

Oregon Health Information Technology (HIT) Commons Business Plan

A public/private collaborative to further HIT Spread in Oregon

Jointly prepared by the Office of Health Information Technology, Oregon Health Authority and the Oregon Health Leadership Council, September 2017

Executive Summary

Over the year, a joint Oregon Health Authority (OHA)/Oregon Health Leadership Council (OHLC) team explored whether the success of the statewide Emergency Department Information Exchange (EDIE) initiative could be leveraged to develop an HIT Commons. As envisioned, an HIT Commons would govern EDIE along with other priority statewide HIT initiatives, with the express purpose of accelerating and advancing OHA's vision of an HIT-optimized health care delivery system in Oregon. In an "HIT-optimized" health care system:

1. Oregonians have their core health information available where needed so their care team can deliver person-centered, coordinated care.
2. Clinical and administrative data are efficiently collected and used to support quality improvement, population health management, and incentivize improved health outcomes. Aggregated data and metrics are also used by policymakers and others to monitor performance and inform policy development.
3. Individuals and their families access, use and contribute their clinical information to understand and improve their health and collaborate with their providers.

To develop an HIT Commons business plan, the OHA/OHLC team conducted stakeholder "sensing sessions" and consulted with key state advisory committees and private partners to determine the merit of and support for an Oregon HIT Commons. In addition, an interim advisory group was formed in May to consider the best approach for building an Oregon HIT Commons model. Both the sensing sessions and the interim advisory group provided valuable stakeholder input to the development of an HIT Commons business plan.

Anticipated Opportunities and Challenges of an HIT Commons

Stakeholders identified a range of opportunities of an effective HIT Commons including:

- Establishing a neutral governance and decision-making process for investing in HIT efforts
- Leveraging opportunities for shared funding of efforts with statewide impact
- Coordinating efforts to enable a network of networks for health information exchange (HIE)
- Facilitating access to high value data to improve efficiency and quality of care
- Supporting core infrastructure needed for care coordination and alternative payment models

Along with the potential opportunities, a number of possible challenges were identified. The Commons must build and maintain an all-in or critical mass participation of health care providers and insurers in order to gain maximum value. Additionally, State participation as a partner in the HIT Commons will

come with specific requirements related to funding, procurement, and data usage which must be considered as part of the HIT Commons decision-making process.

The Oregon Health Authority plays a significant role in supporting statewide HIT efforts including as a co-sponsor for EDIE and will continue to do so as a co-sponsor for the HIT Commons. Oregon legislators envisioned a role for OHA to participate in partnerships related to HIT, and OHA has the statutory authority to participate formally. OHA will be a voting member of the HIT Commons, bringing a statewide perspective, significant federal and state matching funding for qualifying initiatives, and continuing to staff the HIT Oversight Council (HITOC) to set strategic and policy priorities for Oregon.

HIT Commons Guiding Principles

- Work for common or public good
- “Raise all Boats” - Establish Minimums (vs maximums)
- Inclusive – Work to ensure “all-in” or critical mass
- Rules of the Road for data sharing – set guard rails to promote trust
- Democratize the data – exchange common data within guard rails
- Spread HIT successes
- Transparency – create clarity around how and why decisions are made
- Identify and communicate value

HIT Commons Potential Responsibilities

The roles and responsibilities of the HIT Commons will vary depending on the specific initiatives it is supporting. Above all, the HIT Commons would provide a “prioritization competency”, focusing energy and resources on initiatives that are broadly valued and needed.

- Advisory Resource
 - Identify, recommend, and communicate the “rules of the road” for HIT standards, privacy, security, exchange
 - Create guidelines for engagement in shared services
 - Advise on new state rules
 - Provide central advisory guidance to evolving technology
- Administrative and Operations Functions
 - Convene, coordinate, communicate, and oversee HIT programs involving stakeholders statewide, multiple programs, funding sources, and contracting relationships (e.g., EDIE)
- Technical Infrastructure
 - Support the advancement of statewide HIT ecosystem leveraging and strengthening technical investments and encouraging connections with statewide exchange standards
 - Do not build, maintain, or implement any new technical services, but rather coordinate funding to support expansion of current technical infrastructure (e.g., current HIEs)

HIT Commons Governance Model and Management Approach

The interim advisory group evaluated a range of governance models from a formal 501(c)(3) with hired staff to the status quo. They first agreed to the following management structure principles:

- Stay lean
- Stay focused
- Flexible yet sustainable

- Clear lines of accountability
- Inclusive/levels of participation
- Pay as you go
- Grow as necessary
- Clear authority

The interim advisory group unanimously agreed on a mid-range management structure option that would establish an umbrella governance structure to oversee select HIT initiatives. The interim advisory group agreed to serve as the interim governance body to work on reviewing/selecting members of the ongoing HIT Commons and further development of common principles, expectations, and criteria for selecting future projects. Projects will be funded and staffed as they are initiated. This model allows Oregon to build on and expand collective efforts without setting up a formal new organization before the value has been proven.

The interim advisory group recommended that Oregon should leverage the experience gained from the OHLC/OHA EDIE governance partnership model initially, with the intent to move to a more formal, independent legal and management structure as experience warrants. This has been referred to as a “crawl, walk, run” strategy to build on what has worked and provide flexibility for future effective execution of statewide health information technology efforts.

Initial implementation of an HIT Commons would begin in late 2017, transitioning the EDIE Governance Board to the new HIT Commons Board. Initial management of the Commons would be under the auspices of the OHLC and a management contractor. Initial projects for the Commons would be EDIE, Prescription Drug Monitoring Program (PDMP) Gateway, and HIE/network of networks. As the governance structure develops and matures, additional initiatives could be taken on by the Commons. Funding the Commons is envisioned to build on the current EDIE financing structure and be funded by authorized state HIT funds, and dues paid by insurers, CCOs (OHA may initially sponsor CCO share), hospitals, and potentially other providers down the road.

HIT Commons “Umbrella” Structure

