

HealthInfoNet Strategic Plan January 2022 through June 2023

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

Executive Summary

The Strategic Plan document presented here is an update to our [previous 18-month plan](#), which was effective from June 2020 through December 2021. The focus of our most recent strategic planning efforts, which began in September 2021, was to modify our core priorities and objectives in alignment with the current healthcare ecosystem.

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 develop HealthInfoNet's revised 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. At the conclusion of this plan's timeframe, 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, innovative thinker, reliable technology services partner, and, ultimately, an organization that has a measurable impact on improving the value and quality of patient care 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

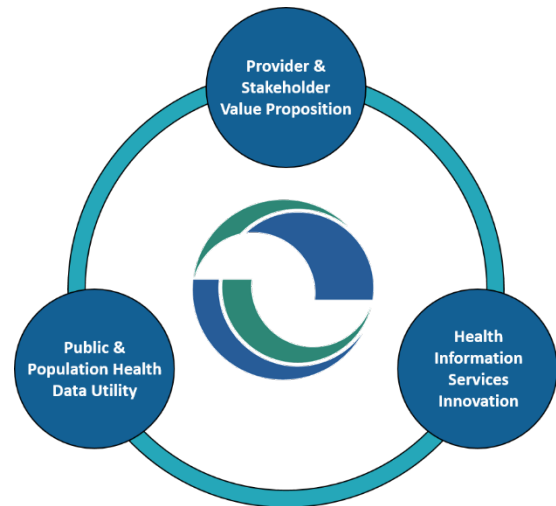
HealthInfoNet is an independent, nonprofit information services organization that manages the statewide Health Information Exchange (HIE) in Maine. The statewide HIE is designed to link an individual's health information from unaffiliated healthcare sites to create a single electronic health record, allowing authorized providers across the state to better support and coordinate patient care.

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 domains that are critical for us to achieve our mission.
- **Goals** – Action statements that define the 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 Value Proposition for Providers & Other Key Stakeholders

To continue to serve as a trusted health information services leader and partner within Maine's healthcare community, we must demonstrate ongoing commitment and dedication to developing innovative partnerships, strategic value propositions, and sustainable business models for our provider participants and other key stakeholders. In these challenging and historic times, we must adapt and advance just as our participants and key stakeholders have had to do in response to the COVID-19 pandemic. And, in an ever-evolving healthcare landscape, we must continue to grow and diversify our value offerings.

Goal: Maintain trust and reliability, while increasing value and utility, as an asset among provider participants and other key stakeholders by improving engagement and education activities and seeking collaborative ways to alleviate financial and administrative burden.

Objectives: The following objectives have been designed to help achieve our goal of enhancing value proposition for providers and other key stakeholders:

1. **Re-evaluate current participant fee model.** As existing participants' business models continue to transform in response to ever-evolving demands, and prospective participants' reasons for HIE participation are increasingly tied to various regulatory requirements, it is important that we continuously re-evaluate our participant fee model. Doing so will ensure that it is both fair and responsive while still accounting for our need to maintain the very operations that support the HIE's critical health information services.
2. **Enhance participant engagement strategies to articulate value.** At the same time as we re-evaluate our participant fee model, it is equally important that we bolster our efforts to demonstrate the impact and value of the HIE's health information services to existing and prospective participants. Not all participants use our services in the same way nor to the same extent. Making known all of the many possibilities that the HIE offers to our stakeholders through responsive education and communication methods will be critical to our sustainability and success.
3. **Enhance the efficiency of service usage within participants' workflows.** Each year, we refine and reduce the number of applications, logins, clicks, and other functions that our end-user communities use to access our health information services. We continue to simplify and streamline processes and workflows to more tightly integrate the HIE within providers' electronic health record (EHR) systems in varying ways based on specific needs and use cases.
4. **Expand connections to provider communities in Maine and beyond.** While we continue to deliver on our mission to onboard healthcare providers located in Maine, an important opportunity presents itself to expand our participation network beyond our borders by adding any healthcare provider that is servicing Maine residents, thereby benefitting all participants by providing an even more comprehensive and complete record of Maine patients' healthcare activities.

Priority #2: Bolster Data Utility for Public & Population Health Stakeholders

Serving as a de facto data utility to support public and 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. Achieving positive outcomes in these communities requires us to continuously identify and leverage forward-thinking ideas from our partners, participants, and stakeholders in order to strengthen our role as a de facto public and population health data utility.

Goal: Enhance and expand relationships with public and population health stakeholders by promoting and refining health information services to support relevant, priority, cross-sector use cases.

Objectives: The following objectives have been designed to help achieve our goal of strengthening our data utility for public and population health stakeholders:

1. **Continue to develop and enhance our relationship with DHHS to ensure alignment of HIT activities.** As our partnership with the State of Maine Department of Health and Human Services (DHHS) broadens, we must continue to mature a synergetic and mutually beneficial collaboration across its agencies to establish greater coordination and communication of health information technology (HIT) activities. This will foster common understanding of existing services, reinforce investment and prioritization of current projects, and support shared visions for prospective opportunities.
2. **Modify data governance model to support DHHS's expanded HIT use cases.** As we continue to strengthen our relationship with Maine DHHS to serve as a public and population health data utility, our data governance model dictating the type and kind of data that State agencies are authorized to obtain through our services may need to be adjusted to account for new and emerging needs and use cases. The quality of a good data governance model moving forward will be in its flexibility to adapt and advance to stakeholder needs.
3. **Support the integration and dissemination of social health information.** Building on ongoing stakeholder engagement efforts and statewide conversations focused on the value of bridging clinical and community health information systems, we will pursue expanding the HIE's capacity as a data aggregator by optimizing the incorporation of social health information received via existing clinical data sources into our existing health information services for use by our public and population health stakeholders and providers.
4. **Obtain at least one new public/population health revenue stream.** To stay ahead of ever-evolving industry and regulatory changes, we must continue to flex our business model with potential opportunities. Important to our ongoing partnership with Maine DHHS, and role as a core data utility, will be in our ability to demonstrate our value by diversifying revenue streams with a new public and/or population health service or function.

Priority #3: Maintain & Develop Innovative Health Information Services

As HealthInfoNet explores new business models, revenue sources, and value propositions, we must continue to enhance existing and create new health information services for our stakeholders. Investment in such efforts not only allows us to modernize already effective solutions to better align with emerging workflows and technologies, but also to innovate and produce cutting-edge solutions that forecast future deficiencies in critical patient care and population health functions.

Goal: Maintain existing health information services and develop new innovations to meet technological and workflow use cases by constantly applying new perspectives and interoperability standards in alignment with changing federal mandates.

Objectives: The following objectives have been designed to help achieve our goal of maintaining and developing innovative health information services:

1. **Develop and launch one new enterprise asset.** In addition to improving and enhancing our existing health information services, we will work with all stakeholder groups – from providers and payers to public and population health agencies – to create new applications, services, and intellectual property. By filling 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. An area of potential growth may include the HIE’s continued efforts to develop more robust analytic and reporting capabilities for participants and partners through an expansion of our Health Analytics Reporting Platform (HARP) service.
2. **Leverage solutions offered by subsidiary company, Cureous Innovations®.** As we serve our healthcare communities in Maine by delivering innovative health information services, we should strive to leverage our lessons learned, best practices, and new offerings created in our for-profit subsidiary company, Cureous Innovations®, with nationwide organizations in the health interoperability and technology space.
3. **Modernize technical infrastructure with emerging interoperability standards.** One of our core responsibilities as a health information services partner is to be able to adapt and advance with our clients’ data infrastructure needs and interoperability regulations. To continue to provide value to existing and prospective clients over time, we must continue to apply leading interoperability standards, such as the FHIR API framework, to our health information services in order to most flexibly support evolving workflows, enhance patient care, and optimize future use cases.
4. **Strengthen communication methods to ensure service understanding and growth.** The key to releasing sustainable and innovative services is in our ability to capture feedback from our stakeholders, release enhancements to our services that execute this feedback, and distribute materials that convey the purpose, utility, and value of these enhancements to our end-user communities. Establishing this collaborative feedback loop is critical to ongoing service growth and opportunity.

Closing Statements

This Strategic Plan sets HealthInfoNet in pursuit of a vision to continue growing as a leader and partner in health information technology in the state of Maine. 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 and population health.

Should you have any questions, comments, or feedback for us related to this plan or the activities described herein, please reach out to us at any time. The following points of contact are ready to assist depending on your area of interest:

- For engagement and partnership opportunities: [Delaney Paterson, Client Engagement Manager](#)
- For training and education opportunities: [Nicole Yeo-Fisher, Clinical Education Manager](#)