

HealthInfoNet's Strategic Plan June 2020 through December 2021

To create better, easier, and safer solutions is our guiding principle. We help our communities create lasting system-wide improvements in the value of patient care.

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Executive Summary

The Strategic Plan document presented here is an update to our previous 18-month plan, which was effective from January 2019 through June 2020. The focus of our most recent strategic planning efforts, which began in November 2019, was to build on our previous plan's core priority areas by making adjustments to their respective goals and objectives not only in light of an ever-evolving healthcare ecosystem but also in consideration of some of HealthInfoNet's recent organizational updates – namely, the creation of its for-profit subsidiary Cureous Innovations™.

To do this work, we hired an outside firm, Health Resources in Action (HRiA), to create and facilitate a convening and engagement process with HealthInfoNet staff, Leadership team, and Board of Directors. This effort included three full-day retreats, as well as various conversations with stakeholders located both in Maine and nationally.

The information collected through this process was used to refine HealthInfoNet's ongoing priority areas for the next 18-months. While many companies' strategic plans often encompass longer periods for strategic direction, Leadership and the Board agreed that our company and industry are growing and changing faster than the typical pace and that being agile and responsive to those needs required a shorter 18-month duration. Furthermore, in discussions with our staff, Leadership, and the Board, it was agreed that the priority areas identified through our last round of strategic planning were still relevant, and therefore the underlying goals and objectives of each area were what required revision to stay current. At the conclusion of this plan's duration, we will determine whether we should revisit our priorities or if updates to the existing plan are still meaningful.

Our Strategic Plan is organized by "Priority Area," and further by each area's overarching "Goal" and core "Objectives." The plan is meant to be a dynamic, evolving, and iterative document that HealthInfoNet staff, Leadership, and Board can update annually and monitor progress of routinely. It is also meant to be public facing. Our accomplishments to date and our future success is based on trust and transparency. As we grow, it becomes even more imperative that our stakeholders, partners, and consumers/patients understand our role in their communities.

The document is intentionally brief; it is not meant to be a treatise on HealthInfoNet's work, but rather a forward projection of our strategic priorities and view of how we will continue to be a trusted convener, an innovative thinker, a reliable technology services partner, and, ultimately, an organization that has a measurable impact on improving the value and quality of patient care both at home in Maine and nationally, while also making lasting improvements in population health.

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

Sincerely,



Shaun T. Alfreds
Executive Director and Chief Executive Officer
HealthInfoNet

Overview

About HealthInfoNet

HealthInfoNet is an independent, nonprofit information services organization that manages the statewide health information exchange (HIE) in Maine. The statewide HIE is designed to link an individual's clinical information from unaffiliated healthcare sites to create a single electronic health record, allowing authorized providers across the state to better support and coordinate patient care. HealthInfoNet is currently connected to more than 790 treatment locations across the state, including health systems, acute care hospitals, critical access hospitals, ambulatory facilities, behavioral health facilities, federally qualified health centers, post-acute care facilities, Veterans Affairs sites, laboratories, emergency medical services, pharmacies, and other provider types.

Mission Statement

To support the healthcare community in creating lasting improvements in the value and quality of patient care and population health.

Vision Statement

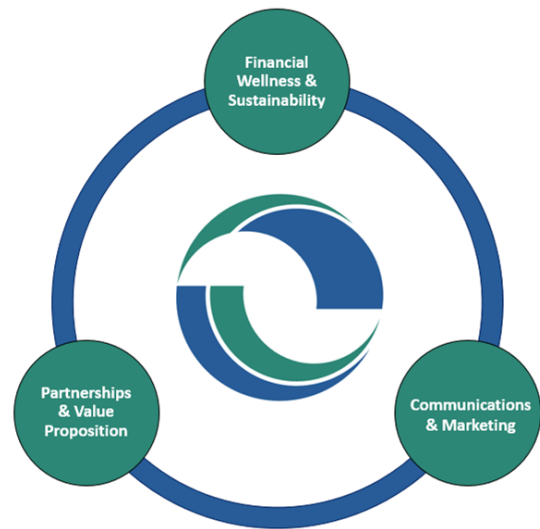
To be a trusted information services leader and partner within the healthcare community by helping improve health outcomes through independent convening of stakeholders, timely access to data resources, and deployment of innovative solutions.

Terminology Definitions

In strategic planning exercises, organizations often use various terminology to develop their work plans. Understanding how HealthInfoNet has decided to define these terminologies is critically important in knowing how best to read and learn from our Strategic Plan document. Those concepts include:

- **Priorities** – Overarching, constant domains that are critical for us to achieve our mission.
- **Goals** – Action statements that define desired outcomes for our priorities.
- **Objectives** – Targeted, measurable focus areas that are designed to help achieve our goals.
- **Strategies** – Specific functions and processes intended to achieve our objectives.

For the purposes of this document, all but Strategies are included. Strategies are internal, operational devices that evolve and expand as new opportunities arise and use cases emerge, for which we will share specific updates as we continue our work and efforts.



Priority #1: Enhance & Strengthen Financial Wellness & Sustainability

To ensure HealthInfoNet's long-term viability to deliver on its mission, financial wellness and sustainability are critical to our success. As the size and scope of HealthInfoNet's projects have grown, so too have the resources required to support the technological infrastructure and conduct business activities that depend on qualified and highly trained staff. The funding available for these additional costs has shifted over the past several years, as we are now supported primarily by participant and contract fees rather than by grants. To continue to be successful in the future, HealthInfoNet must define a plan to grow its revenue sources in a way that protects our financial sustainability over time.

Goal: Expand, operationalize, and productize core assets to improve financial wellness and sustain financial success.

Objectives: The following objectives have been designed to help achieve our goal of ensuring financial wellness and sustainability:

1. **Add at least one (1) new data source and improve existing data sources annually.** Our participants and stakeholders rely on us to convert data into actionable insights. As a trusted data resource, it is imperative that we continue to supplement the HIE's existing dataset with additional data sources (e.g., substance use disorder information, pharmacy claims, vital statistics, etc.), while improving the overall quality (i.e., completeness and validity) of our data inputs/outputs, in order to enhance the value of the information delivered through the HIE.
2. **Develop and launch one (1) new enterprise asset.** In addition to improving and enhancing our suite of software and services, we will work with our partners and clients to create new applications, services, and intellectual property. By fulfilling gaps in marketplace needs, we will be able to increase our value proposition and provide additional revenue streams. Reducing our reliance on vendor products and services is a beneficial byproduct of developing our own software and services.
3. **Evaluate current and potential business models and revenue sources.** To stay ahead of an ever-evolving market and regulatory landscape, we must continue to calibrate our business model with potential opportunities to ensure financial growth, protection of intellectual property, and new revenue sources – without compromising our core mission.
4. **Obtain at least one (1) new revenue stream.** Innovative and strategic partnerships with like-minded healthcare-centric organizations widens our financial base through the addition of software licensing, services and support fees, grants, and/or governmental contracts. One particular partnership opportunity providing significant value to the healthcare community would be in the HIE's ability to increase overall payer engagement efforts.
5. **Evaluate sources of capital and investments.** Leveraging our new for-profit subsidiary, Cureous Innovations, we will evaluate and consider new sources of capital and investments to sustain and strengthen HealthInfoNet for continued operations as Maine's designated operator of the statewide HIE.

Priority #2: Develop Partnerships & Value Proposition

To be a trusted information services leader within the healthcare community, the continuous development of innovative partnerships and a strategic value proposition is critical to maintaining our vision. For the better part of the last decade, HealthInfoNet has been working in close coordination with

Maine’s healthcare community to serve as an independent convener on a number of topics, including privacy and data-sharing consent laws, sensitive information data-sharing practices, and shared care-planning workflows. We have learned from these collaborative processes and shared our findings with our participants in the form of documents and resources. This work drives implementation of our suite of software and services to support our partners, clients, and stakeholder needs. As we continue to grow in our role as a trusted partner within the healthcare community, HealthInfoNet must adapt and expand its role as an independent convener to advance its value as new use cases evolve.

Goal: Serve as a data integration partner, supporting dynamic and diverse health information systems, to deliver a more comprehensive picture of a patient’s care experiences.

Objectives: The following objectives have been designed to help achieve our goal of further developing partnerships and value propositions:

1. **Identify and support population health data and service needs.** Serving population health interests requires an interdisciplinary, highly customized approach to connect policy to practice. This work requires non-traditional, data-driven partnerships across multiple community sectors – from public health and local government to healthcare and community-based providers. To achieve positive outcomes in the communities that we serve, we will continue to identify and leverage forward-thinking ideas with our partners, clients, and stakeholders.
2. **Establish one (1) pilot program to implement a new high-risk population health solution that bridges clinical and community settings.** Building off of recent social determinants of health (SDOH) stakeholder engagement efforts, we will pursue at least one new idea for data and/or service mechanisms that can fill gaps in high-risk population health management. Engaging at least one current partner to design and test the new solution will allow us to learn how the solution could be replicated across the state.
3. **Identify and support business, technical, and infrastructure efficiency needs.** One of our core overarching goals as a health information technology partner is to be able to adapt and advance with our clients’ data infrastructure needs. To continue to provide our existing clients with new high-value propositions, we need to implement a way to continuously assess business, technical, and infrastructural needs.
4. **Implement a seamless approach to releasing and implementing new or enhanced solutions.** As we build on our suite of software and services to enhance our clients’ system workflows and data infrastructure, we need to improve our internal processes and external client engagement methods for seamlessly releasing solutions in a way that aligns with their priorities and creates efficiencies.

Priority #3: Expand Communications & Marketing Efforts

As HealthInfoNet explores new business models and revenue sources to add to its existing suite of software and services, effective communications and marketing strategies are critical to both the development of new partnerships and the demonstration of value to our existing relationships. Investment in such efforts not only allows us to educate and support our partners and clients in leveraging the full value of our solutions, but it also promotes collaborative dialogue to help inform, improve, and develop solutions that enable growth opportunities.

Goal: Increase the breadth and depth of usage, as well as improve collaborative feedback, for our software and services across key audiences by providing clear and consistent communication and engagement methods.

Strategic Objectives: The following objectives have been designed to help achieve our goal of expanding communications and marketing efforts:

1. **Define key audiences for each software and service offering.** The design of a successful outreach, communication, and/or marketing plan is recognizing and addressing the right audiences for each opportunity. Without narrowing our field of contacts to specific definitions and interests, we are left with too broad of a client base to interact in a way that engenders the level of value and impact needed to establish meaningful communication.
2. **Identify how key audiences use and value each software and service offering.** Defining target groups of clients for each of our software and service offerings will allow us to more accurately represent and understand each offering's respective purpose, utility, and value. Identifying how specific user niches leverage our offerings will in turn allow us to develop more meaningful value propositions that can be used to promote the solutions to both new and existing clients.
3. **Increase the breadth and depth of usage for each software and service offering.** As we continue to understand the purpose, utility, and value of our software and service offerings from the perspectives of our target groups of clients, we will be better equipped to develop strategies for increasing both the breadth (i.e., the understanding and usability of active users) and depth (i.e., the number of active users) of those clients' usage for each of our solutions. Increasing client usage of our suite of software and services is a measurement for successful and sustainable solution adoption that organically spreads and reinforces new user engagement.
4. **Establish communication and collaboration methods with key audiences to inform software and service improvement and growth.** The key to releasing sustainable and innovative software and service offerings is in our ability to effectively capture client feedback to incorporate their expertise and vision into the solution design process. Engaging our clients through communication methods most practical and convenient to them will ensure that we are continuously bringing to market solutions that enhance and inform our clients' ever-evolving operational workflows and decision-making needs.

Conclusion

This Strategic Plan sets HealthInfoNet in pursuit of a vision to continue growing as a leader in health information technology in the state of Maine and beyond. This document puts forward exciting priorities, goals, and objectives that our staff, Leadership, and Board will set out to achieve over the next 18 months. We believe that it is time to expand our thinking, explore new opportunities, and find out how we can do more while maintaining our core mission. We look forward to collaborating with existing and new clients and partners to discover what's to come for our organization, as well as to continue providing top-notch health information services that improve the value and quality of patient care across the healthcare community and beyond.