SNOMED CT

The global language of healthcare

SNOMED International

2025 Annual Work Plan

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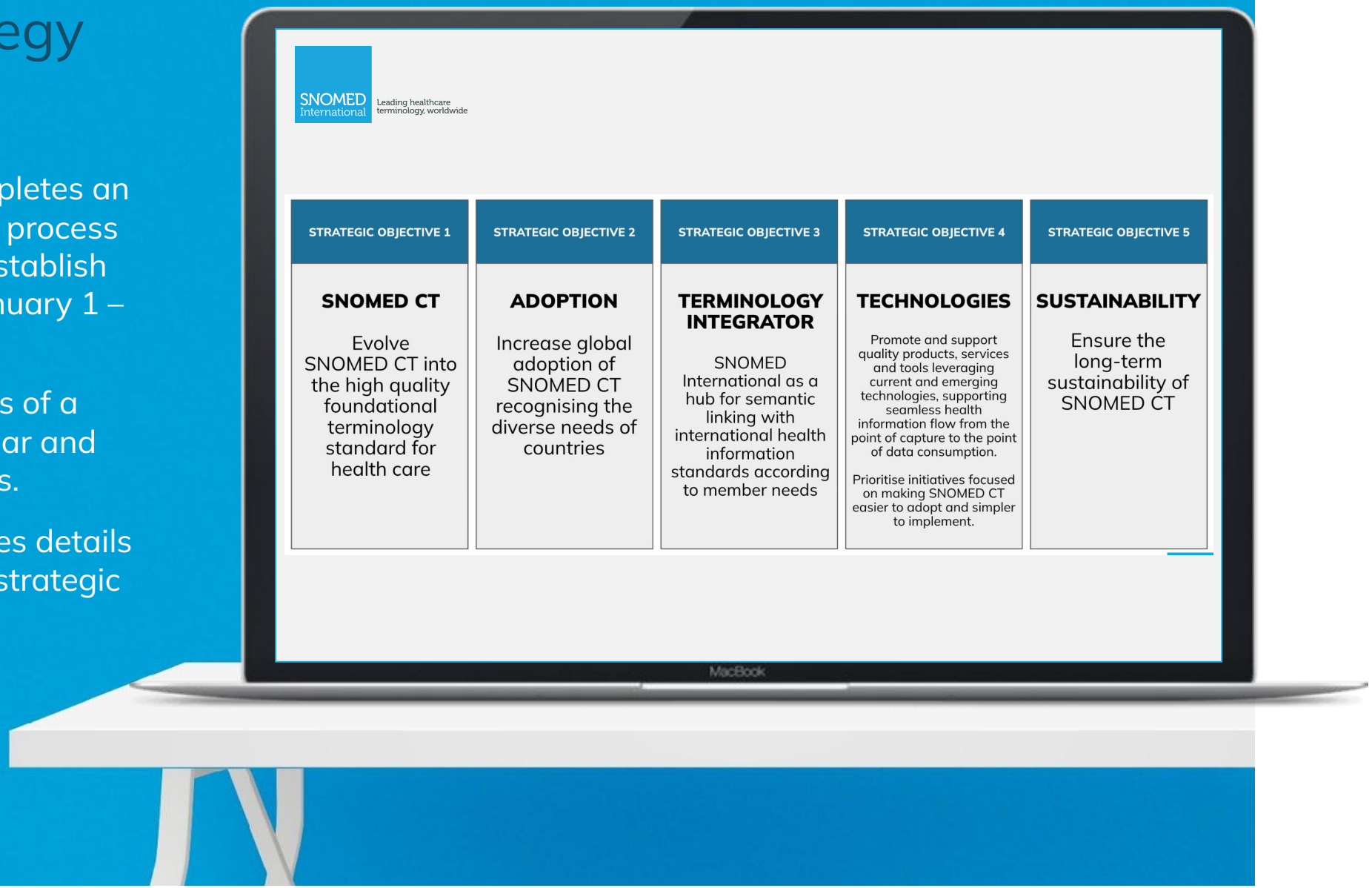
A 5 Year Strategy
The Direction

- The organization completes an annual work planning process with its Members to establish activities delivered January 1 – December 31.
- The work plan consists of a combination of one year and multi-year deliverables.
- This document provides details of annual projects by strategic direction.



2025 Annual Work Plan

2025 Commentary

> Year 1 of SNOMED International's 2025-2030 Strategy sets the foundation for SNOMED CT evolution and growth, anchored by Member requirements and needs. Building a platform for growth to support the 5 year strategy, year 1 focuses on discovery, research, analysis, and feasibility for SNOMED CT products and services.

2025

SNOMED CT

Evolve SNOMED CT into a high-quality foundational terminology standards for health care.

2025 Work Plan: SNOMED CT

Item	Scope	Work Items
SNOMED CT: *Evolve SNOMED CT into the high quality foundational terminology standard for health care.*	**Quality assurance strategy in place:**	❑ Develop and produce QA strategy, principles and guidelines ❑ Publish current Quality Assurance statistics
	Support establishing SNOMED CT as a foundational terminology: ❖ In key regional health data initiatives (e.g., EHDS) ❖ In key global health data initiatives (e.g., IPS) ❖ In key national strategic health data initiatives	❑ Strengthen presence with EU commission, GDHP, to position SNOMED CT as a key component of their digital health strategies and programmes ❑ Drive global interoperability through the use of the IPS, ensuring the correct processes are in place and ensuring there is an equal and supportive governance structure and meets stakeholder needs

2025 Work Plan: SNOMED CT

Item	Scope	Work Items
SNOMED CT: *Evolve SNOMED CT into the high quality foundational terminology standard for health care.*	**SNOMED CT is flexible, adaptable and extensible in order to respond to relevant and emerging domains as required by Members:** ❑	❑ Evolve the process by which Member requirements are gathered for the continued evolution of SNOMED CT ❑ Implement the enhanced process for gathering Member requirements for the continued evolution of SNOMED CT ❑ Implement the first year of the product roadmap
	Understand Member implementation experiences to improve SNOMED International products and services: ❑	❑ Document case studies on SNOMED CT implementation working with Members, recognizing the different approaches to implementing SNOMED CT ❑ Case study: UK primary care use of SNOMED CT ❑ Publish the first non-English speaking SNOMED CT benefits evaluation study

2025 KPIs – Strategy Objective 1: SNOMED CT

SUCCESS CRITERIA	KPI	PROCESS	OUTCOME (measured)
Member traceability & feedback mechanisms	• Development of a Member engagement dashboard, including content development, support tickets, collaboration, briefing note management, etc.	• Building a Member Engagement dashboard (per requirements) + • Member Survey	• # countries where Member-customized data is available and used • Satisfaction (of traceability) with the dashboard by Members
Implementation	• Implementation services that are based on Member requirements	• Member Survey	• Satisfaction with implementation services (80%, Stretch 90%)
Quality Assurance	• Alignment to template	• % of improvement in editing per release	• 5-10% improvement

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Adoption

Increase global adoption of SNOMED CT recognizing the diverse needs of countries.

2025 Work Plan: Adoption

Item	Scope	Work Items
Adoption: *Increase global adoption of SNOMED CT recognizing the diverse needs of countries.*	**Support Members to engage their stakeholders in driving broad consistent adoption of SNOMED CT:**	❑ Gather Member requirements for the next evolution of implementation support services, education, collaboration, vendor engagement, clinical engagement and Member support ❑ Together with Members, engage key global vendors in developing consistent vendor implementation criteria based on use cases leveraging the full power of SNOMED CT. ❑ Work with Members to identify the appropriate use of the Certification framework ❑ Evolve the Member Forum to better support the adoption needs of Members and their stakeholders ❑ In conjunction with MF, continue to support scheduling of Member-led workshops on relevant implementation items
	Increase Member adoption maturity: ❖ Increase the level of maturity of Members SNOMED CT adoption globally	❑ Demonstrate and implement a methodology for understanding the maturity of adoption in each country (maturity/assessment scale/model.) Address by integrating the CSIRO maturity model with SI's model. Measure every 2 years. ❑ Increase the awareness of the value of SNOMED CT at each maturity level (fleshing out documentation) ❑ Produce education course(s) or pathway on the SNOMED CT Maturity model and guidance on progression through the maturity levels based on needs

2025 Work Plan: Adoption

Item	Scope	Work Items
Adoption: *Increase global adoption of SNOMED CT recognizing the diverse needs of countries.*	**Engage and support adoption in lower digitally mature countries:** ❖ Drive appropriate products and services to support accessible use of SNOMED CT and other interoperable standards by lower digitally mature countries ❑	❑ Develop plan to engage lower digitally mature countries ❑ Gather requirements and needs to support the use of SNOMED CT in lower digitally mature countries ❑ Adoption of Bahmni with the SNOMED CT module in pilot sites
	Easily accessible implementation solutions and services for SNOMED CT adopters: ❖ Continue to provide sustainable and approachable products and services to support implementation ❑	❑ Gather requirements and gain consensus for the next evolution of implementation support services, education, vendor engagement, clinical engagement and Member support ❑ Produce a roadmap to support Member requirements gathered ❑ Publish updated products & services catalogue

2025 KPIs – Strategic Objective 2: Adoption

SUCCESS CRITERIA	KPI	PROCESS	OUTCOME (measured)
Member adoption and maturity	• Use of SNOMED CT globally (Members, affiliates, continents)	• Member driven maturity/capability matrix developed and implemented • (Potential development of maturity certification program)	• Improvement in maturity levels (based on maturity/capability model reported every 2 years)
Engage and support lower digitally mature countries	• Products and services to support adoption by lower digitally mature countries	• Requirements identified and gathered from low digitally mature countries (LDMC) • Process identified in 2025	• # of low digitally mature countries leveraging the created resources and extent of functionality used • # products that are created and distributed to support LDMCs • Measurement of the implementation of those products

2025

Terminology Integrator

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SNOMED International as a hub for semantic linking with international health information standards according to Member needs.

2025 Work Plan: Terminology Integrator

Item	Scope	Work Items
Terminology Integrator: *SNOMED International as a hub for semantic linking with international health information standards according to Member needs.*	**Dynamic and open standards collaboration ecosystem:** ❖ Continue to grow a dynamic collaboration ecosystem with engagement from suitable clinical, standards, industry, vendors, research and education collaboration partners (E.g. HPO, LOINC, Orphanet etc.) ❖ Prioritize collaboration with SDOs based on Member and stakeholder requirements	❑ Review engagement and collaboration strategy and key initiatives to be tightly aligned with the prioritisation approach and member needs ❑ Review and evaluate the existing collaboration framework, and the communication mechanisms to make stakeholders aware and ensuring that Member needs are met ❑ Research and evaluate potential collaborations based on emerging health trends and Member needs (e.g., 2025: the genomics domain)

2025 Work Plan: Terminology Integrator

Item	Scope	Work Items
Terminology Integrator: *SNOMED International as a hub for semantic linking with international health information standards according to Member needs.*	**Global standards hub:** ❖ Expand the SNOMED CT model to welcome other standards and classifications to a global standards hub where there are applicable use cases, providing multiple standards package for end users ❑	❑ Analyze and develop the global standards hub scope and potential partners
	SNOMED International as a Service' - Delivering SDO business operation services: ❖ Business operation consulting services such as standards helpdesk, distribution and releases, communications, events, and shared services (e.g., 'SDO in a box'.) ❑	❑ Initiate in 2026

2025 KPIs – Strategic Objective 3: Terminology Integrator

SUCCESS CRITERIA	KPI	PROCESS	OUTCOME (measured)
Dynamic and open standards collaboration ecosystem via the Global Standards Hub	• Priority SDOs integrated with SNOMED CT annually	• Joint review with Members of digital health strategies to identify areas that can be supported by SNOMED CT. • Reported every 2 years.	• Use of collaboration related solutions that meet Member requirements, allowing for successful achievement of Member digital health strategies, delivered by the global standards hub (once available.)

2025

Technologies

Promote and support quality products, services and tools leveraging current and emerging technologies, supporting seamless health information flow from the point of capture to the point of data consumption.

Prioritise initiatives focused on making SNOMED CT easier to adopt and simpler to implement.

2025 Work Plan: Technologies

Item	Scope	Work Items
Technologies: *Promote and support quality products, services and tools leveraging current and emerging technologies, supporting seamless health information flow from the point of capture to the point of data consumption.* *Prioritise initiatives focused on making SNOMED CT easier to adopt and simpler to implement.*	**Leverage technologies to increase the quality of the standard and the efficiency of the organization:** ❏	❏ Implement the first year of the SI technology strategy ❏ Focus on internal tools (e.g. investigate feasibility of AI for content quality) ❏ Implement continuous process efficiencies based on organisational review and stakeholder feedback

	Leverage technologies to deliver value for stakeholders and drive efficiencies across the organization and the evolution of the SNOMED CT product:
	
	•
		❏ Develop and share the SNOMED International Technology Strategy which aligns with the QA and Product strategies
		  • Within the Technology Strategy, embed best practices to assure products, content and services are fit for purpose and are representative of NRC engagement
		  • Include a review of existing development and delivery lifecycle models to improve outcomes that meet country needs
		  • Engage Members to gain consensus an updated user acceptance testing (UAT) approach for content to meet Member needs

2025 Work Plan: Technologies

Item	Scope	Work Items
Technologies: *Promote and support quality products, services and tools leveraging current and emerging technologies, supporting seamless health information flow from the point of capture to the point of data consumption.* *Prioritise initiatives focused on making SNOMED CT easier to adopt and simpler to implement.*	**Position SNOMED CT as a foundational resource for appropriate technologies. (E.g. Artificial Intelligence, Large Language Models)** ❑	❑ Identify priority target vendors, with Members, and create an engagement plan ❑ Demonstrating how SNOMED CT can be used to define production “guardrails” for a large language model (LLM) ❑ Publishing thought leadership on all of the above, demonstrating to researchers and users of LLMs the central role that terminologies play in safe clinical applications

2025 KPIs – Strategic Objective 4: Technologies

SUCCESS CRITERIA	KPI	PROCESS	OUTCOME (measured)
User experience and universal access	• Enhancing user experience to drive ease of use	Jointly working with Members to: • Determine requirements • Develop implementation plan • Deploy a connected tooling suite	• Measured use of SNOMED CT tools, and associated satisfaction

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Sustainability

Ensure the long-term sustainability of SNOMED CT.

2025 Work Plan: Sustainability

Item	Scope	Work Items
Sustainability: *Ensure the long-term sustainability of SNOMED CT.*	**SNOMED CT is available for all - Explore options and corresponding roadmaps that sustainably evolve SNOMED CT, giving users the ability to copy, distribute and use it freely:**	❑ Develop a discussion paper in consultation with Members on the options to make SNOMED CT an open standard, including the impact on current SNOMED International business model
	Identify new and untapped markets- Explore appropriate new and diverse revenue sources to support growth opportunities: ❑	❑ Define guiding principles for working with new revenue sources ❑ Annually, target grants based and charitable organizations for growth opportunities
	Manage risk to ensure organization sustainability and product reliability: ❑	❑ Reviewing and evolving the risk management process as required based on the various initiatives within this strategy

2025 KPIs – Strategic Objective 5: Sustainability

SUCCESS CRITERIA	KPI	PROCESS	OUTCOME (measured)
Sustainability	• Collaboratively develop options for the future of SCT with all stakeholders regarding the sustainability of the organization	• Working with Members to complete sustainability options	• Collective Member decision on sustainable business model for SI
Managing risk	• Manage risk to ensure organization sustainability and product reliability	• Quarterly risk reviews and reporting	• Increased Member awareness of the risk management process and reporting

2025 Deliverables for Members

SNOMED CT	❑ QA strategy, principles and guidelines ❑ Published QA Statistics ❑ Year 1 of the product roadmap implemented ❑ A process which defines how Member requirements are gathered for the continued evolution of SNOMED CT ❑ SNOMED CT implementation use cases ❑ Non-English speaking SNOMED CT benefits evaluation study
ADOPTION	❑ Develop consistent vendor implementation criteria ❑ Identify appropriate use of the Certification framework ❑ Member-led workshops on relevant implementation items ❑ Produce education course(s) or pathway on the SNOMED CT Maturity model and guidance on progression through the maturity levels based on needs ❑ Plan to engage lower digitally mature countries ❑ Requirements to support the use of SNOMED CT in lower digitally mature countries ❑ Pilot site(s) adoption of Bahmni EMR + SNOMED CT module ❑ Requirements-driven roadmap to support implementation by Members ❑ Publish updated products & services catalogue
TERMINOLOGY INTEGRATOR	❑ Engagement and collaboration strategy tightly aligned with a prioritisation approach and member needs ❑ A renewed collaboration framework complete with communication mechanisms for maximum stakeholder engagement supporting Member needs ❑ Analysis of emerging health trends, Member needs on collaboration portfolio ❑ Scope of global standards hub and prospective partners

2025 Deliverables for Members

TECHNOLOGIES	❑ Implement year one of the SI technology strategy, including illustration of impact on internal tools ❑ Implement continuous process efficiencies ❑ Aligned quality assurance and product strategies ❑ Report of existing development and delivery lifecycle models ❑ Consensus for updated tooling user acceptance testing (UAT) approach ❑ Identification of priority target vendors and associated engagement plan ❑ Published thought leadership on scope of Technologies to demonstrate the role terminologies play in safe clinical applications
SUSTAINABILITY	❑ Discussion paper on making SNOMED CT an open standard ❑ Guiding principles for working with new revenue sources ❑ Targeted list of grants based and charitable organizations for growth opportunities ❑ Risk management processes supporting the 2025-2030 strategy