



ICS Board of Trustees Meeting and Conticom-ICS Ltd Directors Meeting Minutes

Saturday 6 February 2016, 08:30 – 17:00

Sunday 7 February 2016, 08:00 – 11:15

Sheraton Skyline Hotel, Heathrow Airport, Bath Road, UB3 5BP

Meeting space: Tokyo Room

Trustees present: Adrian Wagg (Chair), Mauro Cervigni, Myung-Soo Choo, Carlos D’Ancona, Sherif Mourad, Cristina Naranjo-Ortiz, Chris Payne, Dudley Robinson

Apologies: David Castro Diaz

ICS Office staff present: Avicia Burchill, Daniel Snowdon, Dominic Turner

Kenes staff present: Tamara Wasserman, Maya Yatsiv

	SATURDAY 6 FEBRUARY 2016
1	AW started the meeting by welcoming the new trustees to the board: CNO and DR
2	Apologies for absence David Castro Diaz
3	Approval of Agenda AW asked for any other business. SM wanted to discuss the creation of small taskforces between office and board to deal with specific tasks i.e. memberships, industry relations. CP wanted to discuss the proposal for a clinical focused meeting. AW explained that this would be discussed in the strategy section. The agenda was approved with the additions
4	Matters arising from Board Minutes, 4-5 October 2015 Action points outstanding/to be raised: 230: Continence product advisors’ website re-launch: DT explained that there has been a re-launch of the CPA website to a mobile friendly format as part of prostate cancer funds received. DT further explained that the ICS website will be moving towards this mobile friendly format. DT explained that the CPA website now has specialist disease areas and special areas for all diseases. AW asked about data for users and visits. DT explained that the CPA is getting approximately 3,000 visitors per week, mostly international and some interest from companies. There is no product placement or sponsorship at the moment but the traffic is steadily increasing. AW asked DT to comment on the international relevance of the website. DT explained how the website explains the products and then leaves it to the user to search for the actual product within their country or through retailers such as Amazon. CP explained that he has used the website and the experience can be frustrating as the patient want to order the product. It was discussed that we should ask the companies how to link to website. AW noted we need to explore links to sites in their countries. DT explained that we do hand off to a product database which explains who produces what. 246: ICI house style: AW explained that we have a house style which is being shared with the ICI. 253: Setting up office in USA: DS explained that the accountant has confirmed we can proceed, but receiving funds in the US has tax issues. DS has meeting set up with solicitor to discuss further. AW explained reason for an unmanned presence is to build brand in the US. CP would be the “contact” in the US. There are management companies that could help if things progress. AW also explained that ICS to would be able to accredit US meetings more easily

	<p>254: Scientific Review Meeting: DS explained that this has been approved to be held in San Diego just before AUA. DT explained that all committee members are going with economy flights, they are cutting length of meeting and doing everything they can do to make it budget friendly. DR questioned the requirement for face to face as in IUGA is done over teleconference. DT added that lengthy teleconferences are challenging and the ICS has a very large committee. AW stated that the scientific committee composition was on the agenda.</p> <p>256: Company website adverts: DS explained we have already a banner with LUTS Pfizer and this was successful. CP explained that there had been a couple of complaints but these had not been received through the office.</p> <p>266: Increase of urogynaecologists into the society: AW asked the board how to attract more urogynaecologists but having DR and MC on board should help. CP felt that each committee should be reviewed to ensure representations and there should be some proactive recruitment inviting people to join them.</p>
5	<p>Motion to approve Board Minutes, 4-5 October 2015 Proposed CP Seconded MC All in favour</p>
6	<p>Motion to approve Board Minutes, 7 October 2015 <i>Proposed CP</i> <i>Seconded CD</i> All in favour</p>
7	<p>Motion to approve Board Minutes, 29 October 2015 <i>Proposed CP</i> <i>Seconded SM</i> All in favour</p>
8	<p>Summary of progress to date on Board actions 253 - DS explained the holiday dates were raised and were a concern to the board however further investigation by Kenes advised that not as damaging as first thought and not an issue in China. Korea, however offer conflicting reports. 260 – CPC has been disestablished and funds redistributed. All societies have been advised. 261 –World continence week has been dropped and all societies have been advised and encouraged to continue work. The WFIP may take this on.</p>
9	<p>Motion to approve decisions made on Board discussion forum <i>Proposed CP</i> <i>Seconded MC</i> All in favour</p>
10	<p>General Secretary report AW explained that normally the GS reports to the board, but that from this meeting onwards the majority of the report will be provided by the directors. The reports will be an update on actions and also the direction of travel. The directors run the ICS; the Board direct, guide and set strategy. The General Secretary and the directors in effect form the operational team and their actions form the basis of the report.</p>
11	<p>Administration Director summary report DS explained that his report serves as an executive summary of Board and staff actions and key achievements since ICS 2015 in Montreal. Key activity for 2016 will also be summarised. The main details and projects are including within the Board agenda and will discussed over the two</p>

	<p>days of Board meetings. After Montreal the meeting delegates were extensively surveyed and the team also undertake a full internal evaluation. The office also meets with the Kenes team and this year DS, DT and AB went to Tel Aviv which was an extremely useful exercise. The office also ran focus group meetings at the annual meeting which provided valuable feedback, some of which has already led to action. DS explained that the office also ran some non-attendee surveys, the results of which will be discussed later in the agenda. AW explained that the focus now needs to be on our membership with the need for sustained growth. DS explained that the new membership fee structure has been launched and already we have 150 more members compared to January last year. DR questioned the ZSI complaint – AW explained that all has been resolved amicably. AW felt that the strategy has been adhered to, excellent progress made, finances were strong and kept under close review.</p>
12	<p>I.T. Director summary report</p> <p>DT gave his presentation. AW explained that he wanted a unified approach between the two sides of the admin and IT office departments. DR questioned whether the webcasts are popular. DT explained that shorter videos are more popular. CP explained that at AUA there are structured meeting highlights. It was discussed that this could be very popular for ICS. AW explained that we tried to get session chairs to do it and it was not popular but perhaps those who write the wrap up article for the NaU journal could be involved. A discussion was held about the eLearning strategy and DT valued input as the strategy falls between committees. DT explained that we have reached the point where we can film everything but do not have the capacity to produce it all.</p> <p>ACTION POINT 283: DT to arrange recorded 60 second review by session chairs or involve younger ICS members to review the abstract session.</p> <p>DT explained the advances of the Mailchimp mailing system. The previous mailing system gave no feedback and with the limited bandwidth in the building it was not optimal marketing. DT explained that a contact relationship management system (CRM) gives you much better data about who looks at the email, who clicks and opens. AW stated that the impact and reach of our emails is encouraging news. DT explained that the CRM is cloud based so now bandwidth not an issue. The possibility of this allows us to send to more people.</p> <p>SM asked if the office had any flight deals in place to help delegates get to Tokyo.</p> <p>ACTION POINT 284: Office to investigate a partnership airline discount for long destination meetings i.e. with Emirates/Star Alliance</p> <p>A discussion was held around affiliation and some current workload issues facing the IT team. CP questioned the SUFU structure and whether that would work for the ICS. DT explained the structure and also the process of how that works. DT explained that it is not possible to introduce the new affiliation code system in 2016 and that this was a project for launch for the 2017 membership year. It was agreed that the affiliation strategy needs consideration.</p> <p>ACTION POINT 285: I.T. team to introduce affiliation code system ready for start of 2017 ICS membership (December 2016).</p> <p>DT outlined the 2016 projects for the IT team. A discussion was held around creating income from eLearning videos and making ICS membership valuable. DT explained the idea of creating a membership bundle which has many advantages and is the market norm. AW added we have to</p>

	<p>make decisions about what is free to view versus membership only content i.e. fistula content is mission versus membership.</p> <p>DT explained that the first aim is to get structure built and then these decisions can be made later. CP felt that most content should be restricted to ICS membership. Patient focused should be available but the expectation is that it's not free. AW felt we have to capitalise on the now profit making membership fee.</p> <p>AW expressed his thanks for the presentations and for the hard work and productivity of the office.</p>
13	<p><u>Finance Report of Treasurer</u></p> <p>a) Update as of year-end 2015</p> <p>Good results with a combined excess for ICS/Conticom this year of £147,563 which exceeds the projected surplus by £52k. The ICS results for the year are £21k better than projected. Membership income is down but approx. £11k surplus on the AUS Conference and Committee costs were lower than projected (£15k saved on fistula course/EC meeting). The Conticom excess is also up on projections by £31k. The Annual Meeting surplus for 2015 includes an extra £24k which relates to the 2010 Annual Meeting in Toronto. It was previously thought this money was owed to Kenes, but now it has been established it is not so can be shown as additional income this year. SM explained the £40K of other income. AW asked where the Tel Aviv trip will be allocated and DS explained that it was going to be split between the companies. SM explained the changes in auditing and the savings expected.</p> <p>ICS 2015 Actual Income v Projections</p> <p>Membership fee income is down as membership figures were 2,458 instead of the 2,750 estimated. NUU journal royalties received include £8,144 (\$12,5k) for a signing on fee with Wiley. Donation from Conticom not known at this time (until formal 2015 a/cs completed) and not shown as better for comparative purposes in future years. Donations received - other is a grant from Pfizer to cover the costs of printing the Urodynamics books. Cost shown on next slide under office running costs. Other income includes £44k from the AUS Conference and £4k re a refund related to a new franking (postage) machine contract. Interest on investments is down on budget as an investment was not made until September 2015. NUU Journal costs are from Wiley based on the new contract. Membership costs include £3,500 for the postage costs of sending the Urodynamics books. Governance costs relate to Strategy review work in May 2015. Educational course costs are lower than projected as many costs came in under budget. Committee costs were less than budgeted due to no fistula course (£10k) and the Education committee underspend of £5k. Fellowship, Award and Grants spend came in on budget. £15k spent this year came from the restricted funds balance held. AUS Conference costs of £33k were incurred (income was £44k). Remaining funds likely to be used to disseminate the paper in 2016. Staff costs are mainly in line with budget and split 50/50 with Conticom. Office running costs include £6,540 for the cost of the Urodynamics books (Pfizer gave a grant of £5,431 towards this cost) Trustee costs are £9,000 under budget for the January 2015 meeting. Legal costs are slightly over budget due to obtaining advice on membership and AGM rules – mainly related to HPD.</p> <p>Equipment hire is higher than budget as it includes a settlement figure for the franking machine. Other income has money received to offset this cost. Depreciation is the depreciation of the domain name for ICS</p>

Conticom 2015 Actual Income v Projections

Scientific Services new contract rate of €130k. Shown at the exchange rate when received. AM profit share for Montreal is estimated as \$538k (£365k) from Kenes. Also shown is £24k from the 2010 Toronto meeting and £7,655 relating to Rio 2014 due to exchange rate differences. AM interim reimbursements are reimbursed costs from Kenes where ICS has paid AM expenses. These balance out. Other income includes £30,000 from the University of Southampton for software consultancy (Continence Products Adviser website) and £10,490 from Pfizer in respect of advertising the LUTS-FORTA video. AM meeting expenses net off reimbursements on previous slide. Most costs all mainly in line with budget. Legal & professional fees comprises the annual accounts fees and half of the book keepers costs. Book keeper costs are £3k less than budgeted for both ICS and Conticom. Due to changes in audit rules, the Accountants will carry out an independent examination instead of an audit for 2015. This gives a saving of approx. £4k on accountancy costs compared to 2014 costs. Depreciation costs are for computer equipment purchased and office furniture.

b) ICS and Conticom budget for 2016 – *IN CAMERA*

ICS 2016 Income Projections

Membership fee income based on a modest increase in 2015 income. 2,700 ICS members have been assumed for the 2016 membership year. This is an increase of 250 members on the 2015 membership year. A modest increase on 2015 income is projected due to the new rates and the focus on increasing membership size. AW noted that ICS income has increased in recent years making ICS less reliant on annual meeting income but this needs to continue if the society is to survive

Conticom 2016 Income Projections

SM explained that the Conticom Income projections lower as Ferring is not attending Tokyo. AW was concerned this is another Beijing scenario. CD asked about additional income but AW explained that there are no expected finance generating projects for this year. SM explained that there are some ideas to be discussed later in the meeting.

ICS 2016 Expenditure Projections

NaU Journal Royalties based on the new Wiley contract. ICI Meeting income of £11,560 (£15k) predicted based on income at ICI-5. There is an extra cost pending for the ICI printing costs but this is now not applicable. Pfizer grant of \$25,000 (£17k) confirmed to be received for scholarships. Interest received based on the investment made in 2015. Net rate of 3% used for estimate.

Conticom 2016 Expenditure projections

Annual meeting expenses reimbursed by Kenes. £24,518 costs in lost income for free and discounted ICI registration for committee members is not shown here and also £2,000 for Chairman's reception tickets. Staff costs based on staffing for 2015 with a 1% inflation increase, including estimated TOIL payments. 50% of staffing costs shown in Conticom. 50% of costs for rent, electricity and cleaning costs shown in Conticom. Office running costs comprises 3k IT software and hardware purchases, £3k telephone costs, £3k website and internet costs and a provision for general office costs such as stationery. Legal & Professional - £12.5k for book keeping and accountancy, the remaining is legal & professional. Costs for depreciation for office and computer equipment.

c) Five year projections: 2016 – 2020

Projections 2016 to 2020

With the exception of 2016 all years are expected to produce an excess which will increase funds held. Funds in the company cover the current Reserves policy of 2 years running costs plus £100k for all years. Annual running costs are estimated at £500,449p.a. meaning reserves of £1,100,898 are required. This is commendable given we have visited 3 high risk non-European destinations in just five years. Also considering the economic climate. Testament to work of Staff, Board and Kenes on cost-saving measures, income generation and marketing. AW explained that the Kenes contract was renegotiated to include the new €130K now as office taking on more activities previously done by Kenes.

5 year projections 2016 -2020: income

Membership fee income kept static each year – prudent estimate. ICI Meeting income shown in 2016 and 2017. NaU Royalties estimate based on new contract. Expected compounded investment income. Scientific services fee of €130,000 expected each year. £0k for Tokyo 2016 (current estimate) and then £350k for subsequent years. AW expressed that perhaps the expected income from companies even in US and European meetings is perhaps too high and that we need to make the user experience for delegates worth their while for attending and getting the income from delegates rather than income from companies. SM hoped that the companies are starting to come back.

5 year Projections 2016 – 2020: Expenditure

Direct expenditure includes ICI Meeting costs of £72,757 in 2016. Costs of £44,871 are possible in 2017 but not included in these projections. Other Direct expenditure costs include membership costs, governance and committee costs and NUU Journal costs. Annual meeting expenses in 2016 are offset by reimbursed income for Conticom. Overhead costs include staff costs, office running costs, legal & professional, accountancy, bank charges and depreciation. Overhead costs have been increased slightly each year for inflation.

CP was thankful for the useful presentation. CP felt that inflation should be included. SM explained it is included. CP felt that interest income should not be budgeted for as there will be up and down years, maybe zero out and then make it look good for that year if there is an income. CP wondered whether there are some members who may feel that we have acted irresponsibly when you look at these projections. CP explained that when we voted for ICI we knew it was risky but it may now look bad. SM explained that the ICS is still keeping our reserves policy and this is the only thing we can respond to.

d) Committee budget requests

SM remarked that the committees should be acknowledged for their significantly reduced budget requests for 2016. Face to face education committee meetings should be reconsidered. Otherwise SM felt that all budget requests are reasonable.

A discussion was held about the standardisation printing to try and save £5000.

Motion to deny standardisation printing request for £5000

AW proposed

CP second

SM felt that there should be alternative options. AW explained that delegates/members can download, advance order, print onsite. AB need that information still needs to be disseminated.

7 in favour

1 abstain

Motion carried

ACTION POINT 286: Office to investigate cost-neutral alternative ways of circulating the new standardisation reports.

SM raised issue of mid-term meeting requests. A discussion was held about the education committee meeting. CP felt that we should support scientific and education as they are hardworking committees. AW - maybe you minimise costs by meeting at other meetings. The principle is cost minimisation. CP will ensure that this is transmitted to the education committee.

All other budget requests were approved as shown.

e) Awards and Fellowships budget

SM explained the proposal for the year. A discussion of the conference of the travel awards. AW asked the board whether they should reverse the Montreal decision and go back to £15K.

Motion to approve £3500 towards 2016 conference travel awards bringing total to £15,000 with the combined use of the funds from Pfizer.

SM proposed

AW seconded

4 for

3 against

1 abstain

Motion carried

CP suggested to call all scholarships and fellowships just fellowships. It was agreed that the conference travel award winners who just received registration last year could apply again. It was also agreed that conference travel award winners should be members for 2 years, the year of applying and the year after so that they experience a full year of ICS membership. It was agreed to drop the committee award and the ethics award will be discussed tomorrow.

f) Investment update

SM explained 1% increase as of the first report and 3 months of investment. Note investment is for the long term and we can expect rises and dips, with justified hope for long-term gain. SM asked Board what we should do with interest accrued – withdraw or keep in the investment to grow. Proposal to compound the interest back into the fund and the situation to be reviewed every board meeting. SM explained that the recommendation is to invest the £35K held as cash equally across aggressive and progressive funds. CP suggested to put all or large majority in aggressive. SM had asked Chris Hughes but he felt that it would not make huge difference but he felt the board should feel comfortable with placing funds in the aggressive funds.

Motion to place remaining £35k in the aggressive investment

CP proposed

SM seconded

All in favour

Motion carried

	<p>SM presented the cash consolidated position held by ICS and Conticom as at 31/12/15. SM explained that this was the actual cash held in the company at the end of each year. All previous slides show figures based on when activities take place not when cash is paid out or received. As the money for an Annual Meeting will generally not be received until a few months after the year in which it took place this money is deducted from the year in which the Meeting took place and then added back in for the year in which the money was actually received, to give an accurate indication of cash held. Of the cash held £640,000 has been invested. The January 2016 investment report showed an increase of 1% in total funds. Potentially another £200,000 could be invested for one year. Not advisable due to volatility of ICS 2016 and ICI.</p>
14	<p><i>TM & MY entered the meeting</i></p> <p>2016 Meeting Update – APPENDIX 3</p> <p>TW outlined that following news Ferring is not going to come Tokyo the idea of this meeting is to brainstorm ideas on how to produce a good meeting with less income. AW expressed that he would still like to pursue Ferring for USB and webcast. TW agreed to offer them smaller packages and would still like to see them with some presence. MY explained it's important to be open with them and tell them that their withdrawal will have a serious effect on the meeting. DT felt that it was important to align the contracts so that they cannot pull out too close to meeting. MY agreed that this was a good idea, the cancellation periods are similar, but it would be fair to go back to them and request for a change in the contract.</p> <p>MY explained the updated forecasted income is \$600K. Astellas has a strong base in Japan but major funding comes from the global offices of Astellas. Contact is ongoing through the global office and Maria Karas.</p> <p>ACTION POINT 287: Set up meeting with Astellas at EAU with Board member present.</p> <p>The Board brainstormed other companies and ideas. CP suggested to meet with people at SUFU in New Orleans. MY suggested that it would be worth meeting with Boston Scientific. CP suggested to offer lunch time symposiums with lunch as no lunch provided in 2016. CN suggested Takeda. AB explained that feedback is that the local companies are not interested in international delegates. SM suggested to offer companies group discount and TW to make contact. MY - it would be worth making contact with local Pfizer. DR suggested Fontana and Deca who are both laser companies.</p> <p>ACTION POINT 288: MChoo to contact Samsung in Korea.</p> <p>AW advised we need contacts to pass onto colleagues and the personal touch is important. MChoo asked if discounted rates for local companies will be offered. The Japanese Urological Association Meeting was discussed and it was considered to send MY as well. Need to contact Asian affiliates to try and bring groups. AW asked about the third party holding for bringing group delegates but TW explained this was still in review stage.</p> <p>TW explained the budget and also about additional costs savings. Each item was discussed and whether it could be excluded.</p>

	<p>Attempt to get E-posters sponsored before making final decision as to whether to provide them. It was discussed how the Asian delegates need to have accepted poster in order to be able to come and DT explained the new structure of “micro” discussion session.</p> <p>It was agreed to drop the Closing ceremony lunch It was agreed to keep the annual dinner It was agreed that Congress bags are not important. It was agreed to keep the committee reception but consider alternatives.</p> <p>TW explained the large Yen fluctuations that are currently being experienced and it was explained that we can either fix the rate by buying large sums now or hedge. A discussion was held and it was agreed to fix the rate and buy the amount expected to spend.</p> <p><i>TW & MY left the meeting</i></p>
15	<p>Review of ICS strategic plan</p> <p>DS explained the decision by the Board to create a strategic plan was driven by several factors: Uncertain financial outlook/ Reduced output in terms of scholarly activity/ Reputation of the ICS. The result of the process was the primary aims “to re-establish ICS as the pre-eminent scientific society in incontinence, pelvic floor disorder and lower urinary tract dysfunction. Three key aims for ICS were set over the next five years (13’-18’):</p> <ul style="list-style-type: none"> • To develop scholarly activity to the highest standards • To restore the reputation of the ICS with key stakeholders • To ensure financial health for the foreseeable future <p>DS explained that our consultant, George Levvy, was greatly impressed with the productivity and progress of the ICS strategic plan to date. This progress and work should be celebrated. George called ICS a “case study of success”.</p> <p>The ICS Strategic Plan has four critical success factors (CSFs):</p> <ol style="list-style-type: none"> 1. Ensure the highest quality scholarly activity 2. Optimising Organisational Effectiveness 3. Build Stakeholder Engagement 4. Establish Financial Health <p>DS presented each CSF with progress to date – see appendix. DS explained the next stage of the strategy will focus on more specifics such as how to evaluate and measure success.</p> <p>CSF 1: Ensure highest quality scholarly activity</p> <p>Terminology – the ICS want our reports to be the most downloaded report. The risk of succession planning of Marcus Drake as committees live or die by the strength of the chair. AW expressed that we have to unify standardisation with IUGA and possibly have a joint committee. It was agreed to include working groups to see if anyone interested in chair position.</p> <p>ACTION POINT 289: Office to circulate standardisation working group names to Board to recruit potential Chair replacement for Marcus Drake as Chair of Standardisation Steering Committee.</p> <p>CSF 2: Optimising organisational effectiveness</p> <p>The board committee representatives’ programme was discussed. All board members felt that after rocky start most committees have been accepting of the board members. CN felt that we</p>

need to remind the committees as to why the representatives were there. It was discussed how do we ensure committees buy into the strategy and do we report enough? DT suggested that the board minutes are long and detailed so maybe a highlights email from board to committee members. AW also suggested that the Board members should be evaluated just as committee members are. The board should be viewed like any other committee and those not working should be reviewed.

ACTION POINT 290: Office to work with General Secretary to create summary email from Board to committee members after each major strategy/board meeting.

CSF 3: Build stakeholder engagement

AW explained that this is going to be priority for the next two years. DT presented his slides on membership engagement. AW noted with sponsorship down the membership is becoming more important for our financial success. DT explained that membership now profitable, our core delegates help the business model. We need to grow by working on affiliation and bring in non-members. DT explained that members still come to our meetings despite location. DS added that in cutting back on annual meeting costs we have to be careful not to damage the brand of those members who come each year. AW asked do we change the meeting to attract peripheral delegates i.e. pelvic pain or erectile dysfunction. Is there a risk of upsetting the core members? CP - we want increase attendance at the meeting but what is more critical is getting in members and broadening topics wouldn't help that.

DT continued, explaining that the newsletter was previously printed and is now electronic as e-news. DT explained that we always saw that e-news was a membership benefit but the strategic review helped the board and office realise it was most important to send to non-members to show them what the ICS is really about. DT explained the new subscribers list and how that database of over 12,000 was comprised. CP was worried that a fortnightly e-news to non-members is too much. DT agreed to review the frequency. DT explained the advantages of mail chimp. DT also explained that Wiley have released an app for members and this is great to communicate to them.

CP questioned the backlog on eLearning. DT explained that he is creating a proposal for a request for more capacity and also there needs to be a clear eLearning strategy. DT explained the issues with the branding and the feedback from Kenes. DT explained the issues with the current logo of the shape and when we try and shrink the logo it is not clearly visible. The colours we use are also similar to our competitors. DT explained the issues of meeting website as it's not clear, branding is not dynamic and not clearly identified as the ICS meeting. DT presented brand hierarchy and the differentiation of colour and name over time and brand refinement over the years from major companies. DT presented the work in progress for the new logo and the family of brands to be created for the ICS. Feedback from the board was that the sub branding was excellent but overall feeling was that the suggested logo did not include a urethra and looked too much like a heart. Transitioning logo was good.

The Industry panel was discussed and as there no real interest outside of the annual meeting it was decided to not pursue this.

CSF 4: Establish Financial Health

It was discussed whether to include Europe and North America in the bid proposals for the 5th year of the annual meeting planning which is currently rest of world. SM felt that if there was no valid

	<p>application then it should be opened up. A discussion was held about the options. Destinations attract delegates whereas companies cannot support or do not wish to be involved because of long haul. It was agreed to keep the rest of world bids and the meetings committee have the right to choose alternatives if the bids are not appropriate. It was agreed to seek back-up bids from Europe/North America should the rest of the world bids be unsuitable.</p> <p>Identification of potential grants applications was discussed and whether to spend £2000 to scan the institutions giving grants and identify top firms. Then the concept would be to follow up to see if we have the capacity. It was agreed to defer this action.</p> <p>A discussion was held about a mid-year stand-alone meeting concept in the location where the annual meeting is not being held. AW explained that he and DS had held discussion with Dan Rivlin from Kenes who was positive of the idea. Dan Rivlin had noted it was important to define purpose and also important not be competitive with our annual meeting or the sponsorship. Timing and advertising is important and also not to compromise the annual meeting brand. AW suggested that board have a small group made up of couple of ICS members, Ervin Kocjancic as Education chair and a board representative. The taskforce would come up with plan. CP felt that it should be possible to organise a clinically orientated meeting for those who are not willing to travel to the annual meeting and for the general urologists. SM suggested to make it a series of workshops. DR felt that there is a market for people who want to learn rather than listening to science. MC has organised meetings without state of the art, without scientific sessions and the amount that you learn is significant. There needs to be a creation of separation so that there is not competition or duplication with the main annual meeting. It was agreed that we would put together a taskforce to investigate and put together a business case. CP would be happy to be involved. The earliest meeting would be in early 2017 although this may not be achievable. AB added that you need 12 months lead in for a stand-alone education course.</p> <p>ACTION POINT 291: Creation of taskforce to work with office and investigate mid-year stand-alone education meeting</p>
16	<p>ICS hosting ICI: update</p> <p>DS provided an update with regards to ICI. The 23 chapters are all populated and work is underway. Contact with sponsors has been made but unfortunately very little interest. Astellas have suggested a possible €15K but Pfizer have declined but may be possible for the 2017 budget. Ferring wanted a chapter on nocturia which was declined as it is covered in other chapters. DS explained that ICI is now likely to be published by Oxford University Press. SM was concerned for the hidden costs of approx. £25K for registration discounts offered to the chapter chairs. SM wanted the stipend to only be available if they physically attend the meeting.</p> <p>ACTION POINT 292: DS will ensure that ICI stipends will only be paid on production of receipts and in line with the ICS travel policy.</p> <p>Oxford University Press – a draft contract has been received and is under review. OUP pays costs for copyediting, typesetting, promotion, marketing etc. with no further costs to the ICS. ICS provides content and promotional support. ICS receives 7% of net receipts from sales. The current ICI retail prices is £195 for hard copy.</p> <p>AW explained that following Tokyo it will be time to open discussions with ICI concerning future relationships.</p>
17	<p>ICS 2015 evaluation: including supplemental surveys and research</p>

	<p>DS explained that all the information with regards to the evaluation results are in the supporting papers. There was an excellent 60% completion rate. People mainly hear about meeting through our website and 92.7% would return to another meeting. 80% preferred e-posters and found them very accessible and easy to use. AW asked for a volunteer to work with the office to revamp the evaluation. CD agreed. AB explained that the education committee want to change the workshop evaluations as well so that will be a good combination. 97% said Kenes staff helpful and 90% of attendees visited the ICS booth.</p> <p>People who had previously attended ICS meetings but not 2015 were also surveyed. The majority were aged over 50 and lack of funding was main reason for non-attendance. Attendance at AUGS and FIGO were not major factors. The office also asked past members why they didn't renew but most said they simply forgot and so office is sending extra reminders. Very few said the cost was an issue and most agreed that the journal is the main benefit.</p>
18	<p>Scientific programme: template</p> <p>AB presented the 2016 proposed scientific programme. The attempt has been to release some rooms currently held at the conference centre in order to save costs. Unfortunately the deadline has already passed but there is a 50% refund on the rooms released. The next deadline for cancelling rooms is in May. There was a discussion about the programme and it was agreed to proceed with the template and to advise the education committee as to how many workshops could be accepted. A discussion was held about the Friday programme and for those who will not fly back on the Friday morning it was felt that the number of sessions could be increased and extend the day.</p>
19	<p>One year free membership for residents</p> <p>SM explained that other societies offer free membership to younger members (residents) similar to a free trial. AB questioned why would this be available only available for doctors and we recently introduced a concession rate for early career professionals, nurses and physiotherapists. CP suggested to wait a year to see what the new concession rate provides. DR suggested that for ICS and IUGA members they could get discounts at the other society meetings. AW suggested to review this Tokyo based on the year with the concession rates.</p> <p>ACTION POINT 293: Review concession rate success at Tokyo board meeting and consider alternative attraction rates.</p>
20	<p>Any other business</p> <p>AW explained that the European Association of Urology Nurses (EAUN) had approached ICS for a conjoined meeting at EAU in Munich with Kari Bo as ICS speaker. They are willing to advertise the ICS meeting in Tokyo and therefore it was agreed to approve this and the office to work with the Education Committee to ensure success.</p> <p>AW explained that Eve Hempsy and Stuart Bauer wish to increase communication with ICCS and transitional urology. Giovanni is already doing this by the renaming of the committee and Giovanni is going to the ICCS meeting as ICS representative.</p> <p>AW also suggested that there should be a "Highlights of IUGA" session in Tokyo.</p>



ICS Board of Trustees Meeting and Conticom-ICS Ltd Directors Meeting Minutes

Saturday 6 February 2016, 08:30 – 17:00

Sunday 7 February 2016, 08:00 – 11:15

Sheraton Skyline Hotel, Heathrow Airport, Bath Road, UB3 5BP

Meeting space: Tokyo Room

Trustees present: Adrian Wagg (Chair), Mauro Cervigni, Myung-Soo Choo, Carlos D’Ancona, Sherif Mourad, Cristina Naranjo-Ortiz, Chris Payne, Dudley Robinson

Apologies: David Castro Diaz

ICS Office staff present: Daniel Snowdon, Dominic Turner

SUNDAY 7 FEBRUARY 2016	
1	Apologies David Castro Diaz
2	Approval of agenda The agenda was approved.
3	Summary committee actions, 2015-2016 – Appendix 6 DS summarised key committee actions for the 2015-2016 period. The slides are attached at Appendix 6. ACTION POINT 294: Urodynamic modules should be approved by the board before publication for consistency with other ICS output and ICS branded items.
4	Education Committee strategy CP reported in his capacity as trustee liaison to the committee. The committee has evolved well and is more pro-active, although there still remains some areas where the committee is reactive. The committee should be commended for a lot of activity on a much reduced budget. The committee now needs to focus on creating an e-learning strategy. Noted that there is interest in producing more video recordings, particularly on surgery. CP summarised that the committee is partly following board strategy. There persists a reactive approach to educational courses with the committee mostly accepting courses rather than soliciting these or strategically seeking more courses that support future annual meetings. It is acknowledged that the committee does place emphasis on running some courses each year that promote the forthcoming annual meeting. The committee would benefit from a focus on strategically considered countries and areas. The chosen speakers mostly come from within the committee and are not representative of the ICS as a whole. A three year strategy for speakers and meetings would be beneficial and allow the committee to focus less on approving courses, as this remains the main focus of time. The committee can then focus more on education and delivering e-learning. The Board held a discussion and agreed a mechanism to ensure a diversity of ICS speakers. ACTION POINT 295: The Education Committee budget may support one paid ICS speaker per calendar year maximum. There is no restriction on ‘ICS representative’ speakers if no cost to ICS. AW noted that courses should promote the ICS brand and support annual meeting attendance. Planning further ahead is necessary.

	<p>CNO agreed on the strategic suggestions and need to alternate speakers as too often the same names appear. CP added that it was important to not send long haul speakers where more local option available. There has been evidence that this practice is improving.</p> <p>CP would like to evaluate the impact of courses more, e.g. how many joined the ICS and came to the annual meeting as a result. MC asked if there was a method by which we could evaluate the increase on base knowledge at each course.</p> <p>AW agreed on considering metrics on the uptake for ICS membership or annual meeting attendance.</p> <p>ACTION POINT 296: Education Committee/ICS office to consider how to evaluate success of educational courses in increasing ICS membership and annual meeting attendance</p>
5	<p>Review of Fistula Committee</p> <p>Following lengthy review of the role of the Fistula committee and an ongoing lack of the activity the Board agreed to disestablish the Fistula committee and create a new “Continence in the developing world” committee. Fistula would be represented within this committee and to a lesser extent this committee would replace some elements of the work of the Continence Promotion Committee.</p> <p>CP noted that fistulae are less common now but prolapse is rapidly increasing. This supports a broader perspective for a committee than only fistula.</p> <p>AW asked what ICS adds against all the many other fistula orgs. The Board needs to provide a strategic overview for committee and they then deliver on this. SM agreed with the proposals and the new direction.</p> <p>Motion – disestablish the Fistula committee and create a new “Continence in the developing world” committee.</p> <p><i>AW proposed</i></p> <p><i>CP seconded</i></p> <p><i>Result: all in favour</i></p> <p>Motion carried</p> <p><i>Dominic joined the meeting</i></p> <p>DS agreed to send the latest terms of reference (TOR) for the Continence Promotion Committee and Fistula Committee to MC, SM, and CP. AW will write to Suzy and the Fistula Committee informing them of the decision.</p> <p>Aim is to call for applications for the new chair in time for 1 April deadline. The chair can then co-opt members to start work of the committee.</p> <p>The Board will provide strategic direction for the committee and will ensure they deliver on this. SM agreed with the proposed new direction.</p> <p>ACTION POINT 297: Mauro, Sherif and Chris to draft a Terms of Reference for the new committee: “Continence in the Developing World”</p>
6	<p>Committee regulations: maximum members per committee, minimum attendance of the ASM, productivity</p>

	<p>SM presented some options for improving the efficiency of committees. SM proposed no more than seven persons in a committee and that a committee member must attend at least 1 out of 2 annual meetings. CP remarked that it was harder for allied health members or those from Australia to attend annual meetings. Exceptions should be considered.</p> <p>The Board discussed that chairs need to be stronger in dealing with underperforming members. Board can help empower chairs with guidance and performance parameters. AW agreed to draft guidelines and work with office on creating performance criteria. Similar criteria should be brought in for the board, building on the content within trustee contracts and the trustee handbook.</p> <p>ACTION POINT 298: Adrian work with office on creating performance criteria for committee members and chairs</p>
7	<p>Guidelines Committee</p> <p>This committee will only be created should the business relationship with ICI not development to the satisfaction of ICS. This will be discussed again in Tokyo. AW noted that the relationship with ICUD causes some challenges for future collaboration.</p> <p>ACTION POINT 299: Post ICS 2016, form a small committee to discuss future collaboration with ICI. If this is unsuccessful then the ICS will establish a Guidelines Committee.</p>
8	<p>ICS joining the philanthropic mission with EAU and SIU</p> <p>Chris Chapple has invited ICS to join EAU and SIU in philanthropic work. The concept is that each society adds \$25,000 to a SIU Foundation pot and replenishes this when funds are exhausted. ICS, being a smaller society, may contribute a smaller proportion – to be confirmed. The group will meet three times a year and will focus current activities on Africa and Haiti. Centres are in place there that teach Urology education.</p> <p>AW thanked SM for his presentation and outlined the next steps requiring precise details on what the exact costs are to the ICS and what the society gets in return, be that recognition or something other. DR added that this initiative would fit well with the new developing world committee. SM added that the money previously assigned to the Fistula Committee could be put to this project instead. AW expressed the value the ICS can bring through its multidisciplinary membership.</p> <p>ACTION POINT 300: Sherif to prepare a Memorandum of Understand and a review of costs and benefits for the board to review.</p>
9	<p>Review of Ethics Committee</p> <p>The Board reviewed the new mission report submitted by the Chair and the revised terms of reference for the committee. The Board acknowledged the thought and effort that had gone into these documents.</p> <p>1. Develop and enforce policies to ensure that all research presented to the society is carried out in compliance with international ethical standards for the conduct of human and animal research</p> <p>CP felt that point one was not enforceable or policeable. The board also confirmed that the committee should not see its role as having oversight of board or acting as the moral voice of the ICS. The board should fulfil these roles as the officially elected governing body.</p>

	<p>ACTION POINT 301: Adrian to relay Board comments on the terms of reference to Nina and request updates</p> <p>The proposed new Ethics award was discussed The Board were generally in favour if the criteria could be clarified further.</p> <p>ACTION POINT 302: Adrian to request the Ethics Committee work with the Scientific Committee in defining what constitutes ethics research both for the scientific committee and for potential submitters of abstracts</p>
10	<p>Board as Nominations Committee: how to ensure best candidates for key ICS positions</p> <p>DS suggested that the current role was too light touch and some work should be undertaken to define the suitability of candidates. Chairs of committees hold an important role in delivering ICS strategy so it is imperative that only appropriate candidates proceed to membership vote. Too much is otherwise left to chance. The Board was encouraged to invite candidates to apply for trustee, chair and committee positions.</p> <p>It was agreed that AW will work with the office on some text to define the suitability of candidates. This will assist the Nominations Committee in deciding if candidates are suitable.</p> <p>ACTION POINT 303: Adrian to work with office in defining the suitability of candidates.</p>
11	<p>Co-opted trustee application form: detail, weighting</p> <p>CP suggested the form was too long and not equally weighted. The Board agreed to review and reconsider the form before it was next used.</p> <p><i>SM left the meeting</i></p>
12	<p>Terms of reference: Scientific Committee, status of other committees</p> <p>The TOR had been discussed on the forum at length and the Board agreed the content was acceptable.</p> <p>Motion: approve the terms of reference for the Scientific Committee AW proposed CP seconded Result: all in favour Motion carried</p> <p>DT summarised the composition of the committee which comprised of 17 members, including local representatives. The committee had held early discussed and propose to drop the role of past scientific chair and the clinical role, as often this was a duplication of other existing clinical roles on the committee. All agreed that the committee was too large in its current iteration. A point was made that the ICS is multidisciplinary so the Scientific Committee should be somewhat larger than similar committees in more linear societies.</p> <p>The Board agreed to consider the size of the committee in the next review of the TOR. The new chairman will be asked to consider the composition.</p> <p>ACTION POINT 304: In collaboration with the incoming elected Scientific Chair the Board will consider the size and composition of the Scientific Committee.</p>

13	<p>Terms of reference: Scientific Committee, status of other committees</p> <p>The TOR had been discussed on the forum at length and the Board agreed the content was acceptable.</p> <p>Motion: approve the terms of reference for the Scientific Committee</p> <p><i>AW proposed</i></p> <p><i>CP seconded</i></p> <p><i>Result: all in favour</i></p> <p>Motion carried</p> <p>DT summarised the composition of the committee which comprised of 17 members, including local representatives. The committee had held early discussed and propose to drop the role of past scientific chair and the clinical role, as often this was a duplication of other existing clinical roles on the committee. All agreed that the committee was too large in its current iteration. A point was made that the ICS is multidisciplinary so the Scientific Committee should be somewhat larger than similar committees in more linear societies.</p> <p>The Board agreed to consider the size of the committee in the next review of the TOR. The new chairman will be asked to consider the composition.</p>
14	<p>Article and Bylaw review/update</p> <p>DS reminded the Board that under the ICS strategic plan it was agreed to regularly review the ICS Articles and Bylaws. The last major review was held in 2014 and a review should be undertaken in 2016, although this review is expected to a less extensive.</p> <p>An Article and Bylaws review group will be appointed. AW will join as Chair and DS will act in his role as Admin Director/Company Secretary. Following discussion the Board agreed to offer positions to person outside of the Board. The initial offers should go to Ted Arnold, Katherine Moore and Heinz Koebl. If the invites were not accepted then committee chairs should be contacted, followed by committee members and the ICS membership.</p> <p>ACTION POINT 305: DS to send invitations and set up Article and Bylaws group with a remit to review the governance documents in 2016.</p>
15	<p>Any Other Business</p> <p>MC presented some new business proposals for ICS to consider:</p> <p>1. Institution of a New Chronic Pelvic Pain Committee involving the main world KOLs (Urologists, Urogynecologists, Neurologists, Pain specialists)</p> <p>The Board asked what the ICS can bring that is unique here. MC agreed to bring a detailed proposal regarding what the ICS can add and it would be beneficial to establish this committee.</p> <p>2. Introduce to Tokyo ICS a Session of Pelvic Reconstructive Surgery managed by FIGO task force</p> <p>This is a special group of pelvic surgeons nominated by FIGO, involving the major world experts. There were 3 successful sessions held at the FIGO Meeting at the same time as ICS last year.</p> <p>3. 2nd World Consensus Meeting on Sacrocolpopexy for the management of severe POP</p> <p>This would be an international consensus meeting involving ICS, AUGS, EAU, AUA and possibly IUGA. There is a big gap in the world on the management of severe Pelvic Organ Prolapse. There</p>

	<p>is a lack of a clear and homogeneous guide line in terms of indications, surgical steps, and materials.</p> <p>The Board were supportive of developing a discussion and business plan on the three proposals.</p> <p>ACTION POINT 306: MC agreed to send a more developed proposal on the three project discussion items by the end of February.</p>
16	<p><i>AW thanked trustees and staff for their contributions and called the meeting to a close.</i></p> <p>Date of next Board meeting: 11-12 September 2016, Tokyo</p>

List of Board actions

ACTION POINT 284: Office to investigate a partnership airline discount for long destination meetings i.e. with Emirates/Star Alliance

ACTION POINT 285: I.T. team to introduce affiliation code system ready for start of 2017 ICS membership (December 2016).

ACTION POINT 286: Office to investigate cost-neutral alternative ways of circulating the new standardisation reports.

ACTION POINT 287: Set up meeting with Astellas at EAU with Board member present.

ACTION POINT 288: MChoo to contact Samsung in Korea.

ACTION POINT 289: Office to circulate standardisation working group names to Board to recruit potential Chair replacement for Marcus Drake as Chair of Standardisation Steering Committee.

ACTION POINT 290: Office to work with General Secretary to create summary email from Board to committee members after each major strategy/board meeting.

ACTION POINT 291: Creation of taskforce to work with office and investigate mid-year stand-alone education meeting

ACTION POINT 292: DS will ensure that ICI stipends will only be paid on production of receipts and in line with the ICS travel policy.

ACTION POINT 293: Review concession rate success at Tokyo board meeting and consider alternative attraction rates.

ACTION POINT 294: Urodynamic modules should be approved by the board before publication for consistency with other ICS output and ICS branded items.

ACTION POINT 295: The Education Committee budget may support one paid ICS speaker per calendar year maximum. There is no restriction on 'ICS representative' speakers if no cost to ICS.

ACTION POINT 296: Education Committee/ICS office to consider how to evaluate success of educational courses in increasing ICS membership and annual meeting attendance



ACTION POINT 297: Mauro, Sherif and Chris to draft a Terms of Reference for the new committee: “Contenance in the Developing World”

ACTION POINT 298: Adrian work with office on creating performance criteria for committee members and chairs

ACTION POINT 299: Post ICS 2016, form a small committee to discuss future collaboration with ICI. If this is unsuccessful then the ICS will establish a Guidelines Committee.

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