Arizona’s Health IT Future:

Health Current Three-Year Strategic Plan & Expanded Governance Model
Arizona’s Health IT Future

Melissa A. Kotrys, MPH
Chief Executive Officer
April 2017
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>Governor’s Executive Order</td>
</tr>
<tr>
<td>2006</td>
<td>Arizona Health-e Connection Roadmap published</td>
</tr>
<tr>
<td>2007</td>
<td>Arizona Health-e Connection (AzHeC) founded</td>
</tr>
<tr>
<td>2010</td>
<td>Regional Extension Center (REC) grant awarded</td>
</tr>
<tr>
<td>2011 &amp; 2012</td>
<td>HIT and HIE legislation passed</td>
</tr>
<tr>
<td>2013 - 2014</td>
<td>Merged statewide HIE into AzHeC</td>
</tr>
<tr>
<td>2014</td>
<td>Arizona’s Health IT Roadmap 2.0 published</td>
</tr>
<tr>
<td>2015</td>
<td>Transforming Clinical Practice Initiative (TCPi) grant awarded to AzHeC (in collab with Mercy Care)</td>
</tr>
<tr>
<td>2016</td>
<td>AzHeC initiates integrated physical &amp; behavioral HIE strategy</td>
</tr>
<tr>
<td>2017</td>
<td>10 year anniversary, launch of new strategic business plan &amp; rebrand as Health Current</td>
</tr>
</tbody>
</table>
10+ Years of HIE Progression in Arizona

2007 – 2010
Two regional HIEs developed – S. Az HIE (SAHIE) and Az Medical Info Exchange (AMIE)

2010 -2014
Two regional HIEs (AMIE & SAHIE) merged to form statewide HIE – Health Info Network of Az (HINAz)

2014 – 2015
Arizona’s Health-e Connection (AzHeC) and HINAz formally affiliate and operate as single entity

2016
AzHeC & HINAz formally merge; AzHeC to handle all community-wide HIT and HIE activity

2017
AzHeC rebrands as Health Current & rolls out 3 year strategic business plan
Health Information Exchange

- Behavioral Health Providers
- Medical Providers
- Hospitals
- Labs
The Patient Rights Process

1. The Notice
   When providers begin to participate, they provide each patient a Notice of Health Information Practices concerning their rights under Anheora law, indicating their right to opt out of having their information available through the Network. Then patients either acknowledge that they have received the Notice or they choose to opt out of having their information available in The Network. Participating providers are able to access and securely share information – both physical health and general behavioral health information.

2. Part 2 Data
   The information regarding treatments for drug or alcohol abuse, federal law provides special protection, and access to this information is available only by direct consent or in the case of an emergency.

3. Opt Out
   If a patient opts out of having their information available in The Network, no providers are able to access any of the patient’s information in The Network, even in an emergency.

   Patients who change their mind are able to opt back in or opt out at any time by simply informing their provider of their choice.
Patient Centered Data Home™ (PCDH)
Patient Centered Data Home™ (PCDH) is a concept of Strategic HIE Collaborative (SHIEC).
Practice Innovation Institute (Pi Institute)
Key Facts

- Potential of up to $14.6 million from CMS over four years (2015-2019)
- Collaboration of Health Current, Mercy Care Plan & Mercy Maricopa Integrated Care
- One-on-one consulting valued at $50K+ per practice
- Assistance in integrating physical & behavioral health care
- Engagement and practice transformation for 2,500 Arizona Clinicians
- Connection to the statewide HIE, including pop health & data analytics to enhance communications and care coordination
- Collaboration with QIN-QIO and professional medical associations to advance practice transformation
Participant Growth
As of March 1, 2017

Health Current Participant Growth

[Bar chart showing participant growth from December 2014 to March 2017]
Health Current, Arizona’s HIE - Growth
Participant Inpatient Discharges & ED Visits
Health Current, Arizona’s HIE - Growth
FQHCs, RHCs, Community & Behavioral Health Providers

![Health Current - Growth Chart](image-url)
Health Current Participants
As of April 20, 2017

Current participants include 290 entities:

- 70 Behavioral Health Organizations
- 109 Community Provider Organizations
- 23 Hospitals & Health Systems (94% of inpatient discharges)
- 21 FQHCs & Community Health Centers
- 12 Health Plans
- 22 Long-Term & Post-Acute Care Organizations
- 16 State & Local Government Organizations
- 12 Accountable Care Organizations
- 3 Health Information Exchanges
- 2 Reference Labs & Imaging Centers

Hospitals, and providers participating in the Medicaid EHR Incentive Program with AHCCCS (Arizona Medicaid) are eligible to receive financial incentives for HIE participation.

Note: A Health Current “Participant” is an organization that has signed a Health Current Participation Agreement. These organizations are either already connected to the HIE or in the process of connecting.
Health Current Participants
Data Providers & Data Types (updated monthly)

Network Services

• Bidirectional Information Exchange
  • Push/pull or query/response functionality

• Provider Portal/Payer Portal
  • Download and single-sign-on EHR integration capabilities

• Alerts & Notifications
  • Delivery of ADT Alerts and Clinical Results Notifications in both human and machine readable formats

• Direct Secure Email
  • Secure email for clinical information exchange; DirectTrust certified and HIPAA compliant

• Public Health Reporting
  • ADHS connections for immunization registry, electronic lab reporting, syndromic surveillance and disease registries (coming soon)

• eHealth Exchange
  • Supports exchange with VA, SSA, DOD, out-of-state HIEs, and IHS later this year
Accomplishments to Date

• Stable financials and sustainable technology platform
• Groundswell of interest – 300+ Participants
• 90% of hospital admissions with data flowing (soon 94%)
• 8.0M patients with clinical data
• 100,000+ Alerts monthly
• Integrating physical & behavioral health information statewide
• Successful grant programs – REC and Practice Innovation Institute
• Interstate connectivity – Patient Centered Data Home™
Strategic Business Plan: 2017-2019

4 Pillars of Success

- Data Integration
- Data Acquisition
- Data Quality
- Value-Added Services
Strategic Business Plan: 2017-2019

4 Pillars of Success

- Data Integration
- Data Acquisition
- Data Quality
- Value-Added Services

Core HIE Foundation
Data Integration

*We help our partners realize their highest potential to transform care*

**Our Responsibility = Health Current**

- Take steps to acquire more complete information to support value to the community (fill the Swiss Cheese gaps)
- Provide more robust workflow support to participants
- Receive regular participant feedback, leading to continuous improvement
- Offer more opportunities for community participation in solution building
- Offer additional value-added services
Data Integration

We help our partners realize their highest potential to transform care

Together = Health Current + Community/Participants

• Sit down, one on one with various health care organizations and map out needs, expectations, priorities and timelines to integrate – form a strategic partnership
• Actively engage in HIE workflow support services together
• Tell us your barriers. Why aren’t you fully utilizing the HIE? What can we do to help maximize the value?
• There is no “good” time to start. Participants commit to starting and working with us to solve problems and deliver value.
Strategic Business Plan : 2017-2019

4 Pillars of Success
Data Acquisition

Data Sources

Continue adding new data sources:

- Remaining acute care hospitals (18 = 6% of statewide discharges)
- Remaining behavioral health hospitals (14)
- Physical health practices
- Behavioral health practices
- Long term post-acute care organizations
- First responders
- Correctional health providers
- Claims data to fill encounter data gaps
  - Medicaid claims
  - Medicare claims
  - Commercial claims
- Medication fill history
  - PDMP
  - Commercial sources
- Social services agencies
- VA & IHS
- Advanced directives
- Other HIEs
Data Acquisition

Data Sources

Our Responsibility = AzHeC

Utilize subsidies & incentives to recruit eligible providers

- AHCCCS HIE Subsidy Program
- State HIE Integration Plan (SHIP) subsidies
- Practice Innovation Institute/Transforming Clinical Practice Initiative
- AHCCCS Education & Outreach Program (E&O)

Develop EHR vendor relationships promoting connection to AzHeC

- Develop a single bi-directional interface to vendor cloud-based services
- Develop reusable unidirectional and bidirectional interfaces for premises-based EHRs
- Develop vendor discount programs for provider interface development

Utilize alternate data formats & transfer protocols for non-certified EHRs

- Examples: flat files, SFTP, Direct, FHIR

Seek alternative data sources
**Data Acquisition**

**Data Sources**

*Together = Health Current + Community/Participants*

Recruit critical health care network partners of existing HIE Participants

Utilize regional business strategies to recruit non-participating providers
Data Acquisition

Data Elements

Capture missing data (varies by Participant):

- Diagnosis & chief complaint
- Discharge destination
- Electronic images
- Encounter based data
- Immunizations
- Insurance & guarantor
- Lab & radiology results
- Medications
- Patient attributions
- PCP designation
- Social determinants
- Transcribed reports & electronic documents
- Treatments & procedures
- Vital signs & BMI
Data Acquisition

Data Elements

Our Responsibility = Health Current

Seek alternative data sources

Seek EHR vendor assistance with extracting and sending appropriate and complete data from contributors

Together = Health Current + Community/Participants

Analyze each data source for completeness & consistency utilizing commercially available or internally developed tools

Data source will begin to capture and send critical missing data elements to Health Current
Strategic Business Plan: 2017-2019

4 Pillars of Success
Data Quality

Data normalization

The process of making data less variable by:

- Grouping similar values into a common value set (e.g. payer names, gender, religion, ethnicity, practice specialties, etc.)

- Utilizing common data formats for variable format elements (e.g. name and address formats)

Data standards

The process of utilizing accepted data coding standards to make data more meaningful, comprehensive and actionable (e.g. CPT, ICD-9, ICD-10, RxNorm, LOINC, NDC, SNOMED CT, DICOM, etc.)
Data Quality

Our Responsibility = Health Current

Establish Data Governance Council to oversee data use, data quality, data standards, coding standards and data security.

Audit inbound data feeds to ensure adopted data standards and coding standards are maintained.
Data Quality

Together = Health Current + Community/Participants

Utilize commercially available and internally developed tools to apply national data standards to varying data elements forming common value sets (e.g. HL7 standards for gender, race, religion, ethnicity, etc.)

Utilize commercially available web or database services to normalize patient, provider, payer & other names & addresses (e.g. USPS AEC services)

Utilize commercially available tools to apply accepted data coding standards to non-coded data (e.g. CPT, ICD-9, ICD-10, RxNorm, LOINC, NDC, SNOMED CT, DICOM, etc.)
Strategic Business Plan: 2017-2019

4 Pillars of Success

Core HIE Foundation

- Data Integration
- Data Acquisition
- Data Quality
- Value-Added Services
Value-Added Services
New Services to be Considered

• Population Health Management
• Health Care Analytics
• Community Care Plans
• Medication Fill History
• Electronic Image Sharing
• Community Referral Management
• Community Scheduling

• Advanced Directives, Power of Attorney & POLST
• Consent Management & Identity Proofing
• Personal Health Record
• Advanced Reporting
• Bundled Payment Support
• Secure Test Messaging+
Value-Added Services
Process for vetting of new services

1. Convene participant workgroup & confirm objectives
2. Identify and document the need, use cases, benefits and targeted organizations
3. Identify and document required service features and functionality
4. Review market for product offerings and potential vendors, conduct a limited number of demos
5. Develop preliminary financial model
6. Confirm targeted user organizations that will support and commit to using the service
7. Go or No-Go procurement decision
8. Conduct a focused Request for Quote (RFQ) process with demos
9. Evaluate and select the final vendor
10. Finalize fee schedule and financial model
11. Reaffirm targeted user organizations’ support and commitment for the service
12. Contract with selected vendor
13. Install infrastructure & required services
14. Roll out services
Value-Added Services
Expanding Utilization of the Data

Note: Population health and data analytics application has already been procured for TCPi grant – the Practice Innovation Institute – therefore this service is in the Service Rollout stage for other HIE Participants.
Value-Added Services

Our Responsibility = Health Current

• Convene service specific functional workgroups to determine the need for the functionality, identify the potential users, define the requirements, evaluate and select a product and oversee the implementation

• Provide technical and administration support for these workgroups

• Manage the implementation and rollout of selected services
Value-Added Services

Together = Health Current + Community/Participants

• As appropriate, support and participate in the service specific workgroups

• Provide appropriate subject matter experts to participate in and support the determination of need, and evaluation and selection process

• Provide timely implementation support for services selected by your organization
New Governance Model

Board of Directors

- Executive Committee
- Finance Committee
- Nominating Committee
- Legal Committee
- Data Governance Council
- Privacy & Security Council
- Clinical Advisory Council

Subcommittees & Workgroups
**Advisory Councils**

Data Governance Council

This Council is charged with:

- Developing and supporting data governance processes that address the cross-enterprise needs of all Health Current Participants for data quality
- Providing oversight and structure to the collaborative effort to effectively share information across all Health Current Participants
- Areas considered by the Council will include, but are not limited to:
  - Consideration of new use cases for and enforcement of the Permitted Use Policy
  - Establishment of processes to identify data needs, provide access and ensure overall data quality and integrity
Advisory Councils
Privacy & Security Council

This Council is charged with:

• Advising Health Current’s management and Board of Directors with respect to policies, audits, compliance, and best practices used by the organization pertaining to privacy and security

• Assuring a robust and comprehensive privacy and security framework for the community

• Responsibility for oversight of the privacy and security program, in areas including but not limited:
  - Federal and state laws and regulations
  - Industry standards, and their application to HIE with respect to the confidentiality, integrity and availability of PHI
Advisory Councils
Privacy & Security Council

This Council is charged with:

• Providing a clinical and workflow perspective to Health Current as it procures and implements technical services related to statewide HIE
• Developing recommendations regarding the use of health information technologies and information to improve workflow and clinical decision making
Next Steps for YOU!

1. Contact The Network to ensure you are connected soon!
   - Contact Beth Scully – beth.scully@azhec.org or 602-688-7216

2. Encourage your provider networks to participate – more value received as more patient information available; statewide participation is key
   - Provide contacts to Health Current

3. Get engaged – provide input for future services and opportunities, or apply to be on a new Council
   - Send us your ideas or set-up a time to meet

4. Stay informed – get regular updates about new opportunities
   - Make sure you receive Health Current Updates – subscribe at www.healthcurrent.org
Closing Remarks

Active Participation
+ Strategic Partnerships
+ Value-Added Services
+ Data Integrity
= Sustainability & Value
Health Current

www.healthcurrent.org
602-688-7200

Follow Us:
Imagine fully informed health.
healthcurrent

Imagine fully informed health