

State of Connecticut



Statewide Health Information Exchange (HIE) Strategic and Operational Planning

HITEAC Meeting June 21 – Operational Plan Approach



Gartner Contact

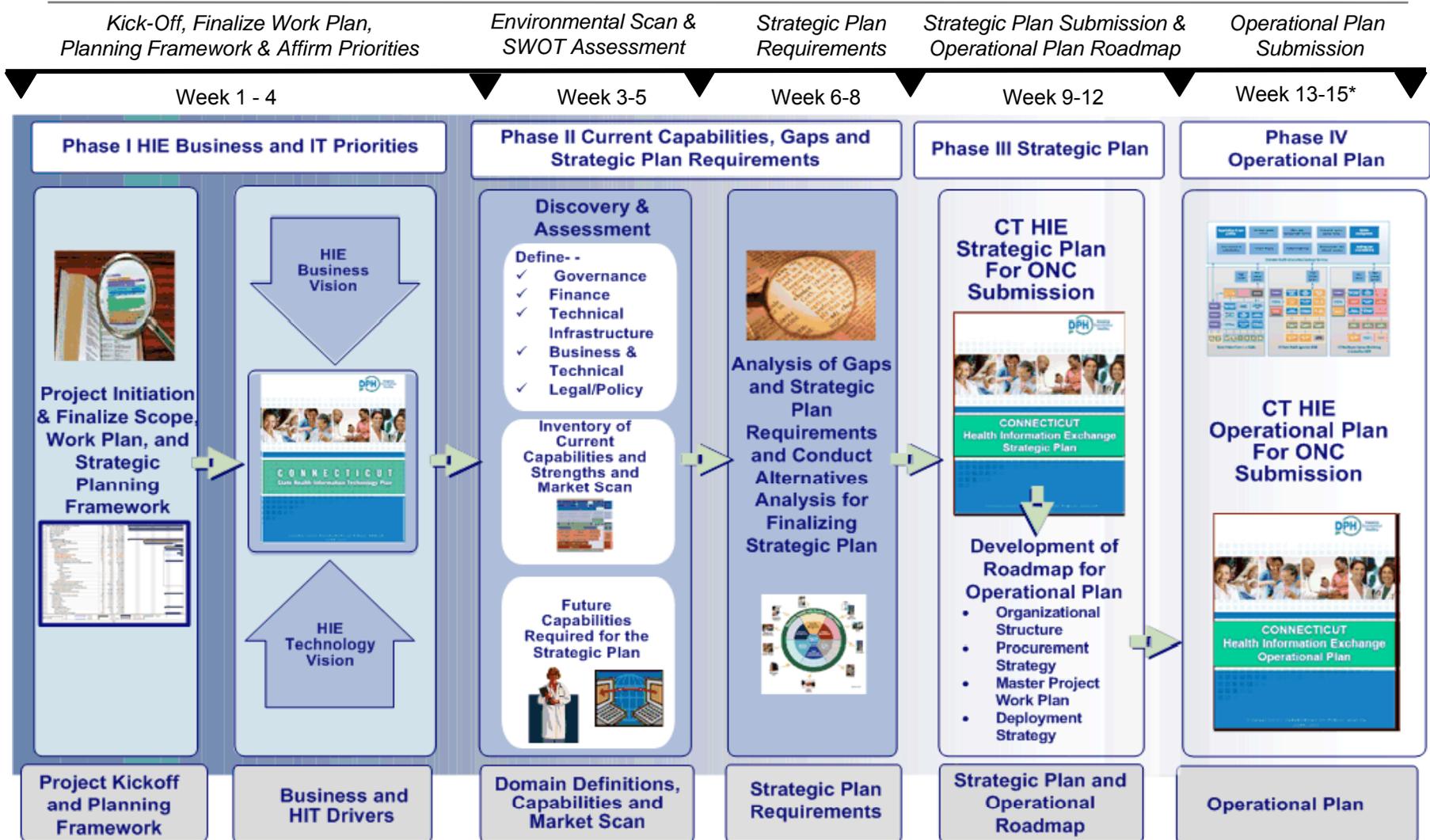
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Developing the Operational Plan

- Project Status
- Strategic Plan Gaps and Operational Plan Input Required from the Subcommittees
- Operational Plan Approach

Project Status

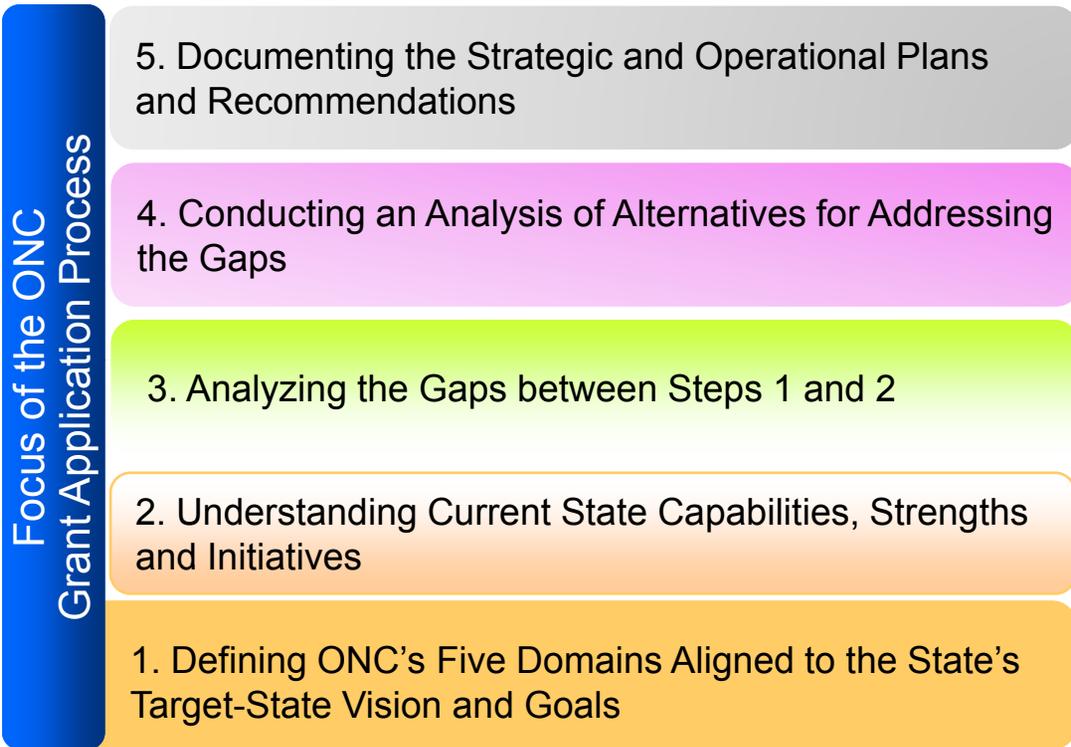
Overall HIE Strategic and Operational Planning Approach



*Does not include time for ONC Review and Approval of Strategic Plan

Project Status

Framework for Developing Strategic and Operational Plans



- The five step methodology gives stakeholders a common understanding of scope and focus of the strategic plan and operational plan and builds, iteratively, the information necessary to meet ONC planning requirements.

- As illustrated in the graphic to the left, developing the HIE plans employs a five step methodology aligned with ONC's five domains.
- The first critical step is to define the vision and goals and focus on establishing a CT-specific definition including strategic imperatives and scope for ONC's five domains aligned to the desired vision and goals for a Statewide HIE.
- Based upon the State's HIE framework for ONC's five domains, identify the current capabilities that can be leveraged and the existing gaps that must be addressed for achieving the vision for the State's HIE.

Project Status

Project Time-Line – and Progress

■ Key target dates include:

- Project Kick Off – March 15, 2010
- Vision, Strategic Goals and Constraints Workshop – April 19, 2010
- Gap Analysis Workshop – May 3, 2010
- Strategic Plan:
 - Draft Strategic Plan delivered by Gartner - June 16, 2010
 - Public Review of Strategic Plan - ~~June 17~~ June 10* - June 30, 2010
 - Gartner and DPH finalize the Strategic Plan - July 1 – July 18, 2010
 - Strategic Plan submitted to ONC - July 19, 2010
- Operational Plan:
 - Draft Operational Plan delivered by Gartner - August 13, 2010
 - Public review period for the Operational Plan - August 16 - August 27, 2010
 - Gartner and DPH finalize the Operational Plan - August 30 - September 3, 2010
 - Operational Plan submitted to ONC September 7, 2010

* Strategic Plan released for Public Review ahead of schedule on June 10

Operational Planning Gaps

- Several critical gaps to be addressed before developing an Operational Plan
- Request to the subcommittees from Commissioner Galvin on May 28 to address the gaps -

**STATE OF CONNECTICUT**
DEPARTMENT OF PUBLIC HEALTH
OFFICE OF THE COMMISSIONER

DATE: May 28, 2010

TO: Executive Committee, Health Information Technology & Exchange Advisory Committee (HITE AC)

FROM: DPH Commissioner J. Robert Galvin, MD, MPH, MBA, HITE AC Chair

RE: Subcommittees and operational planning *J. Robert Galvin, MD, MPH, MBA*

As we complete the strategic planning phase for health information exchange and move into operational planning, I write to you today to provide additional guidance regarding the input of your respective subcommittees at this crucial juncture in the process.

Gartner, Inc. has done an excellent job in laying out the gaps where each subcommittee must concentrate their efforts and provide recommendations. This information, specific to each domain, is contained in the Analysis of Alternatives Results Document (attached). In addition, some subcommittees have additional recommendations to make based upon the outline below:

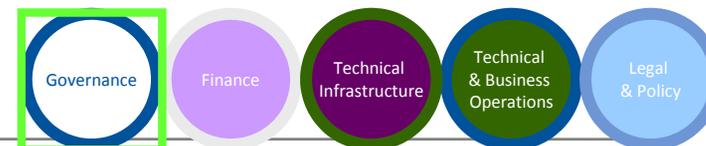
- **Technical Infrastructure Domain (Peter Courtway)**
 - Recommended actions on page 41 of the Analysis of Alternatives Results Document
- **Finance Domain (Dan Carmody)**
 - Complete development of the funding sustainability model
 - Develop detailed Value Proposition by Stakeholder (begin with what has been developed for the strategic plan)
 - Recommended actions on page 56 of the Analysis of Alternatives Results Document
- **Legal and Policy Domain (Lisa Boyle)**
 - Complete the development of the patient consent and management policy
 - Recommended actions on page 62 of the Analysis of Alternatives Results Document
- **Technical and Business Operations (Tom Agresta)**
 - Recommended actions on page 68 of the Analysis of Alternatives Results Document
- **Governance Domain (Robert Galvin)**
 - Recommended actions on page 70 of the Analysis of Alternatives Results Document
- **Special Populations (Mark Manselli)**
 - Define special populations in an operational HIE context
 - Once defined, provide strategies as to how information about special populations collected through the HIE may be used to improve health outcomes.

I respectfully request that all subcommittee recommendations be submitted in writing to Lynn Townshend (lynn.townshend@ct.gov) on or before the close of business on **Wednesday, June 30, 2010**. I am aware that this is a short timeline to impose and very much appreciate the time that you and your subcommittee members will be putting forth on this effort in the next several weeks.

If you have any questions or concerns, please contact Lynn Townshend at the email above, or by phone at (860) 509-7158.

Governance Domain

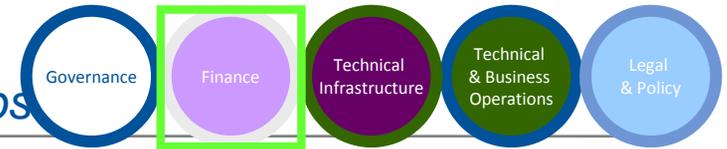
Recommended Actions for Closing Remaining Gaps



Governance Gaps	Recommended Actions
<ul style="list-style-type: none"> Governance model that will define structures and processes down to level of decision domains. 	<ul style="list-style-type: none"> Define HITE-CT's governance structure, including roles and responsibilities and processes to: <ul style="list-style-type: none"> Provide oversight for entire HITE-CT initiative Ensure stakeholder input Provide oversight for planning and operations and make operational decisions
<ul style="list-style-type: none"> Mechanism for stakeholder influence on the HITE-CT 	<ul style="list-style-type: none"> Establish channels for existing or future organizations, e.g., REC, HIEs, hospital organizations to provide stakeholder representation
<ul style="list-style-type: none"> Reporting and Success Measures for Accountability 	<ul style="list-style-type: none"> Establish clear outcome-based performance metrics for the HITE-CT initiative with capacity to meet ONC reporting requirements
<ul style="list-style-type: none"> Communications action plan to ensure awareness and understanding across the administration change 	<ul style="list-style-type: none"> Design a Public Awareness, Education and Participation Plan that includes: <ul style="list-style-type: none"> Understanding of stakeholder groups, view points and needs Tailoring of communication around the value proposition of the HIE to each stakeholder group Developing and sharing case studies that demonstrate the value of the HIE Coordinate with legal and policy domain to ensure strategy is in alignment with consent decision

Finance Domain

Recommended Actions for Closing Remaining Gaps



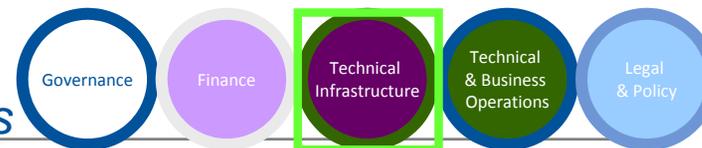
■ Strategic Plan Gaps:

- Complete development of the funding sustainability model
- Develop detailed Value Proposition by Stakeholder

Finance Gaps	Recommended Actions
<ul style="list-style-type: none">• Cost implications of the chosen HITE-CT Product and Services Portfolio	<ul style="list-style-type: none">• Developed time-phased cost model aligned to portfolio of products and services
<ul style="list-style-type: none">• Pricing for the HITE-CT Product and Services Portfolio	<ul style="list-style-type: none">• Develop pricing model that support the sustainability model selected for the HITE-CT
<ul style="list-style-type: none">• Safe harbor mechanisms to keep the HIE initiative administration-neutral	<ul style="list-style-type: none">• Work on conducting early indoctrination of the States' new administration for buy-in to the HITE-CT initiative and ensure transparency in the way HITE-CT funds are spent

Technical Infrastructure Domain

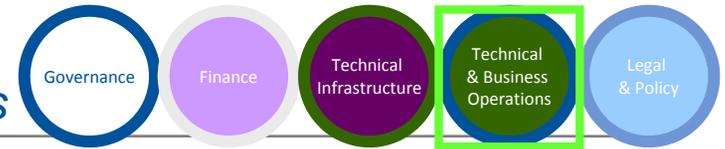
Recommended Actions for Closing Remaining Gaps



Technical Infrastructure Gaps	Recommended Actions
<ul style="list-style-type: none"> Enterprise Architecture for the HITE-CT scope in terms of critical viewpoints and for overall solution: <ul style="list-style-type: none"> Business: <i>functionality, requirements and business processes</i> Information: <i>data models, data management and structure</i> Technology: <i>technical infrastructure, support and operations</i> Solution: <i>comprehensive overview and governance</i> 	<ul style="list-style-type: none"> Create enterprise architecture and associated processes for the HITE-CT using industry standards and identify the skill sets required
<ul style="list-style-type: none"> Decision model to guide how HITE-CT will procure infrastructure and clarify the relationship with State Procurement 	<ul style="list-style-type: none"> In collaboration with the State's Procurement Office, develop procurement strategy / roadmap that includes identification of existing usable contracts by HITE-CT
<ul style="list-style-type: none"> Mechanism for setting and monitoring adoption of standards 	<ul style="list-style-type: none"> Establish standards governance structure and supporting processes to identify requirements for standards, review of established and adopted standards for leveragability, and monitoring of adoption of these standards
<ul style="list-style-type: none"> Approach to ensuring the necessary level of overall EMR Adoption and Broadband availability/utilization, including relationship to CT Regional Extension Centers 	<ul style="list-style-type: none"> Work collectively with the REC to create awareness and education, provide certification of interfaces and support

Technical and Business Operations

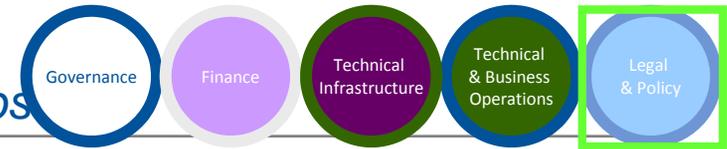
Recommended Actions for Closing Remaining Gaps



Technical and Business Operations Gaps	Recommended Actions
<ul style="list-style-type: none"> Operational business plan with targeted segments, prioritized services and pricing defined 	<ul style="list-style-type: none"> Determine priorities for the implementation of HITE-CT portfolio of product and services and use readiness information available to devise a phased implementation strategy Conduct segmentation analysis of the customer base and markets for each service area
<ul style="list-style-type: none"> Marketing and communications plan and approach for the business operations of HITE-CT 	<ul style="list-style-type: none"> Develop timely public education/communication for a successful HIE implementation and the sustainability of the HIE. Key activities for consideration include: <ul style="list-style-type: none"> Define audience, types of communication channels and sequencing of communication artifacts Identify trusted messengers (e.g., patients tend to trust their health care providers) Research major concerns and potential legal challenges to understand and develop mitigation strategy Work with legislators to establish strategy for diffusing potential issues
<ul style="list-style-type: none"> Performance Measures and a reporting approach 	<ul style="list-style-type: none"> Build measurement capability into the HITE-CT that would enable the State to report on Government Performance Reporting Act (2003) and ARRA-specific measures and Cooperative Agreement-specific reporting aligned with demonstrating meaningful use
<ul style="list-style-type: none"> Approach to determining and improving readiness of potential participants 	<ul style="list-style-type: none"> Establish collaboration between HITE-CT and Connecticut's Regional Extension Center to provide education and awareness on meaningful use to future HIE participants and build readiness understanding and outreach. Build tools for determining and improving readiness of potential participants

Legal and Policy Domain

Recommended Actions for Closing Remaining Gaps



■ Strategic Plan Gap:

- Complete the development of the patient consent and management policy

Legal and Policy Gaps	Recommended Actions
<ul style="list-style-type: none"> • Data ownership principles and policy framework 	<ul style="list-style-type: none"> • Define principles for data ownership by type of data and population impacted (including special population) and determine: <ul style="list-style-type: none"> – Usage allowed by type of data and population – Type of consent opt-in vs. opt-out) – When sharing agreements are required – Privacy and security requirements • Create an HIE policy framework that will ensure policies: <ul style="list-style-type: none"> – Meet standards of definition and consistency – Are comprehensive across the needs of the Authority and HITE-CT (e.g. privacy and security, patient consent, data sharing etc.) – Are reviewed and refreshed in a timely manner, and have suitable and effective enforcement methods and compliance metrics defined
<ul style="list-style-type: none"> • Oversight and enforcement of legal and policy framework with description and agreement on potential sanctions 	<ul style="list-style-type: none"> • Create a framework for oversight and enforcement and identify compliance metrics and associated sanctions
<ul style="list-style-type: none"> • Security and Privacy Requirements 	<ul style="list-style-type: none"> • Identify requirements to meet security and privacy policies and ensure in compliance with Federal and State policies for data protection

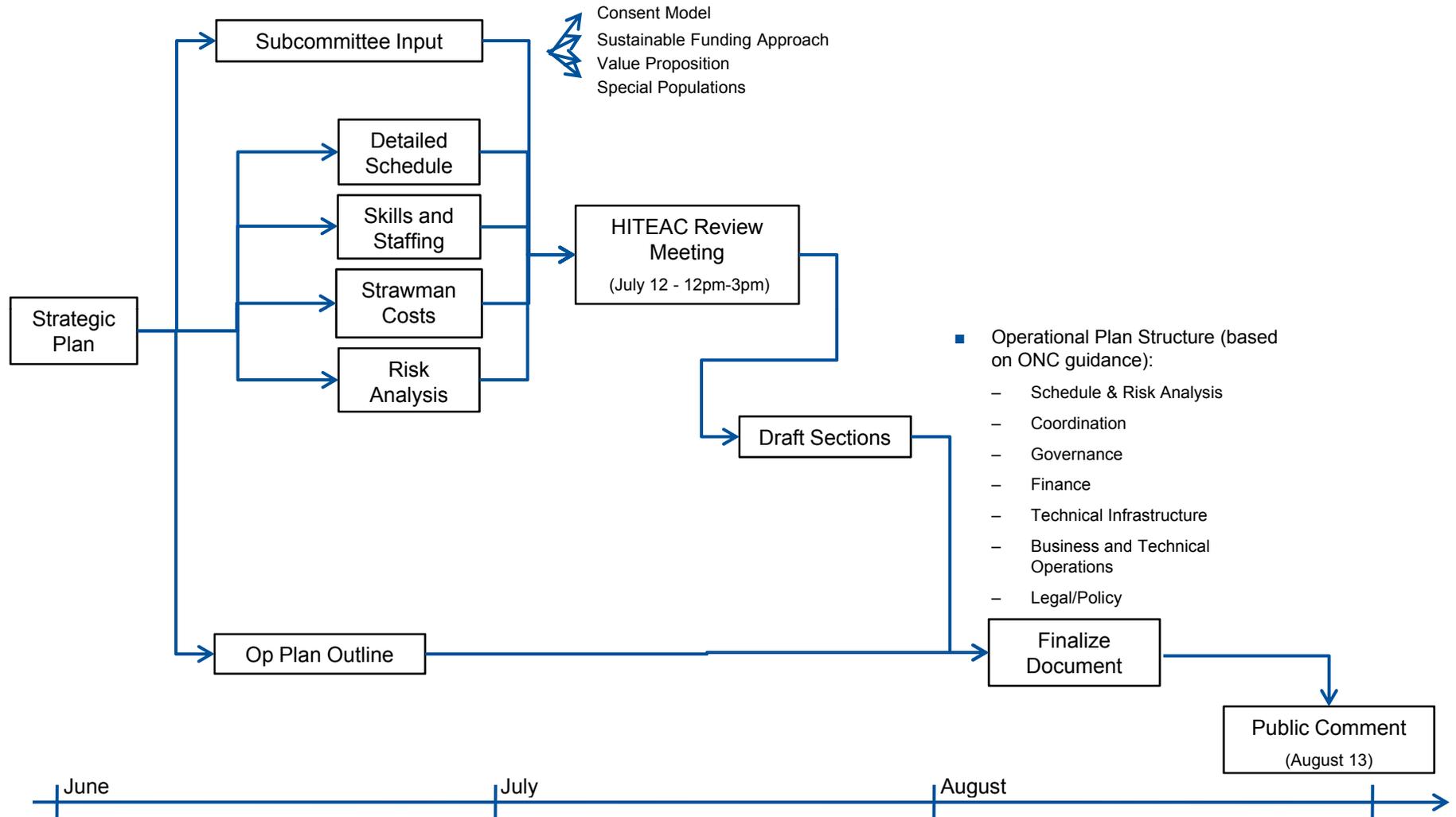
Special Populations Subcommittee

- Strategic Plan Gaps:
 - Define Special Populations in the HIE Context
 - Identify what information about special populations collected through the HIE may be used to improve health outcomes

Operational Plan Development For the Next HITEAC Meeting (July 12 – 12pm-3pm)

- Subcommittees Address Strategic Plan Gaps
- Subcommittees Finalize Their Proposals for Supporting the Operational Plan Development
- Extrapolating from the Strategic Plan Gartner Will –
 - Follow the 5 year roadmap described in the Strategic Plan and aligned with ONC requirements and draft a more detailed schedule for the Operational Plan
 - Identify HITE-CT staffing and skills required for management, reporting, architecture development, implementation and standards governance based on the assumptions and strategies in the Strategic Plan
 - Develop high-level cost estimates by quarter for the Operational Plan
 - Identify the main operational risks and draft a risk analysis for the Operational Plan
- Gartner will Incorporate Subcommittees Input for the Strategic Plan

Operational Plan Development – Schedule and Dependencies



Contacts

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