Overview of DHIN Strategic Plan
FY 17 – FY 21
Purpose of DHIN is Broad

- “Promote the design, implementation, operation and maintenance of facilities for public and private use of health care information in the State.”

- “DHIN shall be the State’s sanctioned provider of HIE services” (§10301)

Powers and Duties are Expansive

- All powers of a not-for-profit Corporation
- Communicate clinical and financial information
- Monitor community health status (population health)
- Reliable source of information for consumers and purchasers
- Promote efficiency and improved communication across the entire healthcare ecosystem
- Work with governments and other states to integrate into or with the DHIN and/or assist them in providing [RHIOs]
- “Develop or design other initiatives in furtherance of DHIN’s purpose”
## Historical Context

### FORMATION
- 1997 -- 2005
  - Enabling statute; DHIN under HCC
  - Building trust
  - Consent model
  - Financial model
  - Assessment of technology
  - Promulgation of DHIN regulation
  - Contract for day-to-day management of DHIN
  - Environmental scan
    - Level of EHR adoption
    - Availability of broadband connectivity
  - Prioritization of service development

### CAPITALIZATION
- 2006 -- 2010
  - AHRQ grant (1/3)
  - State Capital Bond Bill (1/3 – 5-yr pledge)
  - Private $-for-$ match required to draw down State funds (1/3)
  - Financial model based on cost recovery
  - Exclusively focused on core services (results delivery & longitudinal community health record)
  - 2010: HIE Cooperative Agreement, MU

### SUSTAINABLE BUSINESS
- 2011 -- 2016
  - Statute amended; DHIN to function as a self-sustaining business
  - Hire of CEO and staff
  - Value-based business model
  - Market saturation with core services
  - Modest expansion of service lines
  - Execution of HIE Cooperative Agreement
  - No State bond bill funding since FY 12
  - Lowered participation fees in FY 16
  - Fully executed FY 12 – FY 16 business plan

### INNOVATION / EXPANSION
- FY 17 →
  - The domain of this strategic plan
    - 6 statutes (FY 15 and FY 16) give specific role to DHIN
      - DMOST
      - Claims Database
      - Pre-Ath
      - Newborn Screening
      - Genetic testing
      - Lay Caregiver
    - Current grants expand services, constituents
      - Consumer tools
      - LTPAC, BH
      - Analytics
      - Ambulatory CCD
FY 17 – FY 21 Strategic Planning Methodology and Outputs

- Gartner Consulting engaged to facilitate
- Key stakeholders identified
- One-on-one interviews with numerous stakeholders
- Key drivers identified (slide 8)
- Current State Analysis (slides 9-12)
  - Organizational Strengths
  - Organizational Weaknesses
  - Opportunities and threats
- Identification of strategic principles and themes (slide 14)

- Five key domains to be strengthened (slide 15)
  - Mission, Vision, Values (slides 16-18)
  - Governance, Program Mgt
  - IT Service Management
  - IT Capabilities, Architecture, Standards, Infrastructure
  - Organizational Structure and Staffing
- Five-year Roadmap – operationalizing the Vision (slides 19-23)
  - 5 initiatives and supporting work streams
  - Roadmap to be updated annually

Better Communication for Better Healthcare
Key Drivers: Forces Shaping DHIN Strategic Direction

• Purpose and duties of DHIN as defined by statute
• Changes in the national landscape
  – Meaningful Use requirements for HIE
  – Explosive growth in adoption of HIT
  – Growing demand for consent management at a granular level
  – Availability of alternative approaches to HIE
  – Alternative payment models driving new information needs
  – Funding levers used by CMS, ONC, CDC
  – 10-year Nationwide Interoperability Roadmap
• Expectations of the State
  – State Health Innovation Plan (SIM Grant)
  – Support for community health awareness
  – DMMA requirements with respect to HIE
  – Needs of other specific state agencies
• Evolving needs and expectations of DHIN members
Organizational Strengths

- National leader among public HIEs
- Near universal adoption of core services
- Mechanisms exist to get stakeholder input and feedback
- Strong and supportive Board of Directors
- Strong executive management
- DHIN team has strong self-awareness
- Strong staff alignment on core values
- Financially strong

- Low staff turnover; high morale
- Culture – results driven, creative and entrepreneurial
- History of successful major federal grant procurement and successful execution
- Continuous monitoring of the technology market for relevant, innovative solutions
- Organizational roles and responsibilities are defined and documented
- Neutrality
- Transparency

Better Communication for Better Healthcare
Problems with FY 16 software upgrade set us back many months; staff spread thin in efforts to catch up; risk of burnout

Gaps in expertise for anticipated future needs
  - Staff with clinical/HIT background
  - Familiarity with claims
  - Architecture planning/management
  - Data warehousing/analytics
  - Cybersecurity
  - Deep technical understanding of standards

Planning, forecasting, resource estimation need improving
Opportunities

- Current contract with prime vendor expires 6/30/2018
- Opportunity to “modularize” the technology stack, reduce single vendor dependency
- Current grants can offset the cost of technology refresh
- Current grants drive new services; new revenue opportunities
- User expectation of availability of all health data in CHR continues to attract new data senders
- State Innovation Model expectations re shared technology services (provider-payer communications, claims database, consumer tools)
- ACA driving new technology and information sharing needs
- Advanced Meaningful Use (and MIPS) objectives emphasize HIE
- New technologies (APIs, FHIR)
- Secondary uses of data (eg for analytics service) provide revenue opportunity
Threats

- New CEOs & CIOs in founding orgs – loss of collective memory
- Ongoing requests to justify DHIN fees (value unclear to customers)
- Brand awareness – over-identification of DHIN with CHR
- Increasingly complex technology stack
- Refresh the technology while maintaining service and operations
- History of problem-riddled software upgrades has eroded stakeholder confidence
- Increasing competition from private HIEs
- Cybersecurity threats may increase as public awareness of DHIN grows
- Increased public awareness of DHIN through consumer engagement initiatives may bring backlash
- Unknown impact of election outcomes
- End of Highmark’s annual contribution of $1M; uncertain level of continued support
- Increased number of data senders = increased complexity in scheduling upgrades, etc. (data senders have competing priorities)
Strategic Principles and Themes

• Execute on the expansive vision of DHIN articulated in 16 Del. Code Chapter 103
• Remain the neutral facilitator of information exchange between business competitors
• Maintain national leadership position
• Manage the business
  – Growth in services
  – Growth in participants
  – Diversify revenue stream for stability
  – Align fees with value
• Move toward business model based on use of data vs contribution of data to the network
• All who receive value from DHIN should contribute proportionately to the value received
• Work to be perceived by our stakeholders as a strategic partner
## Areas Needing Further Maturity: Five Key Domains

<table>
<thead>
<tr>
<th>Mission, Vision, Values</th>
<th>• Need to be clarified and refreshed</th>
</tr>
</thead>
</table>
| Governance, Program Mgt | • Management of technology and services as an integrated and coordinated portfolio  
                           • Contract management in a multi-vendor environment |
| IT Service Management   | • Stabilization and reliability of core services  
                           • Improve market awareness (competitive landscape)  
                           • Relationship building at C-suite and business leader levels  
                           • Segmentation of marketing and communications |
| IT Capabilities, Architecture, Standards, Infrastructure | • Legacy interfaces and data standards  
                                                          • Define enterprise architecture (business, information, and technology)  
                                                          • Procurements aligned with defined architecture |
| Organizational Structure and Staffing | • Critical skills for specific new opportunities are lacking or immature  
                                         • Current organizational structure may not be ideal |
DHIN’s Mission

*What* do we do, *for whom* do we do it, and *why*?

“We serve providers and consumers of care through innovative solutions that make health data useful”

(It’s not just moving, storing and displaying data)
DHIN’s Vision

What do we want to be? A desirable, achievable future state...

“The relied upon, highly trusted information hub of the health ecosystem...in which all participants both contribute and receive value...fueling a robust Learning Health System”
Core Values

What is the cultural glue that holds us together as an organization? What drives us? *How* do we behave/think/work?

- Embrace the challenge!
- Be accountable
- Work together
Operationalizing the Plan (1)

- Five initiatives and 17 supporting work streams
- Five-year roadmap
- Supported by Gartner research and a detailed Implementation Guide
- A flexible plan to address strategic themes and achieve the desired future state
- Will be updated annually
## Operationalizing the Plan (2)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Work Stream</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organizational Capabilities</td>
<td>a) Change management</td>
<td>• Focus on org structure, skill set development through mix of new hires, training, and contract support</td>
</tr>
<tr>
<td></td>
<td>b) Align human capital with strategic direction</td>
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<tr>
<td>2. Customer Engagement and Marketing</td>
<td>a) Segment customer communications</td>
<td>• The right communication channel with the right detail to the right audience at the right time – with feedback</td>
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<tr>
<td></td>
<td>b) Perform competitive market analysis</td>
<td>• Understand existing and emerging HIT ecosystem</td>
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<td></td>
<td>c) Revise marketing strategy</td>
<td>• Target marketing of the right service to the right customer segment</td>
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<td></td>
<td>d) Align relationship management capabilities with strategic direction</td>
<td>• Foster a “strategic partnership” approach to relationship management</td>
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</tbody>
</table>
### Operationalizing the Plan (3)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Work Stream</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Service Offering</td>
<td>a) Recast portfolio of service offerings along with packaging and pricing</td>
<td>• Maturation of management of full life cycle of service offerings</td>
</tr>
<tr>
<td></td>
<td>b) Introduce formal Service Offering Management</td>
<td>• Review of pricing structure and business model to align with vision and goals</td>
</tr>
<tr>
<td>4. Enterprise and Solution</td>
<td>a) Align technology and services sourcing strategies</td>
<td>• Explicit linkage between portfolio of services and supporting technology</td>
</tr>
<tr>
<td>Architecture</td>
<td>b) Strengthen architecture planning and governance</td>
<td>• Add rigor to architectural planning</td>
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<tr>
<td></td>
<td>c) Refresh solution architecture</td>
<td>• Modernize and “modularize” solution architecture to allow for “best-in-class” solutions</td>
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<td></td>
<td>d) Acquire Cloud Services Brokerage (CSB)</td>
<td>• CSB to support multiple cloud and remotely hosted solution providers and service offerings</td>
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<td>e) Core services technology re-procurement and implementation</td>
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## Operationalizing the Plan (4)

<table>
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<tr>
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<th>Work Stream</th>
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</thead>
<tbody>
<tr>
<td>5. Service Operations and Management</td>
<td>a) Enhance change and release management processes</td>
<td>• Improve quality of technology based services</td>
</tr>
<tr>
<td></td>
<td>b) Implement customer service level management</td>
<td>• Reduce/eliminate the number, frequency, and impact of technology or application related service disruptions</td>
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<td>c) Strengthen vendor management across service offerings and solutions</td>
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<td></td>
<td>d) Implement Cloud Service Brokerage and IT Service Management Framework (ITSM)</td>
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## FY 17 – FY 21 Strategic Roadmap

### DHIN Organizational Capabilities

<table>
<thead>
<tr>
<th>Initiative/Workstream</th>
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<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
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<tbody>
<tr>
<td>1a</td>
<td>Implement DHIN Change Management</td>
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<tr>
<td>1b</td>
<td>Align Human Capital Management with the DHIN’s Strategic Direction</td>
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### Customer Engagement and Marketing

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<tbody>
<tr>
<td>2a</td>
<td>Segment Customer Communications</td>
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<tr>
<td>2b</td>
<td>Perform Competitive Market Analysis</td>
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<tr>
<td>2c</td>
<td>Revise Client Segmentation, Marketing and Engagement / Sales Strategy</td>
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<tr>
<td>2d</td>
<td>Align Relationship Management Capabilities with Strategic Direction</td>
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### Service Offerings

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<tbody>
<tr>
<td>3a</td>
<td>Recast Portfolio Management of Offerings</td>
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<tr>
<td>3b</td>
<td>Introduce Formal Service Offering Management</td>
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### Enterprise and Solution Architecture

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<tr>
<td>4a</td>
<td>Align Technology and Services Sourcing Strategy</td>
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<td>4b</td>
<td>Strengthen Architecture Planning and Governance</td>
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<td>4c</td>
<td>Refresh Solution Architecture</td>
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<tr>
<td>4d</td>
<td>Acquire Cloud Services Brokerage as Foundation for HIE Cap. &amp; Service Delivery</td>
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<tr>
<td>4e</td>
<td>Core Services Technology \ Services (Results, CHR)</td>
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<td>4f</td>
<td>Re-procurement and Implementation</td>
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### Service Operations and Management

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<tr>
<td>5a</td>
<td>Enhance Release Management Processes</td>
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<td>5b</td>
<td>Implement Customer Service Level Management</td>
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<td>5c</td>
<td>Strengthen Vendor Management Across Solutions</td>
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<tr>
<td>5d</td>
<td>Implement Cloud Service Brokerage and ITSM Framework Across Solutions</td>
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**Better Communication for Better Healthcare**
Specific Roadmap Tasks for FY 17

• New Hires
  – Chief Innovation Officer (EA, Tech)
  – Clinical Informaticist
  – Integration Analyst (Mirth certified)
    ✓ Director of Marketing (done)

• Staff Development
  – ITIL / ITSM Framework training for all staff

• Segmented customer / stakeholder communications
  – C-suite executives
  – Project managers
  – Business leaders
  – Key legislators
  – State agencies

• Stand up formal portfolio management
  – Map expenses and technology components to service offerings
  – Evaluate possible service “bundles”
  – Re-evaluate pricing model, fees

• Begin technology refresh activities
  – Pilot “Mirth Results”
  – Acquire all historic data
  – Implement CDR in Amazon Gov cloud
  – Evaluate modular solutions to replace ancillary functionality
  – Begin RFPs if needed for specific procurements

• HITECH Certification for stakeholder confidence