



HealthInfoNet Strategic Plan 2019-2020

Dear HealthInfoNet Stakeholders,

The Strategic Plan presented here is the culmination of over nine months of work conducted by multiple stakeholders on behalf of HealthInfoNet (HIN). HIN's focus with our strategic planning efforts, beginning in 2018, was to look at our organization with a fresh set of eyes, and review our services, relationships, financial position, and business in light of a rapidly changing health care ecosystem in Maine and beyond.

To do this work, we hired an outside firm, Health Resources in Action (HRIA), to create and facilitate an engagement process with HIN leadership, staff, Board of Directors, and stakeholders, both in Maine and nationally. This work included two full-day retreats with the HIN staff and Board, over 18 stakeholder interviews and focus groups, and a number of internal reviews including a detailed Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.

The information collected and refined through this process was then used to develop strategic priorities for the next 18 months. While many strategic plans often encompass three to five years of work, our industry is changing so rapidly that the HIN Board and leadership both agreed on the need to be laser focused; thus, anything beyond an 18-month window would be too speculative.

Our Strategic Plan is organized by Priority Areas, Goals and Core Objectives. This document is meant to be a living, breathing document that the HIN Board, leadership, and staff will update annually. HIN's success to-date and future success is based on trust and transparency; thus, this document is also meant to be public facing. As we grow and do more it becomes even more important that stakeholders, partners, and consumers/patients understand what our role is. As such, this plan is meant to specifically share what our strategic focus is as an organization.

This Strategic Plan is intentionally brief. This document is not meant to be a treatise on HIN's work, but rather a forward projection of our strategic priorities and view of how HIN will continue to be a trusted convener, an innovative technology developer, a technology services partner, and ultimately, an organization that has a measurable impact on improving the value and quality of patient care in Maine and nationally, while also making lasting improvements in population health.

Thank you for reading this important document. We look forward to working with you in the future.

Sincerely,



Shaun T. Alfreds
Executive Director and Chief Executive Officer
HealthInfoNet

HealthInfoNet Strategic Plan

Mission Statement:

To support lasting improvements for the health care community in the quality of patient care, population health, and overall health care value with data.

Vision Statement (2019-2020):

To be a trusted information services leader and partner with the health care community, providing independent convening of stakeholders, timely access to data resources, and innovative solutions-oriented technical tools that leverage and enhance HealthInfoNet's unique value in support of improving health outcomes.

Priority Area #1: Enhance and Strengthen Financial Wellness and Sustainability



To ensure HealthInfoNet's long term viability, and in order to achieve its mission of delivering trusted health information services that help the health care community create lasting improvements in the value and quality of patient care, **Financial Wellness and Sustainability** have been identified as critical to success.

As the size and scope of HIN's projects have grown, so too have the resource requirements to support the technology and security infrastructure as well as the qualified and highly trained staff and partners. The funding available for these costs have shifted over the past several years; we are now supported primarily by participant and contract fees, while we were principally supported by grants in the past. We must define a plan to grow our revenue sources in order to protect our financial sustainability for the long-term.

Enhance and Strengthen Financial Wellness and Sustainability Goal: Operationalize core assets and grow additional revenue streams in order to provide support to a dynamic health care system.

In order to achieve this goal, we have organized our efforts around four key Objectives:

Financial Wellness and Sustainability Objectives:

- 1. Expand HIN's role as a data resource by adding one new data source (e.g., SUD, pharmacy, SDoH, claims, Medicare), while improving existing data sources annually.** Our participants and client stakeholders rely on HIN to provide data and care-focused insights. HIN has a critical role in Maine to serve as an independent and trusted information source. As we grow, it is imperative that we continue to add to the data set both from existing participants and new data sources; this will further increase the value of the information HIN provides.
- 2. Enhance existing and develop two new software/solutions to increase revenue (e.g., sales and/or reduce HIN operating expenses) by the end of 2020.** Finding new ways to enhance existing tools and create new solutions will deliver unmet client needs in the marketplace and serve as a revenue model for HIN. This technical work will create new revenue sources, improve client satisfaction, and reduce internal costs for HIN, while supporting HIN's growth nationally.
- 3. Identify the viability of a new business entity, including a for-profit model, that is compatible with the HIN Mission by end of 2019.** As HIN continues to grow and expand the solutions and services we provide, it is important that we explore other business models and organization structures that allow for financial growth opportunities, protection of HealthInfoNet's intellectual property, and support of new revenue

streams, while continuing to focus on our core Mission. Work with legal and accounting experts will occur over the course of 2019 to develop a plan for HIN that will ensure organizational and business structures support future development.

4. **Secure new funding and/or sustain current funding that further enhance HIN's relationships, value, and marketing efforts.** To continue our mission of improving the data and tools provided to our stakeholders, and to sustain HIN as a business, it's critical that we develop innovative approaches to building partnerships that support growing HIN's financial base. These include partnership opportunities with other organizations and HIEs nationally, software revenue, grants, and state and federal government contracts. In addition, it's clear that HIN must develop a strategy around payer engagement efforts to both support the changing health care system and improve revenue diversity.

Priority Area #2: Develop HIN Relationships and Value Proposition

In direct support of HealthInfoNet's vision to be the trusted information services partner with the health care community, HIN's leadership, Board, and staff have identified **Partnerships and Value Proposition Development** as critical to our current and future success.



HIN has spent the better part of the last decade working in close coordination with the health care community, serving as an independent convener on topics including:

- Shared value of the statewide HIE
- State/federal privacy and consent laws for data sharing
- Patient engagement with personal health records and the HIE
- Behavioral health and data informed workflows
- Shared care planning, information capture, and business analytics
- Regional opioid issues
- Partnerships with the Federal Government to support information system development and deployment

This work is vital to our role of serving the HIN user community with data, information and tools. As HIN grows in its position as a data aggregator and information tool developer/provider, we must be looking to complement solutions and services used by the health care community and increase value for all stakeholders – including those with complex IT systems and those without.

Develop HIN Relationships and Value Proposition Goal: Serve as an integrated health partner with HIN data sources and participants – complementing information systems in place to reduce health care costs and increase value for all clients/partners, while improving population health outcomes.

In order to achieve this goal, we have organized our efforts around four key Objectives:

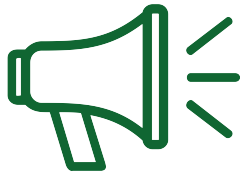
Partnership and Value Proposition Objectives:

1. **Engage a broad scope of key clients to identify top integration opportunities for providing timely and ease-of-use data access, maximizing data sharing, and supporting vertical integration to enhance patient safety and clinical utilization.** This work includes approaching leadership across HIN partners and clients (e.g., IDNs, ACOs, FQHCs, practices, state government, etc.), and engaging them in direct discussions and planning processes on how to gain more value through HIN data and tools.
2. **Create two new client informed products (e.g., use cases, applications, tools, etc.) by the end of 2020.** Our Board, leadership, stakeholders, and staff identified the creation of new “client informed” products as a critical step forward for our organization. Along with the work HIN has done over the last 12 months

with deploying new software (e.g., TermAtlas™) and new use cases, HIN will continue to add to its intellectual property asset portfolio and bring forward new and needed tools and services.

- 3. Add additional ambulatory, specialty, and ancillary data from the major Maine health care organizations by the end of 2020.** As is articulated throughout this Strategic Plan, HIN's value is in the data. As such, focus is being made over the next 18 months to gather additional data. Whether it's EHR data that are not collected today or new data elements such as Substance Use Disorder Treatment (SUD) or Social Determinants of Health (SDoH) for which HIN is currently undergoing a series of projects, these data sources are critical to improving patient care and experience and support HIN's critical role in collection and curation of data.
- 4. Establish a contractual relationship with a HIE or a HIE technology-based partner by end of 2020.** Stakeholders recognize the value of HIE in national health reform efforts. As HIN matures, we've learned that true technical innovation is a collaborative process. As a result, our national focus is to seek out trusted partners that support our Mission and Vision to continuously innovate using data and technology.

Priority Area #3: Expand Communications and Marketing Efforts



In order to best support the two priority areas outlined above, (**Financial Sustainability** and **Development of Relationships and Value Proposition**), HIN's leadership, Board, and staff have identified the key need to **Expand Communications and Marketing Efforts**.

As HIN explores the possibility of establishing another business entity and expanding our current product line, creating and deploying effective communications and marketing strategies that meaningfully demonstrate how HIN's services are helpful and efficient in a health care professionals' daily workflow will be crucial. Investing in marketing and communications efforts will help attract new clientele and ensure we maintain current client relationships by helping them understand the value of HIN's health information technology software solutions. Through these expanded communications and marketing efforts, we also hope to garner information about how to continually improve our established products and identify potential opportunities for further growth.

Expand Communications and Marketing Efforts Goal: Provide clear, consistent messaging to a variety of audiences so they understand, value, and trust what HIN can do for them and others.

In order to achieve this goal, we have organized our efforts around three key Objectives:

Communications and Marketing Efforts Expansion Objectives:

- 1. Establish a baseline percentage of client audiences that understand the value of HIN's products and services by end of 2019.** To deploy HIN's best possible marketing materials and campaigns, there is a need to better recognize our audience's understanding of HIN's current products and services. We aim to establish a baseline percentage of client understanding for HIN solutions in order to help inform what resources we need to develop to reach those who do not recognize our value.
- 2. Increase customer-base usage of HIN tools and services annually.** Currently, HIN's Client Education team works hard to engage customers to better understand how HIN's tool and services can add value to their daily work, while also saving them time and resources. Not only do we want to keep up this engagement, but we want to bolster it and develop new materials, deploy engagement campaign(s), and recognize beneficial opportunities to engage with clients via in-person meetings and conferences.
- 3. Identify specific communication pathways to explore with key clients that grow engagement and promote integration of HIN services and value.** As HIN continues to develop relationships with current and potential clients and partners, we will seek new pathways to communicate with them in a way that

best exemplifies the value of our company; this means working to better understand engagement patterns and workflow integration for our services and products across the spectrum of daily users to organizational leadership.

Summary

This Strategic Plan sets HIN in pursuit of a vision to continue growing as a leader in health information services for all organizations in the state of Maine and beyond. This plan has exciting strategies, goals, and objectives that HIN's leadership, Board, and staff plan to achieve over the coming 18 months. We believe that it's time to expand our thinking, explore new opportunities, and find out how we can do more while still maintaining the original intent of HIN's Mission. We look forward to partnering with existing and new clients and partners to discover what's next for our organization, and to continue providing top-notch health information services that improve the value and quality of patient care across the health care community and beyond.