Management Summary of the 9th Meeting of
The PRISM Forum

hosted by AstraZeneca in Montreal
8th to 10th April 2002

Meeting Themes:
ROI of IT investments - Collaborative computing
Executive IT Mentoring - Project Management

1. The 9th PRISM Forum Meeting

AstraZeneca hosted the 9th meeting of the PRISM Forum in their R&D site in Montreal. The acting Chairperson Diana Adams had changed responsibilities and was unable to attend. The meeting unanimously elected Anders Granéli, who was hosting the meeting, as Chairman of the meeting.

The members introduced themselves. New attendees were Pam Levine from IBC USA, Beverley Eccles who had joined Wyeth from Shering-Plough replacing Diana Adams, and Robert Grimes from AstraZeneca, Montreal. John Wise had accepted an opportunity to join the First Consulting Group in Europe.

The first distributed agenda derived strongly from that proposed for the Boston meeting that was postponed last October. It was thus important to review the agenda in the light of new topics. The list of proposed topics for the agenda is noted in Appendix 3.

2. AstraZeneca R&D Montreal

Julie Ducharme, Associate Director and Head of Drug Metabolism and Pharmacokinetics, presented the activities of the Montreal Site, where the main research area is CNS and Pain Control (670 people in AZ worldwide). Montreal was exclusively dedicated to analgesia research and has 125 people currently. The research depended for support in many specific areas (such as bioinformatics, HTS, toxicology) from other AZ sites. Hence there was a strong need for collaborative tools. This organisational model led to interesting discussion.

3. Company Information

Members presented updates upon their current functions, their organisations and some of their current major priorities. This naturally led to many detailed discussions and comparisons across companies that were of great interest to the Members. This opportunity to compare non-competitive information in context, in an interactive manner and in a trusted environment was considered to be particularly valuable. This session proved once again to be one of the successes of the Forum.

4. InfoTechPharma

John Wise reported on a recent meeting of the Advisory Board of InfoTechPharma that considered the future directions of this important and useful annual conference. Whilst many of the PRISM members were members of this advisory board, the pharmaceutical industry was in practice poorly represented at the meeting and John wished to cross-check some of the meeting conclusions with the PRISM members. It was felt that this conference provided a professional opportunity for pharma IT personnel to come together that did not exist elsewhere (as opposed to some other professional areas within pharma). It also provided an opportunity for development of younger staff. As such there was an interest in examining how to grow and improve the conference. How did the members perceive the conference and which components, themes and topics would members wish to see available?

John Wise incorporated the many ideas that resulted from this brainstorming session into his summary document. An increased number of associated training courses and opportunities for younger staff to contribute via posters or BOF sessions were amongst the proposals. The proposed parallel session themes were put into priority order. This document would be distributed to the members attending this PRISM.

Action: John, Chris

5. ROI of IT Investments

Rene Ziegler introduced the topic of ROI of IT investments and the challenge to "IT" of how it can enhance the total value proposition. This was closely coupled with the difficult challenge of how to evaluate the business value or return created. The presentation brought out the existence of many very tangible benefits that were nonetheless hard to quantify in financial terms, e.g. compliance might be entirely essential to doing business, customer satisfaction or efficiency vital to success.

Sangtae Kim reported on the discussions between Lilly and Microsoft contending that upgrading the operating system in the Discovery area created little value and that a credible alternative might be found in the stability of industrial strength Linux. John Wise pointed out that this argument was even stronger in the regulatory area.

There followed discussions of a number of different metrics and tools for evaluating return from IT projects and their suitability or necessity in particular situations. The slides of this useful analysis will be distributed to members. The Chairman encouraged members to share the thinking in this area within their companies with others. Rene will provide his slides for distribution.

Action: Rene, Chris

6. Update on e-Science and GRIDS

Chris Jones presented an update on the fast moving development of GRIDS and e-Science worldwide. In addition to his own foils Chris showed foils from Paul Messina, Center for Advanced Computing Research, California Institute of Technology and from Tony Hey, UK Director of e-Science. Chris will distribute these presentations.

Action: Chris

7. Executive IT Mentoring

Sangtae Kim noted the programme within Lilly of mentoring senior executives who wish to improve their IT skills. This exposed high flying younger staff to senior management with advantages to both. The popularity of the technology forum at the annual global senior executive conference and the success of the idea in general has led to this process being put in place formally throughout Lilly as a global programme. Examples of popular areas are how to use e-mail and portable computers effectively when travelling, or integration with PDAs.

8. Virtual Rooms Videoconferencing System VRVS

In connection with the next agenda item Chris Jones described the VRVS videoconferencing system developed by Caltech and used very widely over the past 4 years by the distributed particle physics community over the Internet, both from private offices and from conference rooms. This globally scaleable collaboration technology delivered multipoint audio, video and web conferencing over IP networks. In contrast to other IP-based videoconferencing systems, which require the acquisition of e.g. (expensive) hardware MCU units, physical configuration and hence organised booking systems, VRVS was based on a "virtual rooms" concept. Participants at different locations set up a virtual conference in real-time in a unique virtual area. A virtual room was a private audio, video and/or web group set up as a series of interconnected unicast and/or multicast IP tunnels linked through VRVS software-based Network Servers. Chris distributed an early "Executive Summary" in preparation by the VRVS Global Corporation, a recent Caltech start-up company.

The system clearly changed the sociology of videoconferencing in that meetings could be arranged simply and immediately without leaving one's office. Similarly presentations at other locations could be watched without leaving one's desk. The proposal to demonstrate this system immediately at the meeting confirmed the understanding that VRVS is foreseen to pass through the corporate firewall only with an organised agreement. If further information or a demonstration was required members should contact the VRVS Company.

9. Collaborative Computing

John Wise presented an analysis of Collaborative Computing resulting from work by Robin Breckenridge, Rene Ziegler and himself. (A version of these slides was distributed to members in Autumn 2001.) This stimulated a great deal of discussion, and contributions from members concerning collaborative tools in use in their companies.

It was agreed to update the presentation in the light of the discussion and to distribute it, together with a short questionnaire to members.

Action: Wise, Ziegler, and all members (questionnaire)

10. Steps beyond Data Integration

Ron Behling introduced this project. He wished to understand to which extend companies had been successful in consolidating e.g. discovery information, and how they envisaged the next steps. Members then exchanged information on approaches and tools used within their companies.

11. PRISM Business Session

Anders Granéli was elected unanimously as Chairman for the year 2002

In terms of contacting new members Sangtae agreed to contact Merck through S. Pinsky, and also Pharmacia. Beverly will contact Abbott, Chris will contact Serono again.

Action: Sangtae, Beverly, Chris

The PRISM Forum thanked IBC again for their excellent logistical support. IBC were delighted to continue to offer their support for the next meeting.

12. Next Meetings

It was proposed to hold the next meeting of the PRISM Forum in Verona, Italy hosted by GSK, on the 15th to 17th October 2002, subject to confirmation by Howard. The meeting would assemble on the Tuesday 15th for dinner with the meeting on the Wednesday 16th and Thursday 17th.

It was further proposed to hold a Subject Matter Expert Group, SMEG, on the subject of the e-Archive. This would assemble on the evening of Monday 14th for dinner with the SMEG meeting on Tuesday 15th and Wednesday 16th.

The joint PRISM/SMEG business session would be on the afternoon of Wednesday 16th. See guidelines for the SMEG in Appendix 4.

Chris Jones
10 April 2002

Appendix 1 - Scope and Mission of
The Pharmaceutical R&D Information Systems Management
Forum - known as 'The PRISM Forum'

Scope

- The scope of the PRISM Forum covers the use of Information Technology to impact the R&D Processes of the Pharmaceutical Industry.

Mission, Membership and Meetings

- The mission of the PRISM Forum is to:
  - share pre-competitive information and best practices of IM/IT supporting the R&D process.
  - define requirements for standards to support information exchange across the R&D process.
- The PRISM Forum is open to individuals able to represent their companies with respect to the above scope of PRISM
- It meets twice a year, normally once in Europe and once in the USA

Code of Conduct

Meeting Participation

- Be accountable
- Operate with integrity
- Honour diversity of the participants
- Be willing to share pre-competitive information in a timely manner
- Strive for common understanding
- Loyalty to the absent
- If you choose to send a delegate to the meeting they hold your "proxy"

Information Confidentiality

- Information should only be shared prudently at your company and all company specific data must be masked
- Protect confidentiality and treat other company's information as you wish them to treat yours

Between Meeting Commitments

- Meet agreed upon commitments and deadlines
- Respond promptly to communications from other members

Outcomes

- Enhanced peer contacts and personal networking
- Determine best demonstrated practices and experiences
- Identify trends in the technology and business

Chairman and Secretary

- The Chairman and Secretary should be elected annually.

Revised 18 October 2000

Appendix 2

Members attending the 9th Meeting of the PRISM Forum

Beverley Eccles   Wyeth
Sangtae Kim   Eli Lilly & Co
Anders Granéli   AstraZeneca   Chairman
Robert Grimes   AstraZeneca
Ronald Behling   Bristol-Myers Squibb
John Wise   First Consulting Group
Howard Bilofsky   GaxoSmithKline
René Ziegler   Novartis
Chris Jones   CERN   Secretary
Giorgio Bolis   Schering-Plough
Sudipinder Sian   IBC   Logistics
Pam Levine   IBC

Apologies
Bo Skoog   Biovitrum
Robin Breckenridge   Roche
Mark Cortelyou   R.E. Johnson, PRI
Richard Roberts   Pfizer Inc.
Ed Lees   Amgen

Invited
Julie Ducharme   AstraZeneca

Appendix 3

Proposed Agenda Topics

The following were topics proposed for the agenda of this and subsequent meetings. In brackets the (somewhat arbitrary) vote of the members for high or low priority, followed by the name of the responsible member.

Application Service Providers, ASPs (H), John

e-Learning, e-Assessment (presentation) (L)

eDC (L)

Library Services, KM, Information Scientists (H-GSK?), Howard?

Strategy/portfolio/project/resource management. OPX2/Catalyst (L)?

The Future? What is the appropriate organisational model? (H-Novartis), Rene

e-Archive, how to manage over decades? FDA interaction? Compliance, part 11, HIPPA…SMEG, (H) John

PRISM/InfoTechPharma. How do they interact? (H-update) Sudipinder

KMR Benchmarking (H), Anders

Collaborative Computing Questionnaire (H), Rene

GRID and pharma specific GRID examples (H), Chris and Carole Goble

NeuroInfomatics (H-GSK), Howard

Attract and Retain R&D Informatics Talent (L dinner conversation)

Appendix 4

Guidelines for the Subject Matter Expert Group on e-Archive

What are the business/regulatory drivers for the establishment of an e-Archive?

What would be the characteristics of an e-Archive?

Are there any "de facto/de jure" standards available to support the e-Archive?

What are the Regulatory/Statutory constraints?

What are the Technology Constraints and how to manage them?

What options exist for an e-Archive?

Business Case