

IHE-Europe Internal Rules

As of 22 June 2025

The latest version of the Internal Rules is available from the IHE-Europe Website:
<https://www.ihe-europe.net/statutes-rules>

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1. Acronyms

- IHE – Integrating the Healthcare Enterprise
- CECTF – Connectathon and Event Coordination Task Force
- EC – European Commission
- EU-Affairs – European Affairs Committee
- MarCom – Marketing and Communications Committee
- T2S – Tools & Testing Strategy Committee

2. Definitions

In the Internal Rules, unless the context otherwise requires, the following terms shall have the following meanings and the singular shall include the plural and vice versa (*position filled provided that the budget and/or suitable candidates are available):

“Committee Chair”

A committee chair is the committee-elected coordinator and representative of a Committee.

“Contractor”

A contractor is a person or organisation contracted by IHE-Europe to perform activities for IHE-Europe to foster its mission.

“CECTF – Connectathon and Event Coordination Task Force”

The CECTF is a task force that coordinates all events run in parallel with the Connectathon. It is also responsible for the tasks assigned to IHE-Europe in the Connectathon organisation.

“Director of Interoperability for IHE-Europe”*

The Director of Interoperability is responsible for providing interoperability and IHE expertise and competence, including acting as project manager for projects that are approved by the IHE-Europe Steering Committee. When specific services are needed from IHE Catalyst for those projects, these services must be requested and coordinated with IHE Catalyst. The Director of Interoperability grows the European network by participating in European conferences and any other interoperability activities that need relevant expertise. He/she also supports the IHE National Deployment Committees to promote IHE Profiles. He/she reports to the EU-Affairs Committee and the Steering Committee. Selection will follow the Recruitment of Staff procedure. The Director of Interoperability is appointed by the Executive Committee.

“Financial Manager”

The Financial Manager is responsible for taking care of the financial situation of IHE-Europe and for the operational management of financial issues for IHE-Europe and its different Committees. The Financial Manager is also responsible for financial tracking and reporting of EC Projects in which IHE-Europe is involved. In doing so, he/she will cooperate and work with the Financial Officer and the Director of Interoperability. The Financial Manager reports to the Financial Officer and to the Executive Committee.

Selection will follow the Recruitment of Staff procedure. The Financial Manager is appointed by the Executive Committee.

“Financial Officer”*

The Financial Officer is responsible for taking care of the financial situation of IHE-Europe, preparing quarterly financial statements and an annual report, preparing yearly budgets and following budget progression. The Financial Officer reports to the Executive Committee, Steering Committee and General Assembly. He/she is elected by the Steering Committee. (See also Statutes ART. 41 for all relevant mentions of the Financial Officer in the present Internal Rules.)

“Host”

Is the not-for-profit physical/legal entity, member of IHE International, which is local to the territory an IHE Connectathon is convened/conducted. A Host consults the Owner and the Organiser/Operator in planning and executing the IHE Connectathon and the IHE-Europe Connectathon Week and engages the local stakeholder community. The Host may also organise own events as part of the IHE-Europe Connectathon Week.

“IHE Connectathon®”

A testing process and session, as defined in ISO/TR 28380-1:2014, where healthcare IT vendors and other stakeholder organisations can validate the conformance of health information systems with the IHE Technical Frameworks published by IHE International and related standards and the interoperability of such systems with complementary systems.

“IHE-Europe Connectathon”

The IHE Connectathon which is organised by IHE-Europe in the territory it is operating on. For simplicity in this document the term ‘IHE Connectathon’ is used interchangeably with this

“IHE-Europe Connectathon Participation Contract”

An IHE-Europe Connectathon participation contract is a contract to be signed if requested by the organisation that wants to participate in the IHE-Europe Connectathon.

“IHE-Europe Connectathon Week”

An umbrella term to identify a group of events (such as meetings, fora and symposia) organised and owned by IHE-Europe (usually in partnership with the Host) to promote and advance IHE-based digital health interoperability in Europe. It is held each year in conjunction with the IHE Connectathon, which functions as the cornerstone of the IHE-Europe Connectathon Week

“MarCom Director”*

She/he is responsible of the management of the MarCom staff and will deliver all the MarCom materials needed as described in the MarCom roadmap and validated by the

committee. He/she will report to the MarCom Chair and work closely with the MarCom Chair, the Director of Interoperability and the Director of Test Activities. Selection will follow the Recruitment of Staff procedure.

“Organiser/Operator”

Is the not-for-profit physical/legal entity, member of IHE International, that arranges an event from planning to execution on assignment from the Owner.

“Owner”

Is the physical/legal entity, member of IHE International, that has the legal ownership of an asset and acts as its main stakeholder.

“Project Coordinator”*

The “Project Coordinator” is in charge of managing EU-Affairs projects. Selection will follow the Recruitment of Staff procedure. He/she is appointed by the Executive Committee. The “Project Coordinator” reports to the Director of Interoperability and the EU-Affairs Committee Chair.

“Quality and Security Manager”*

The Quality and Security Manager is responsible for the quality and security management and reports to the Executive Committee – see Section 6.

“Risk/Financial Analysis”

A risk/financial analysis is an activity requested from the Financial Officer/Financial Manager by any of the governing bodies of IHE-Europe or by its directors in order to clearly assess potential financial/legal risk of a certain operation including, but not limited to, budget impact, cash-flow analysis and impact, financial viability and sustainability, etc.

“Secretariat”

The Secretariat is the body that provides administrative support to IHE-Europe and its Executive Committee. The term is also used for the body providing administrative support to IHE Catalyst.

“Staff”

Staff refers to a paid position that can be fulfilled either by an external consultant or an employee of IHE-Europe.

“Subcontractor”

Is/are the physical/legal entity/entities that support the Owner and/or Host in the execution of the IHE-Europe Connectathon Week.” Note: usually the Organiser will be also the main Subcontractor. Subcontractors which differ from the Organiser are required to closely align with the Organiser

3. General Structure

3.1. The organisational structure of IHE-Europe shall comprise the following bodies according to the Statutes:

- a. the General Assembly;
- b. the Steering Committee;
- c. the Executive Committee;
- d. the Co-Chairs;
- e. the Deputy Co-Chairs, and
- f. the Financial Officer

In addition, the Internal Rules describe the following roles (*means position filled provided that the budget is available):

- (i) Financial Manager*
- (ii) Director of Interoperability*
- (iii) Project Coordinator*
- (iv) Director of Test Activities*
- (v) MarCom Director*
- (vi) Quality and Security Manager*
- (vii) IHE-Europe Representatives to External Bodies and/or Committees

as well as operational task forces and committees:

- (i) Extended Executive Committee
- (ii) MarCom Committee
- (iii) EU-Affairs Committee
- (iv) Tools & Testing Strategy (T²S) Committee
- (v) Non-permanent task forces
- (vi) Secretariat

See Annex 2 for IHE-Europe's organisational chart.

3.2. In order to be eligible for application to become an IHE-Europe member, the potential member must already be an IHE International member. The applicant may submit a presentation (5-10 slides) including their expectations from IHE-Europe membership. The presentation will be submitted to the Executive Committee for review together with the application as defined in the statutes.

3.3. For National Deployment Committees the IHE International membership is automatically obtained through the Active Membership in IHE-Europe.

3.4. Task forces report to and are accountable to their respective Committee and report to the Steering Committee (see also Statutes, ART. 32)

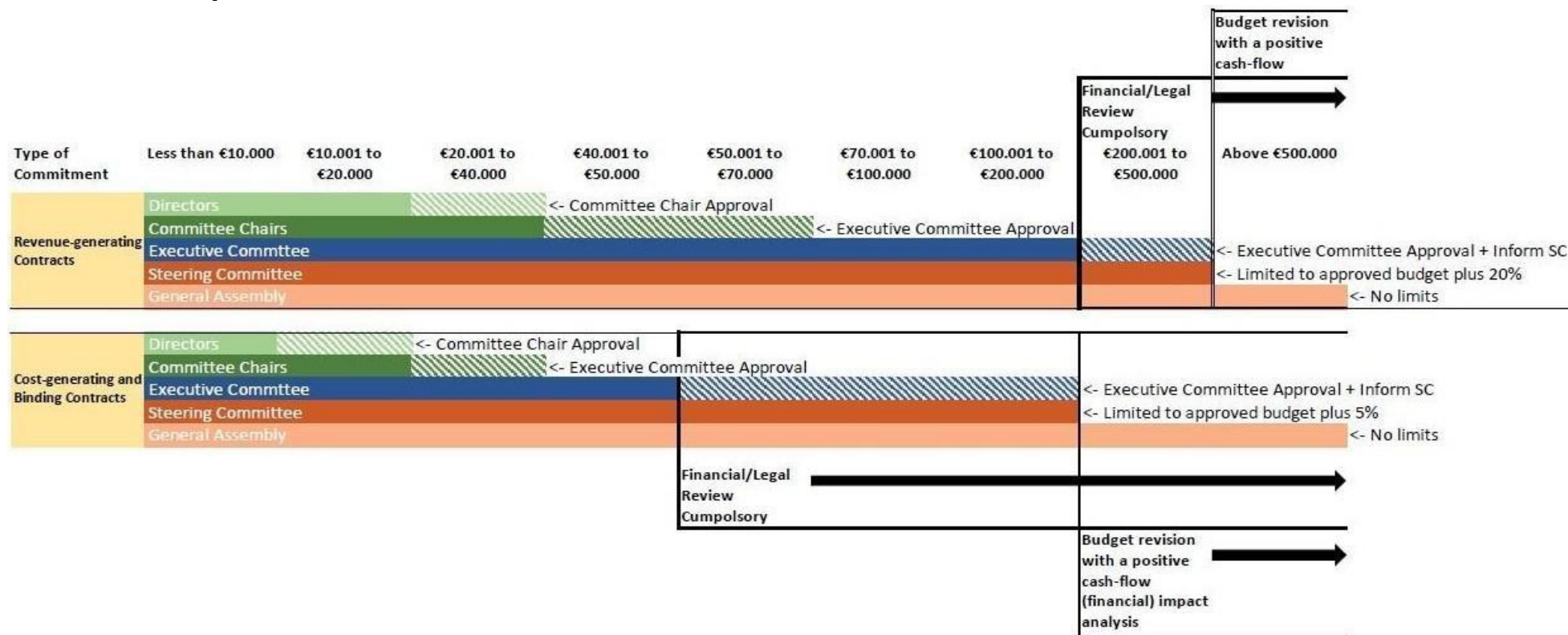
3.5. The MarCom Committee, the EU-Affairs Committee and the T²S Committee

report to the Executive Committee and the Steering Committee and are accountable to the Steering Committee under the conditions set forth in these Rules. These committees are collectively hereafter referred to as "Operational Committees".

- 3.6.** The Director of Interoperability reports to and is accountable to the Chair of the EU-Affairs Committee and Steering Committee.
- 3.7.** The Financial Manager reports to and is accountable to the Financial Officer and the Executive Committ

4. Delegation of Powers

4.1. Graphic



Notes

Note 1: All threshold in this matrix are meant "within approved budget" and "per transaction".

Note 2: Financial/Legal Review always possible (e.g. Committee Chairs/Directors may ask for financial review to support their decision making-process for any amount listed)

Note 3: All figures shall be intended as economic values and therefore net of VAT

Note 4: In an escalation request/approval, the requestor should also indicate a desired/required timeframe for decision

Assumptions:

- General Assembly powers as defined by Statutes: the approval of the annual accounts and of the budget of the Association
- Steering Committee powers as defined by Statutes: the general management and direction of the Association
- Executive Committee powers as defined by Statutes: the day-by-day management of the Association
- Budget is prepared by the Executive Committee and approved by the General Assembly. Each Committee has its own line of budget for which it is responsible.
- When/if IHE-Europe wins a tender, Executive Committee may elect NOT to sign/proceed with the contract.

4.2. Ratification of Contracts

The Executive Committee as defined in ART. 27 of the Statutes, or its representatives as defined in ART. 31 of the Statutes, can ratify contracts within the Delegation of Power thresholds, using the following language:

“IN WITNESS WHEREOF, the Parties have executed this Agreement by their duly authorised representatives as of the date set forth in the first paragraph.”

Contracts will be signed by the two Co-Chairs or their assigned proxies and will contain the following:

- Contract name: _____
- Date of signature: _____
- Signed on behalf of IHE-Europe AISBL
 - For the User Constituency: _____
(name and title of the User Co-Chair/signee)
 - For the Vendor Constituency: _____
(name and title of the Vendor Co-Chair/signee)
- Counterparty: _____

The signees of said contract on behalf of IHE-Europe AISBL will not be held personally responsible for any consequences of the signature of said contract. The Executive Committee confirms on behalf of IHE-Europe AISBL that the signees have acted within the limits of their delegation of power.

By signing the contract, the signees confirm that they do not have any conflict of interest (see attachment: Conflict of Interest policy) with regard to the aforementioned contract, indirectly or directly, financially or otherwise. If this statement would not be correct, this ratification would become null and void and the affected signee will be solely responsible for all consequences of any nature, arising from this contract. This ratification does not extend to future contracts (to be signed), nor to annexes or extensions of existing contracts, nor does this grant the signor any unlimited delegation of powers other than foreseen in the internal rules of IHE-Europe AISBL. Any contract signature by the signees which exceeds the boundaries of the delegation of powers as foreseen by the Internal Rules, will not bind IHE-Europe AISBL, and will only cause the signees to be solely responsible for all damage and consequences arising from such unauthorised contract signature.

5. Operational Committees and Task Forces

5.1. Common rules applicable to Operational Committees and Task Forces

5.1.1. All Operational Committees and Task Forces shall operate according to the non-profit purposes of the Association as set forth by the Law of 25th October, 1919 on International Associations with Scientific Objectives, and foster the mission of IHE-Europe. IHE-Europe will not enter into competition with its members unless the Steering Committee determines otherwise.

5.1.2. Task Forces are non-permanent bodies and focus on a mission provided by the relevant Committee, which defines the objectives, deliverables and time frame and agrees on their composition.

- 5.1.3. Each Task Force reports all results directly to the Committee that commissioned and specified the work. Said Committee shall maintain a description of the objectives of the Taskforce, the timeline and deliverables, and keep a comprehensive roster of the Taskforce membership and status, with support from the Secretariat.
- 5.1.4. Each Operational Committee will elect at least one Committee Chair, who has to be confirmed by the Steering Committee according to ART. 32 of the statutes. Any representative of a Member of the Steering Committee of IHE-Europe or expert nominated by Members of IHE-Europe may be eligible for the position. Operational Committee chairpersons are appointed for a period of two (2) years renewable unless terminated earlier for good cause in accordance with the Committee's rules of procedure. For election procedures see attachment "Procedure to Conduct Elections".
- 5.1.5. If not already designated by the responsible committee, each Task Force will select one coordinator to be confirmed by the responsible committee. Task Force coordinators are appointed for the whole duration of the Task Force.
- 5.1.6. Committees may delegate specific tasks to Task Forces or other Committees. In turn, they shall be responsible for properly integrating the results of those Task Forces or Committees into the stream of work in progress.
- 5.1.7. The composition of Operational Committees and TFs is defined in the respective sections of the present Internal Rules. Unless provided otherwise, the terms of office of Operational Committee members shall be reviewed and confirmed by the respective Committee in the first quarter of each year.
- 5.1.8. If foreseen in addition to ex-officio members, Operational Committees and TFs may include representatives or experts nominated by Members of IHE-Europe. Members may nominate one representative per Operational Committee and TF. Exceptions are possible upon prior validation by the Operational Committee Chair or TF Coordinator. Each Associate Member may nominate one observer per Operational Committee and TF. The Committee Chair and TF Coordinator may invite external guests as observers or experts to specific meetings.
- 5.1.9. The minutes of any Operational Committee meeting shall be made available to the Steering Committee upon request.
- 5.1.10. Decisions of Operational Committees or TFs are taken by consensus of the members present. If no agreement can be reached, the Chairperson of the Committee / Coordinator of a TF shall decide.

5.1.11. Each Operational Committee and Task Force shall be responsible for:

- a. its own organisational arrangements, work procedures and time schedule,

- providing that such arrangements, work procedures and time schedule do not conflict with the Internal Rules; and,
- b. logistical arrangements such as web conferences, conferencing facilities to allow members to attend the meeting, with support from the Secretariat. Each Operational Committee submits a budget request according to the process outlined in Chapter 10.

5.1.12. Each Operational Committee reports in writing through its Committee Chair on its activities to the Steering Committee at least on a quarterly basis.

5.1.13. Task Forces are specifically designated teams of experts working together with the purpose to accelerate the work on specific tasks that IHE-Europe has to achieve for the yearly workplan and projects.

5.1.14. Each Task Force reports through its Coordinator to its responsible Committee.

5.2. Conducting Meetings

5.2.1. All Committee and Task Force meetings of IHE-Europe shall be conducted according to the following procedures and any additional procedures that the Chair/Coordinator may prescribe to avoid any antitrust problems.

5.2.2. No commercial topics shall be acted upon or even considered. To avoid the most sensitive areas, a reminder of the antitrust rules (see Annex 3) shall be made at the beginning of each meeting.

5.2.3. Committee and Task Force meetings shall be conducted in such a manner that all members are afforded an adequate opportunity to present their views. All opinions shall be considered before actions are decided upon. The Chair/Coordinators shall undertake this responsibility with the assistance of the Secretariat.

5.2.4. The Secretariat, in consultation with the Chair(s)/Coordinator, shall ensure that minutes of all meetings are clear, complete, and accurate with regard to the actions that were taken and the justification for those actions. The minutes shall mention the chair of the meeting.

5.2.5. There shall be no conversations "off the record" at a Committee and Task Force meeting. If comments are not appropriate for recording, they shall not be brought up at meetings.

5.2.6. Executive Committee meetings shall be adjourned when all business has been completed as far as the allocated time allows.

5.3. Extended Executive Committee

5.3.1. The Extended Executive Committee shall be permanent. The Extended Executive Committee consists of the Executive Committee, the chairs and vice-chairs of Committees, the Financial Officer, Financial Manager, , the Quality and Security Manager, the MarCom Director, the Director of Interoperability, the two representatives to the IHE Catalyst Board and the representative to the IHE Catalyst General Assembly.

5.3.2. The Extended Executive Committee usually has two monthly meetings dedicated to addressing operational matters to the Executive Committee and vice versa.

5.3.3. For the Executive Committee members as well as all Committee chairs and Task Force coordinators dedicated email addresses will be set up in the format: firstname.lastname@ihe-europe.net

The email address will be valid for a defined period of time after the position terminates.

5.4. MarCom Committee

5.4.1. The MarCom Committee shall be permanent and may be supported by a MarCom Director, who will be a member of the Committee and will report to the MarCom Chair.

5.4.2. The MarCom Committee manages the promotion and communication of IHE- Europe activities including:

- a. Public Relations and Communication through methods defined by the Committee
- b. Marketing IHE in Europe
- c. Organisation of IHE-Europe events
- d. Execute on the strategic advice of the T²S Committee when organising the events, including Connectathon
- e. Promotion of education and training activities
- f. Coordination with and support of IHE National Deployment Committees in the MarCom area
- g. Liaising with other IHE marketing committees

All marketing and communication materials developed by this Committee shall be passed on for informational purposes to the Steering Committee members.

5.4.3. The MarCom Committee manages the IHE-Europe website with support from the secretariat (text edits) and potentially contractors (structural website changes, graphics/banners), including the maintenance and updating of its information.

5.4.4.

5.5. EU-Affairs Committee

5.5.1. The EU-Affairs Committee shall be permanent

5.5.2. EU-Affairs shall be responsible for the following activities:

- a. Management of, contribution to and participation in European and other projects signed by IHE-Europe as a beneficiary;
- b. Promotion of IHE profiles and other IHE assets in European projects and support of IHE National Deployment Committees;
- c. Development of relationships at EU level with European institutions and organisations such as European user and vendor associations, standards developing organisations, stakeholder groups, etc.;
- d. EU-Affairs may be a subcontractor of IHE Catalyst for projects managed by IHE Catalyst
- e. Participation in eHealth related interoperability governance activities in Europe
- f. Recruitment of new IHE-Europe members and new IHE National Deployment Committees;
- g. Participation in conferences in Europe such as eHealth forums in different countries, eHealth weeks etc.

5.5.3. The Director of Interoperability and/or a permanent Project Coordinator, if established, shall be members of the EU-Affairs Committee. An IHE Catalyst representative shall be member of the EU-Affairs Committee.

5.5.4. The EU-Affairs Committee may delegate operational tasks to contractors, including IHE Catalyst, that have the necessary qualifications, skills and competitive advantages. In this case, the EU-Affairs Committee shall be responsible for properly integrating the results of those contractors, including other committees' deliverables, into the stream of projects work in progress and ensure confidentiality of any acquired information.

5.6. Tools & Testing Strategy (T²S) Committee

5.6.1. The Tools & Testing Strategy Committee shall be permanent and may be supported by a Director of Test Activities, who would then be a member of the Committee. If there is no Director of Test Activities, the Committee chair assumes the role and may delegate specific tasks to Committee members.

5.6.2. The T²S shall be responsible for the following activities:

- a. Defining the testing strategy promoted by IHE-Europe
- b. Defining the test offerings of IHE-Europe
 - Assessing the interoperability testing and certification needs in Europe

- Defining the testing tools roadmap of IHE-Europe
- Liaison with IHE Catalyst in order to ensure that the needs of IHE-Europe are recognised
- Potentially sponsor the development of test tools and offerings
- Liaison with the IHE International Testing and Tools Committee and other relevant committees in order to ensure that the needs of IHE- Europe are recognized
- Providing information for technical decisions to be taken by the Steering Committee upon request by the Executive Committee
- Support the Executive Committee and the Steering Committee in organising the IHE Connectathon in Europe from a strategy point of view (selection of country for holding the Connectathon/the National Initiative to partner with, defining the scope and timeline of the Connectathon)
- Monitor the activities and engage with the outsourcing partner for the Connectathon operations
- .

5.6.3. Members:

- Chair
- Director of Test Activities (optional position)
- Director of Interoperability (optional position)
- Representatives of IHE-Europe to the
 - IHE Catalyst Board
 - IHE International Testing and Tools Committee
 - IHE International Conformity Assessment Committee
- Interested members of the Steering Committee

5.6.4. The T²S Committee may delegate operational tasks to contractors, including IHE Catalyst, that have the necessary qualifications, skills and competitive advantages. In this case, the T²S Committee shall be responsible for properly integrating the results of those contractors, including other committees' deliverables, into the stream of projects work in progress and ensure confidentiality of any acquired information.

5.7. **Connectathon and Event Coordination Task Force (CECTF)**

5.7.1. The CECTF is a regular Task Force of the MarCom Committee responsible for the coordination of all events held during the week or in the framework of the European Connectathon. It also monitors the activities and engages with the outsourcing partner for the Connectathon operations.

5.7.2. The CECTF is established newly for each Connectathon to coordinate all events. Members include:

- The Director of Interoperability (EU Affairs Committee liaison),

coordinating the organisation of IHE-Europe events

- At least one representative of the T²S Committee
- Representatives of additional areas as defined by the Task Force
- Additional IHE-Europe members as appropriate, to be renewed on a yearly basis
- At least one representative nominated by the outsourcing partner for the Connectathon operations
- If applicable: at least one representative nominated by the IHE National Deployment Committee of the country in which the Connectathon is held.

5.7.3. The CECTF operates within the boundaries of the approved budgets of the coordinated events.

6. Quality and Security Manager

6.1. The Quality and Security Manager (optional position) is responsible for the quality and security management and reports to the Executive Committee.

6.2. The main tasks are:

- (i) To determine the quality policy in order to maintain a desired level of excellence
- (ii) To create and implement the quality plan and assurance
- (iii) To control and improve the quality of the IHE-Europe processes
- (iv) To ensure IHE-Europe operates in a manner consistent with charitable non-for-profit purposes and does not engage in activities that could jeopardise its neutrality (see attachment: Conflict of Interest Policy)

6.3. The Quality and Security Manager is in charge of IT services (email, website, collaboration tools etc.). These services may be subcontracted to an external body.

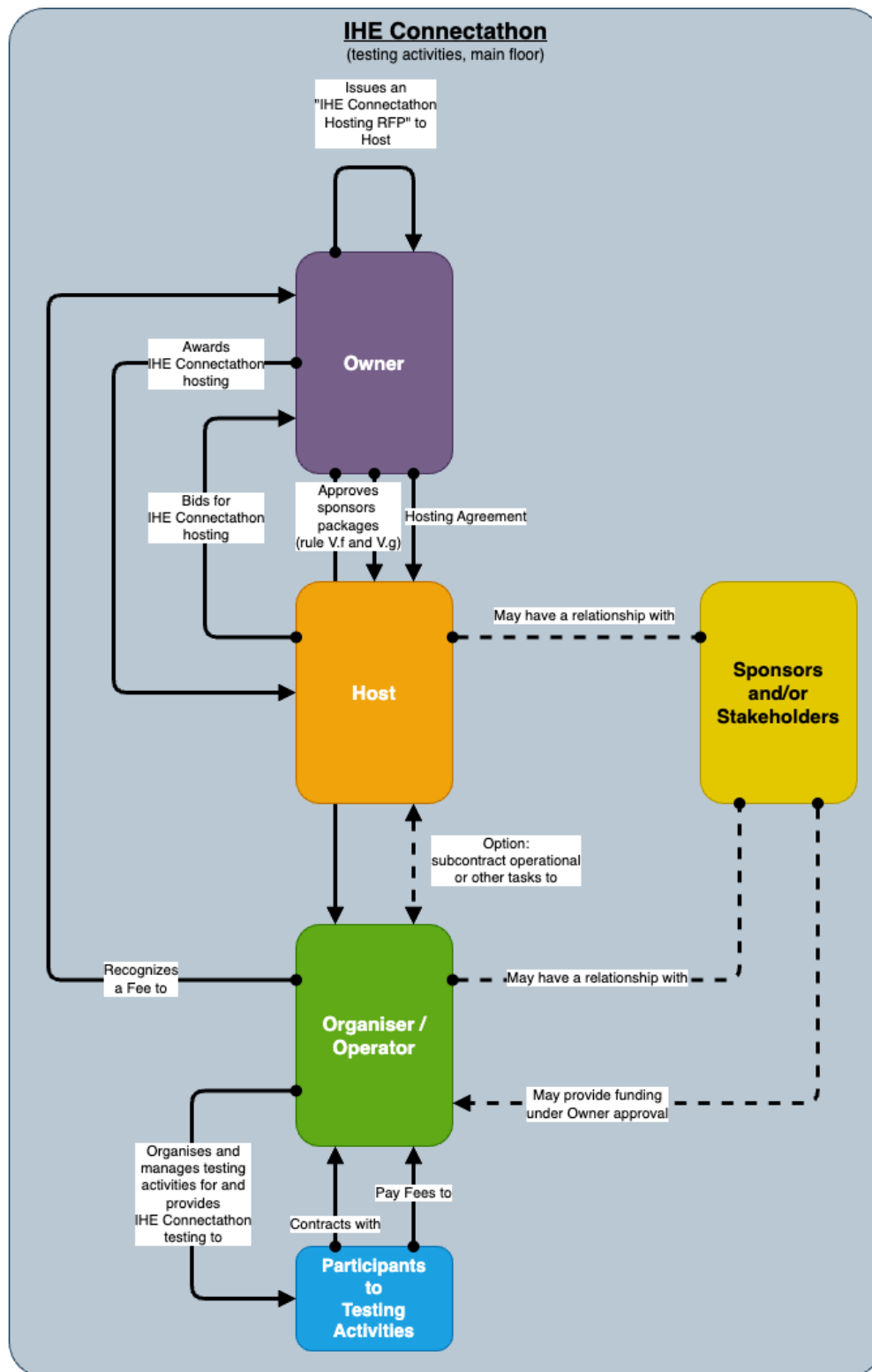
6.4. The Quality and Security Manager is also responsible to prevent any cyber-attacks against IHE-Europe assets including the collaborative tools, websites, network, devices, applications and data, etc. The main tasks related to potential cyber-attacks are:

- (i) identifying and managing the risks (risk assessment)
- (ii) preventing the identified risks by defining and implementing processes and means in order to minimize the risks such as access and update of sensitive information, malwares, extorting money, etc.

6.5. The Quality and Security Manager will work closely with the IHE-Europe Committees and Task Forces and advise the members on security and privacy matters, including GDPR, in relation with IHE-Europe activities.

7. IHE-Europe Connectathon Governance

- Typically, IHE-Europe, in its role as IHE Regional Deployment Committee (as defined in IHE International Principles of Governance, Section 8.2), is the Owner and Organiser (directly or through IHE Catalyst) of an IHE Connectathon hosted by the Host in a country of the territory covered by IHE-Europe. The Host is designated on an yearly-rotation basis by IHE-Europe following these Internal Rules. Hosting the IHE-Europe Connectathon typically extends to hosting the IHE-Europe Connectathon Week, of which the IHE-Europe Connectathon is the main event. The governance of the IHE-Europe Connectathon Week is described separately in these Internal Rules due to its different nature.
- The Owner entrusts the Organiser/Operator with the responsibility of ensuring the seamless execution and success of the IHE Connectathon, through clear communication, adherence to agreed-upon timelines, and alignment with the Owner organizational values and objectives throughout all stages of planning and execution, once it has been designated to a Host by the Owner. Collaboration, transparency, and accountability are fundamental principles that guide this governance framework. Continuous evaluation and improvement efforts shall be undertaken to enhance the effectiveness and efficiency of future events, fostering a culture of innovation and continuous learning within the IHE ecosystem.



IHE Connectathon Governance

7.1. Host designation by IHE-Europe

The Host is selected by IHE-Europe in its role as Owner via an open call to its IHE National Deployment Committee members (either Active or Associate) through the following procedure:

- 7.1.1. An RFP is sent out to IHE National Deployment Committees through the IHE-Europe Steering Committee ideally two years but no less than 18 months prior to the IHE Connectathon target date (e.g. for 2026 IHE Connectathon, RFP should be sent out by end of May 2024). The RFP is aimed at providing IHE National Deployment Committees, interested in Host-ing the IHE Connectathon, with an understanding of what are the minimum requirements for the hosting of an IHE Connectathon.
- 7.1.2. IHE National Deployment Committees, interested in Host-ing, then present a response to the RFP providing their intent of hosting the IHE Connectathon in their country, highlighting the political value proposition as well the expected exposure benefits. In doing so, interested Host organisations shall cooperate and align with the Organizer (should this be separate from the Host) and any potential sponsors that may be interested in providing funding in the territory (see Rules on Sponsorship for IHE-Europe Connectathon for further reference).
- 7.1.3. IHE-Europe shall then evaluate the applications received against a clear set of priorities considering in particular the following parameters: (a) strategic fit for IHE at European and National level (b) National Deployment Committee co-event opportunities (c) location/venue appeal (d) National political reach and expected benefits (e) stakeholder engagement at country level, (f) cooperation level (see interpretation note below) with the Organiser (should this be separate from the Host), and (g) post-Connectathon follow-up actions with stakeholders, policy makers.
- 7.1.4. IHE-Europe Executive Committee shall carry out RFP response assessment and grading and will provide the Steering Committee with a run-down matrix/summary of the proposals.
- 7.1.5. IHE-Europe Steering Committee will then vote and officially select the designated Host for the IHE Connectathon.
- 7.1.6. IHE-Europe and the Host will sign an Agreement.

Interpretation Note: it is assumed that the Organiser and the Host shall have pro-active collaboration between them leading to an healthy relationship. For instance, this may mean that when the National Deployment Committee bids for the Connectathon hosting, elaborates on how it has already talked/discussed some of the options with Organiser, showing the level of cooperation and can-do attitude.

7.2. Roles and responsibilities

This section describes the roles and responsibilities of each category of entity as described above. (See the informative IHE-Europe Connectathon RACI Matrix in the appendix for an overview of the roles and responsibilities which are described here.)

7.2.1. Sales

- a. **Customers/Participants Management and Lead Generation:** the IHE

Connectathon participation management, lead generation, participant and stakeholder engagement and follow up are all responsibilities of the Organiser for which it is accountable for its performance. The Owner and the Host are both informed and are consulted on how it will impact the deliverable itself.

- b. **Pricing Scheme:** the IHE Connectathon pricing scheme (=participant fees) definition, tier selection and discount strategy are all responsibilities of the Organiser for which it is accountable for its performance. The Owner and the Host are both informed and are consulted on how it will impact the deliverable itself.
- c. **Participants Contracting:** the IHE Connectathon legal contracting with registered participants is a responsibility of the Organiser for which it is accountable for its performance.
- d. **Invoicing:** the IHE Connectathon invoicing to contracted participants and fee invoicing and financial management are all responsibilities of the Organiser for which it is accountable for its performance.

7.2.2. On-boarding

- a. **Country (Host) Selection:** the selection/award to the Host of IHE Connectathon is the responsibility of the Owner for which it is accountable for its performance, while the (potential) Hosts are consulted during the selection and informed of the outcome. The Organiser is informed and is consulted on how a specific Host selection will impact the deliverable itself.
- b. **Participant/SUT Registration:** the IHE Connectathon participant registration (including systems-under-test = SUT) via Gazelle and/or other online tools is a responsibility of the Organiser for which it is accountable for its performance. The Owner and the Host are both informed.
- c. **Scope:** the definition of the political positioning/scope of the IHE Connectathon is a responsibility of the Owner while the Organiser is accountable for its performance. The Organiser and the Host are both informed and are consulted on how it will impact the deliverable itself.
- d. **Timeline:** the timeline for the selection and designation of the Host of the IHE Connectathon (via RFP) is a responsibility of the Owner who is also accountable for its performance. The Organiser and the (potential) Hosts are both informed and are consulted on how it will impact the deliverable itself.
- e. **Testing and Tools Committee Presentation:** the presentation and request for approval of the IHE Connectathon to IHE International Testing and Tools Committee (IHE International Principles of Governance, Section 7.1) is a responsibility of the Owner which is also accountable for it. The Organiser and the Host are both informed while the Organiser is consulted on how it will impact the deliverable itself.

7.2.3. Strategic Marketing

- a. **Theme Definition/Content Delivery:** the definition of the strategic theme and related marketing content delivery of the IHE Connectathon is a

responsibility of the Owner and it is accountable for its performance. The Organiser and the Host are both informed and asked to provide input based on how it will impact the deliverable itself.

- b. **Execution:** the execution of the marketing activities spawning from point (j) above related to the IHE Connectathon is a responsibility of the Organiser for which it is accountable for its performance. It is understood that both the Organiser and the Owner shall align their respective activities at management level through the IHE Connectathon Week Coordination Task Force of IHE-Europe. The Owner and the Host are both informed while the Owner is also asked to provide input based on how it will impact the deliverable itself.

7.2.4. Monitors

- a. **IHE Monitors Selection:** the selection and, possibly, the contracting of the IHE Monitors to supervise and grade the IHE Connectathon testing is a responsibility of the Organiser for which it is accountable for its performance. The Owner and the Host are both informed while the Owner is also asked to provide input based on how it will impact the deliverable itself. The Organiser shall work towards the establishment of a “community” of IHE Monitors for the benefit of the entire IHE ecosystem.
- b. **IHE Monitors Travel Cost:** travel costs associated with IHE Monitors travel in execution of point (l) above for the purpose of the IHE Connectathon is a responsibility of the Organiser for which it is accountable for its performance.

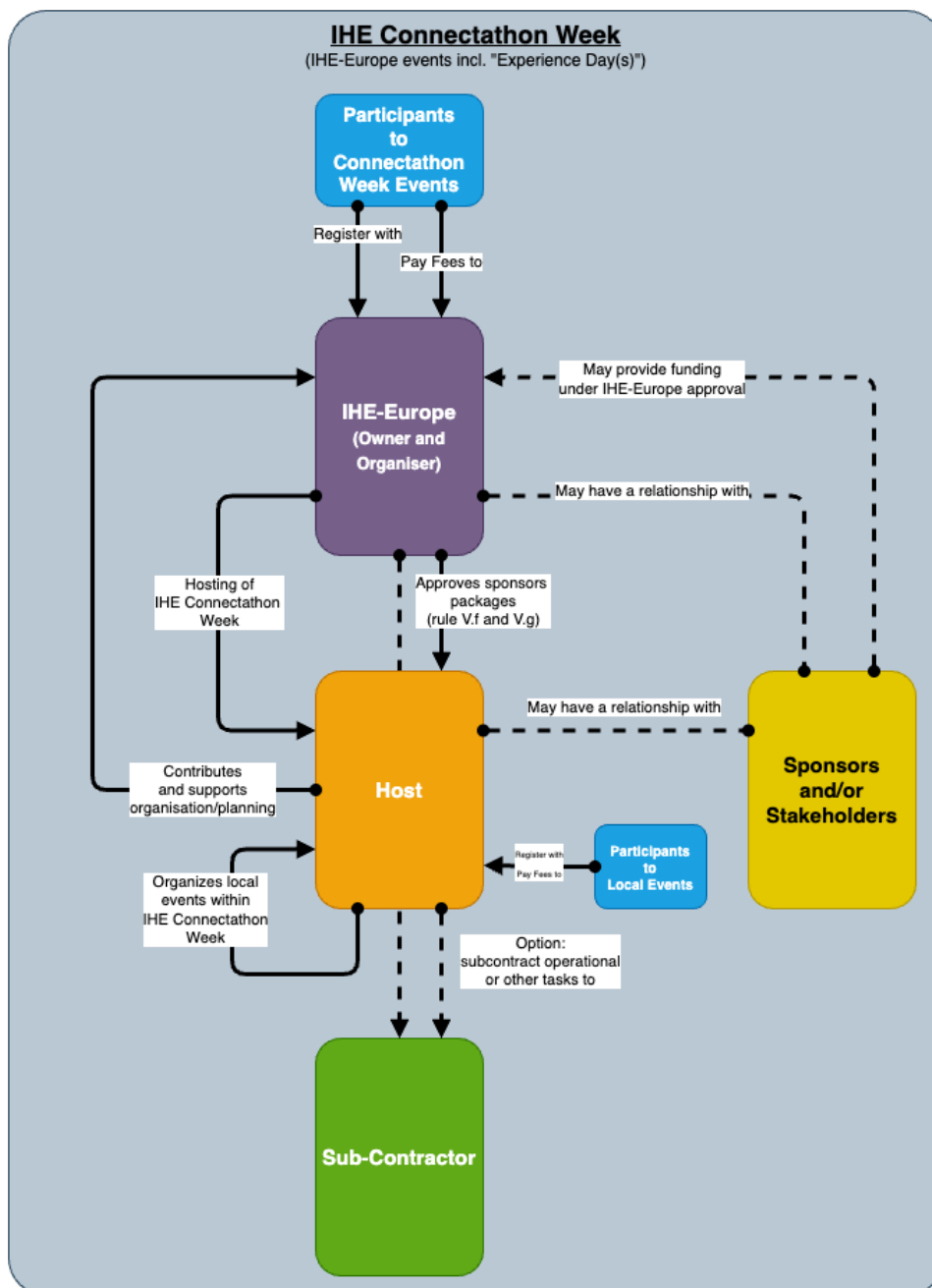
7.2.5. Operations

- a. **IHE Connectathon Venue Selection:** as a result of the selection of an Host (letter (e) above) the venue selection and negotiations for the organisation of the IHE Connectathon is a responsibility of the Organiser for which it is accountable for its performance. The Owner and the Host are both informed and asked to provide input based on how it will impact the deliverable itself.
- b. **IHE Connectathon Venue and Catering Services Contracting:** the contracting and financial management of the venue of the IHE Connectathon as per letter (o) above, as well as the contracting of the related catering services, are a responsibility of the Organiser for which it is accountable for its performance. The Owner and the Host are both informed while the Host is also asked to provide input based on how it will impact the deliverable itself.
- c. **IHE Connectathon Logistics and Technical Services Contracting:** the logistics and technical services contracting for the organisation of the IHE Connectathon are a responsibility of the Organiser for which it is accountable for its performance. The Host is informed.
- d. **IHE Connectathon Report to IHE International Testing and Tools Committee:** the event report of the IHE Connectathon for approval by IHE International and results publication are a joint responsibility of the Organiser and the Owner while the Owner is accountable for its presentation to IHE International. The Host is Consulted and Informed.

The Owner retains the ability to assess the performance of the Organiser with respect to the roles and responsibilities described herein and the Organiser shall provide the material necessary for such assessment.

8. IHE-Europe Connectathon Week Governance

The drawings below presents the roles and the corresponding workflow for the organisation of the IHE-Europe Connectathon Week events, with the exception of the IHE-Europe Connectathon, for which the governance is covered in the previous chapter.



IHE Connectathon Week organisation flow

- With the selection of the IHE Connectathon the same Host is awarded the hosting of the IHE-Europe Connectathon Week.
- The role of the Host is to contribute to and support the overall organisation and planning by bringing the local perspective and priority topics to the IHE-Europe Connectathon Week program, and also by facilitating the engagement with local stakeholders.
- The Owner determines the schedule of the events during the IHE-Europe Connectathon Week.
- The Owner organises the events with European character of the IHE-Europe Connectathon Week, possibly with the support of Subcontractor(s) for the execution.
- The Host may host additional local events as part of the IHE-Europe Connectathon Week to explicitly engage with the local community. E.g. these events may be held in the local language. The nature of these events needs to be presented to the Owner with the bid on the RFP for the IHE Connectathon.
Organization of these local events is performed by the Host, possibly with the support of Subcontractor(s) for the execution. (If the latter is the case the Host needs to contract the Subcontractor(s) separately for this.)
- Depending on the event, participants register through either the Owner or Host.
- Sponsors may apply for either events of the Host, or events of the Owner – in any case their sponsorship has to be approved by the Owner.
The Host is expected to support the Owner in approaching potential sponsors in their territory and in establishing a sponsoring contract.
For all sponsoring of IHE-Europe Connectathon Week events the corresponding sponsoring rules and code of conduct as defined and adopted by the IHE-Europe Steering Committee.

9. Secretariat

9.1. The Secretariat shall be permanent.

9.2. The mission of the Secretariat is to support the activities of IHE-Europe and the tasks of the Executive Committee, the Steering Committee and other Committees and Task Forces as required. Therefore, it is responsible for the following tasks:

- (i) Providing organisational, secretarial, and operational support to all Committees and Task Forces as required for organising meetings; maintaining rosters of all Committees and Task Forces; preparing agendas and minutes; for Steering Committee meetings, the secretariat notifies Representative(s) of the concerned member of the Steering Committee who did not attend three Steering Committee meetings in a row that his/her vote will be suspended. This notification shall be done on behalf of the Executive Committee before the very next meeting of the Steering Committee following the said third successive meeting of the Steering Committee.
- (ii) Whenever Executive Committee, Steering Committee or other

representatives change, initiate the necessary formal steps in coordination with IHE-Europe's lawyer and/or Financial Manager (details see internal checklist)

- (iii) Receiving, publishing and distributing documents as requested by the relevant Committee or Task Force
- (iv) Updating/administrating of membership upon verification of membership payment by the Financial Manager; verifying the yearly payment of IHE International fee for report to the Steering Committee
- (v) Maintaining the website content in collaboration with the MarCom Committee
- (vi) Acting as general email and telephone contact for IHE-Europe and its different bodies, allowing them to make efficient use of electronic communication, information exchange and document handling.

9.3. The Secretariat is under the supervision of and reports to the IHE-Europe Executive Committee.

10. Joint Publication process

IHE-Europe may collaborate with other organisations to jointly publish health interoperability specifications with regional relevance for Europe. During this process, IHE-Europe will leverage existing IHE processes and assets as much as possible, and pursue the inclusion of the results into IHE Profiles published through the governance of IHE International.

The joint publication process shall ensure co-developed materials that reflect the consensus, quality standards, and branding of all the organizations involved. This process aims to facilitate aligned development, enable harmonized publications, and enhance credibility and adoption within the European eHealth ecosystem (see attachments: IHE Accelerator Coordination Task Force; Joint Specification Publication Process).

11. IHE-Europe Representatives to External Bodies and/or Committees

11.1. IHE-Europe may be required to be represented for official business in external organisations' boards and/or steering committees and/or sub-committees (e.g., IHE International). As such, one or more IHE-Europe representatives will be officially elected by the Steering Committee.

11.2. An IHE-Europe representative is elected by the Steering Committee by majority vote among the available candidates. Any representative of an Active Member of the Steering Committee, regardless of the constituency, can stand as candidate. The Executive Committee is responsible for scheduling the call for candidates and the election process.

11.3. Applications shall contain the following information confirming that the candidate meets the required criteria and qualifications for the specific representation as stated by the relevant external organisation:

- a. sufficient availability and time for fulfilling the tasks related to the position as defined in the call for candidature.

- b. experience and current activities in which the candidate is effectively involved within IHE-Europe to be knowledgeable of IHE-Europe's goals, strategies and policies.
- c. description of the directions the candidate intends to pursue through the external organisation.
- d. practical ways the candidate intends to use in reporting to the relevant bodies within IHE-Europe of relevant activities and decisions made by the external organisation.
- e. The candidate shall declare every year that he/she has no conflict of interest (see attachment: Conflict of Interest Policy)

11.4. The representative's mandate is not monetarily compensated by IHE-Europe, usually has a duration of two years, except as stated in the rules of the external body, and is renewable. The mandate shall start at the election and end at the election of the next candidate.

11.5. A member cannot hold more than 2 external representation mandates at the same time. The Steering Committee may allow exceptions.

11.6. The mandate can be revoked by the Steering Committee under extraordinary circumstances, such as the representative not following the principles and rules of IHE-Europe or having a conflict of interest and/or non-execution of the mandate.

11.7. The representative may choose to resign before the end of his/her mandate. The representative should, in this instance, ensure continuity until a new representative is elected or an interim representative is appointed by the Steering Committee.

11.8. The representative shall fulfil the work implicit in the mandate, including attending the meetings of the relevant external body, and, if required, meetings for specific committees and task forces.

11.9. The representative reports to and coordinates with the IHE-Europe Executive Committee and the Steering Committee.

11.10. Non-exhaustive, informative list of external bodies for which a representative of IHE- Europe is elected:

- a) IHE International Board and Board Operations Committee
- b) IHE International Conformity Assessment Committee
- c) IHE International Global Deployment Committee
- d) IHE International MarCom Committee
- e) IHE International Testing and Tools Committee
- f) eHealth Stakeholder Group (eHSG)
- g) IHE Catalyst Board (2 persons)
- h) IHE Catalyst General Assembly

The Executive Committee is responsible for maintaining a list of external body representatives. This list will be made available on the IHE-Europe website.

11.11. Costs for travel to attend meetings, activities and teleconferences which are not covered by external bodies or committees are governed as follows:

- (a) if the representative is from the User constituency, all travel costs will be borne by IHE-Europe provided that the applicable travel rules and limitations are applied and the Executive Committee approves the travel
- (b) if the representative is from the Vendor constituency, all travel costs will be borne by the respective vendor member. The Executive Committee has the authority to evaluate exceptions upon consultation with the Financial Officer regarding budget coverage.

In case of authorised exceptions, authorisation must be unanimously approved by the Executive Committee.

12. Funding and Costs

12.1. Each of the Member representatives bears their own costs incurred in furtherance of the Internal Rules, including the cost of work performed in implementing IHE-Europe activities within Committees and/or Task Forces as well as costs of attending meetings of IHE-Europe. The Member representatives hereby waive the right to claim any reimbursement from other Members for any cost arising in connection with the Internal Rules.

12.2. To lift barriers to the active participation of some User Member representatives of the Steering Committee, IHE-Europe may envisage the reimbursement of limited travel costs related exclusively to attendance to the General Assembly, Steering Committee, approved representation to external bodies (see 8) or Executive Committee meetings, according to the IHE-Europe Travel Policy. The IHE-Europe Travel Policy is revised and approved yearly by the Executive Committee. The current IHE-Europe Travel Policy is available on the IHE-Europe website.

12.3. In the fiscal year during which membership for a new IHE National Deployment Committee is provisionally approved no membership fee will be charged.

12.4. Active Members who do not pay their membership fees within the stated period can be offered to become Associate Members. If the concerned member does not answer within a stated period or declines to become an Associate Member, it can be excluded from IHE-Europe. See also IHE-Europe statutes ART. 10.

12.5. The IHE-Europe bank accounts are supervised by the Financial Officer (if position exists) and managed by the Financial Manager under the express authorisation by the IHE-Europe Executive Committee. In addition, the Financial Officer and/or Financial Manager reports to the Executive Committee on the financials monthly and upon request.

12.6. At least one of the two co-chairs and the Financial Manager hold an IHE-Europe credit card.

13. Budgeting process

For the establishment of the budget, each operational committee prepares a budget request to the Financial Officer in Q3 of the current fiscal year to be submitted yearly to the Executive Committee and subsequently to the Steering Committee for discussion and formal approval prior to the General Assembly in Q4. The Financial Officer consolidates the budget requests to a budget proposal, which is reviewed and updated by the Executive Committee. A strategic paper including this budget is transmitted to the Steering Committee at least two (2) weeks before the Steering Committee's budget approval meeting. Each Operational Committee shall manage and be responsible for its own annual budget that must have been proposed to and approved by the General Assembly at the latest in Q4 of the previous year.

14. Changes

Any change to the Internal Rules and its Annexes shall be proposed in writing at least twenty calendar days prior to a General Assembly to all General Assembly members and follow the procedure as defined in ART. 33 of the Statutes of IHE-Europe.

ANNEX 1: Secretariat

As of 1 January 2025

1. Secretariat

The registered office of IHE-Europe AISBL is:

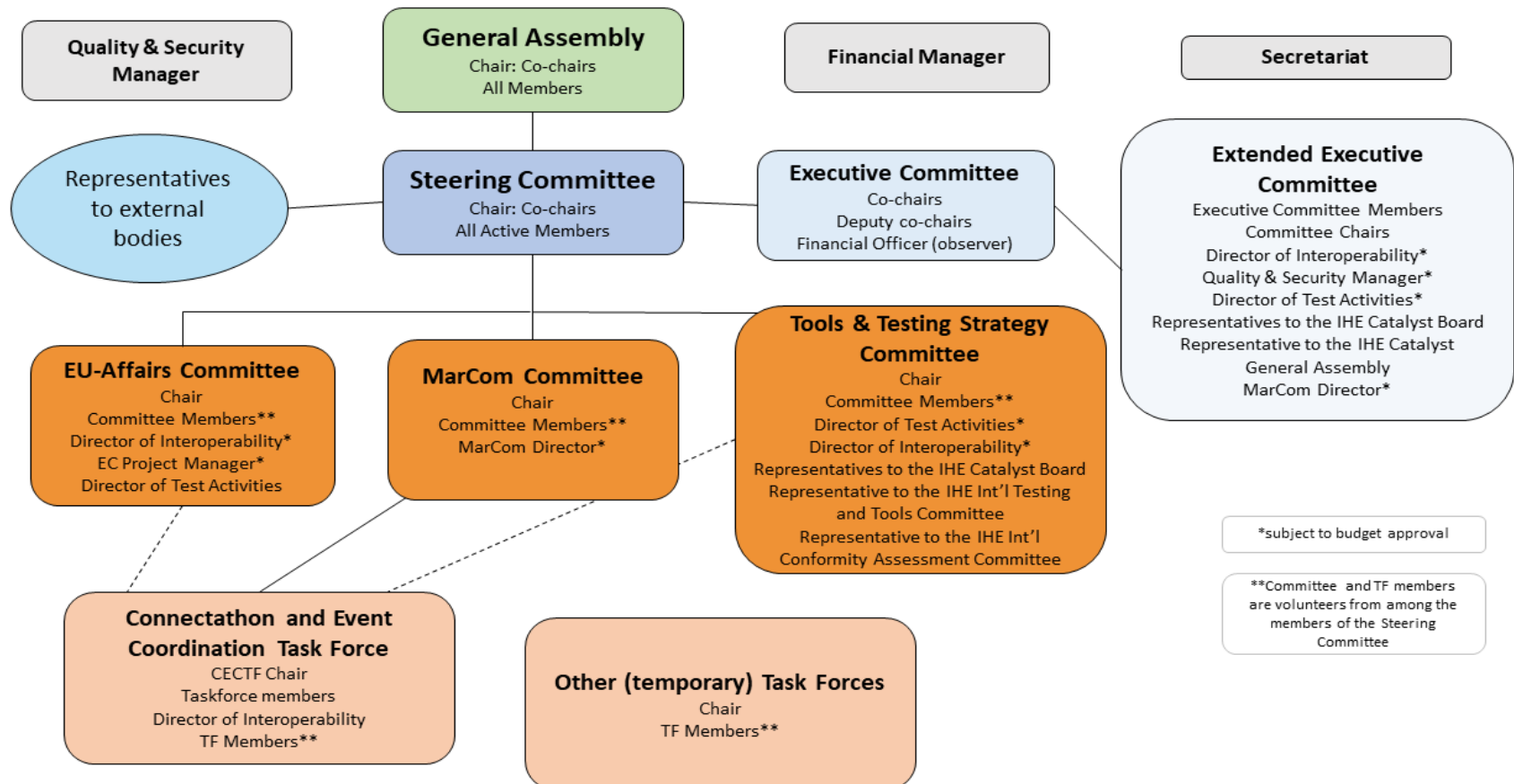
Square de Meeûs
35 1000 Brussels
Belgium
Email: office@ihe-europe.net

The Secretariat for IHE-Europe will be provided by Education Congress Research GmbH, Vienna:

IHE-Europe secretariat
Am Gestade 1
1010 Vienna
Austria
Email: secretariat@ihe-europe.net

ANNEX 2: Organisational Chart

As of 6 December 2023



ANNEX 3: Anti Trust Rules reminder

As of 6 May 2022

A reminder of the following rules shall be made at the beginning of each meeting:

- All IHE committee meetings shall be conducted in compliance with all applicable laws, including antitrust and unfair competition laws.
- Don't discuss the interpretation, validity, or necessity of patents or patent claims.
- Don't discuss specific license rates, terms, or conditions.
- Relative costs, including licensing costs of necessary patent claims, of different technical approaches may be discussed in standards development meetings.
- Technical considerations remain primary focus
- Don't discuss or engage in the fixing of product prices, allocation of customers, or division of sales markets.
- Don't discuss the status or substance of ongoing or threatened litigation.
- Don't be silent if inappropriate topics are introduced ... do formally object.

See [IHE International, Incorporated Principles of Governance](#), Section 12.2.10 Meeting Conduct, for further details.

ANNEX 4: IHE Connectathon RACI Matrix (informative)

As of August 2024

	Sales				On-boarding					Strategic Marketing		Monitors			Operations				
	Customers /Participants Management and Lead Generation	Pricing Scheme	Participants Contracting	Invoicing	Country Selection	Participant /SUT Registration	Scope	Timeline	Testing and Tools Committee Presentation	Theme Definition / Content Delivery	Execution	Selection	Travel Cost	Community Building	Venue Selection (selected Country)	Venue Contracting	Catering Contracting	Technical Services Contracting	Report to Testing and Tools Committee
Owner	CI	CI			RA	I	R	RA	RA	RA	CI	CI		CI	CI	I	I		RA
Host	CI	CI			CI	I	C	C	I	C	I	I			CI	CI	CI	I	CI
Operator/ Organiser	RA	RA	RA	RA	CI	RA	AC	C	CI	CI	RA	RA	RA	RA	RA	RA	RA	RA	R

Abbreviations:

- R (Responsible). Those who are accountable for the correct completion of the task.”
- A (Accountable) The one ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those *responsible*. In other words, an *accountable* must sign off (approve) work that *responsible* provides. There **must** be only one *accountable* specified for each task or deliverable
- C (Consulted). Those whose opinions are sought, typically subject-matter experts, and with whom there is two-way communication.

I (Informed). Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication

Attachments

List of documents that are part of the Internal Rules but have been separated for practical reasons. The valid version of each document is the one as of April 14, 2021 or later.

See <https://www.ihe-europe.net/statutes-rules>

- (i) Conflict of Interest Policy
- (ii) Membership Application Form
- (iii) New Project Assessment
- (iv) Procedure to Conduct Elections
- (v) Recruitment of staff
- (vi) Travel Policy
- (vii) Joint publication process
 - IHE Accelerator Coordination Task Force (vii.a)
 - Joint Specification Publication Process (vii.b)