better decisions. At stake is the ability of citizens around the world to gain better access to cost-effective health care. High, middle, and low income countries all face financial constraints as they invest in their health systems. Evidence as to what works (in system design as well as individual treatments) and what is good value is vital.

To provide good science, ISPOR needs to engage and develop membership. This year we conducted a survey, initiated by the Institutional Council to better understand what members value. The full dataset is being analysed by the chair of the Student Chapter Faculty Advisor Council (SCFAC) and an ISPOR Student Chapter Member, and we will present the findings in Philadelphia during the annual business meeting. We also plan to publish them in the 2014 Society Annual Report, which will appear in a later issue of *Value & Outcomes Spotlight*, as well as an article by Founding Executive Director Marilyn Dix Smith on the history of ISPOR and change in the profession. See you in Philadelphia for ISPOR's 20th birthday – a very important marker. There is a lot for ISPOR still to do. ■