



Wisconsin State-level HIE Project Steering Committee
State-Level Health Information Exchange Project Overview

Deloitte Consulting LLP

May 2009

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The Wisconsin HIE Project Seeks to Address Key Questions and Areas of Focus Over Two Initial Phases of Work

Focus of Phase 1 – Key Questions to be Answered:

- What is the successor to the current e-Health board?
- What should the legal entity be?
- What is its mission?
- What type of organization structure should be in place?
- What will be the roles and responsibilities for this organization as it relates to governance and technical operations?
- How do we build stakeholder buy-in?
- What will be the operating model for the new State-level HIE?
- How will the State-level HIE be funded and operated?
- What assets can be leveraged from the State's current investment pool to make this work (WHIE, WHIO, PHIN, others)?

Focus of Phase 2 – Key Focus Areas:

- Institutionalize Statewide HIE Operating Model (e.g. governance, legal entity, organizational structure, stakeholder input mechanisms)
- Determine Technical Architecture
- Identify Stakeholder-level Value Propositions
- Develop HIE Use Cases
- Determine HIE Financial Sustainability Model
- Establish HIE Business and Technical Migration Plan
- Educate Stakeholders



———— RFP Requirements and Deloitte's Approach ————

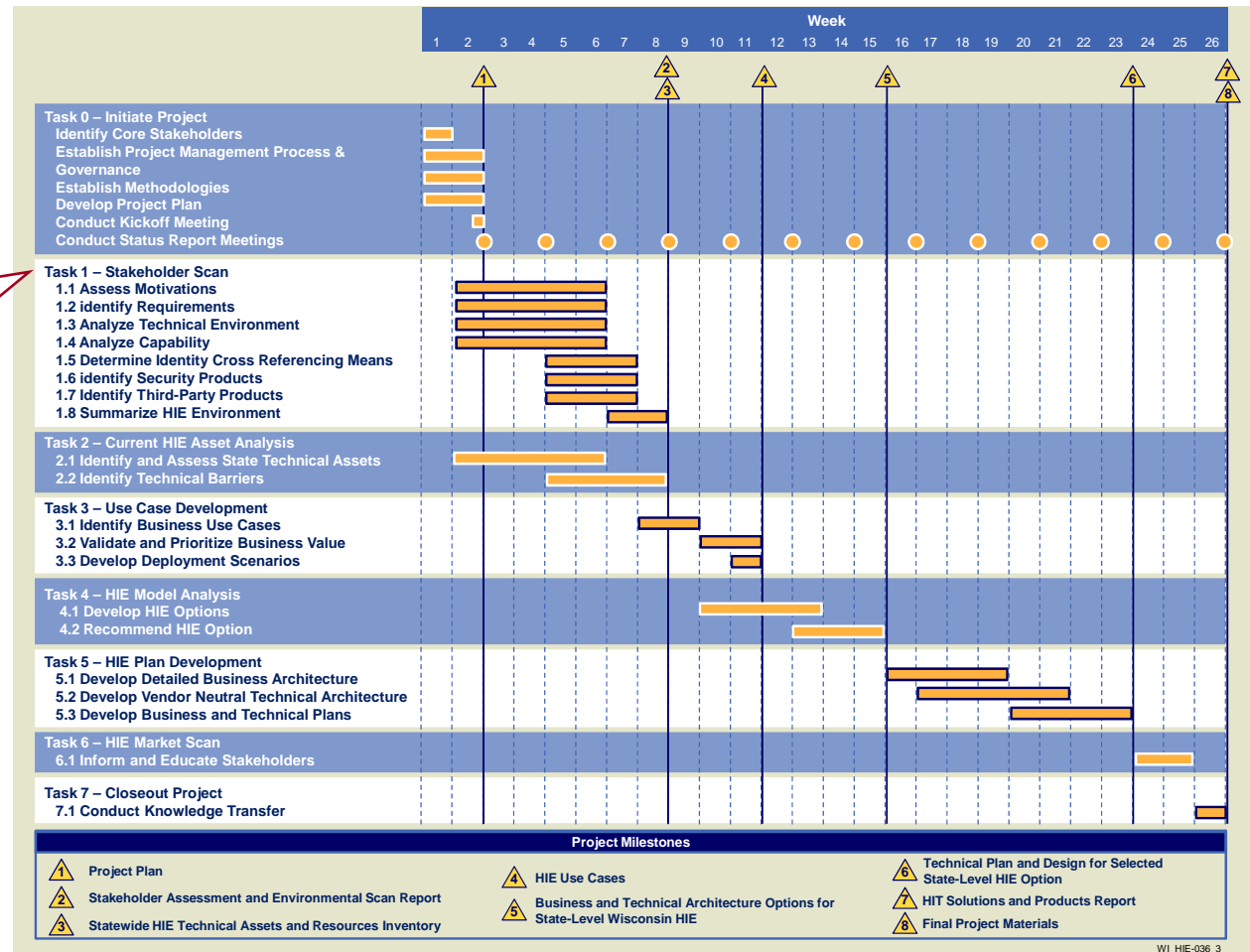
Wisconsin State-level HIE RFP Requirements Overview



The RFP released by the Wisconsin Department of Health Services for the State-level HIE included requirements for six discrete tasks

Deloitte's proposal addressed each of DHS' RFP task requirements and included additional activities associated with project inception and closeout

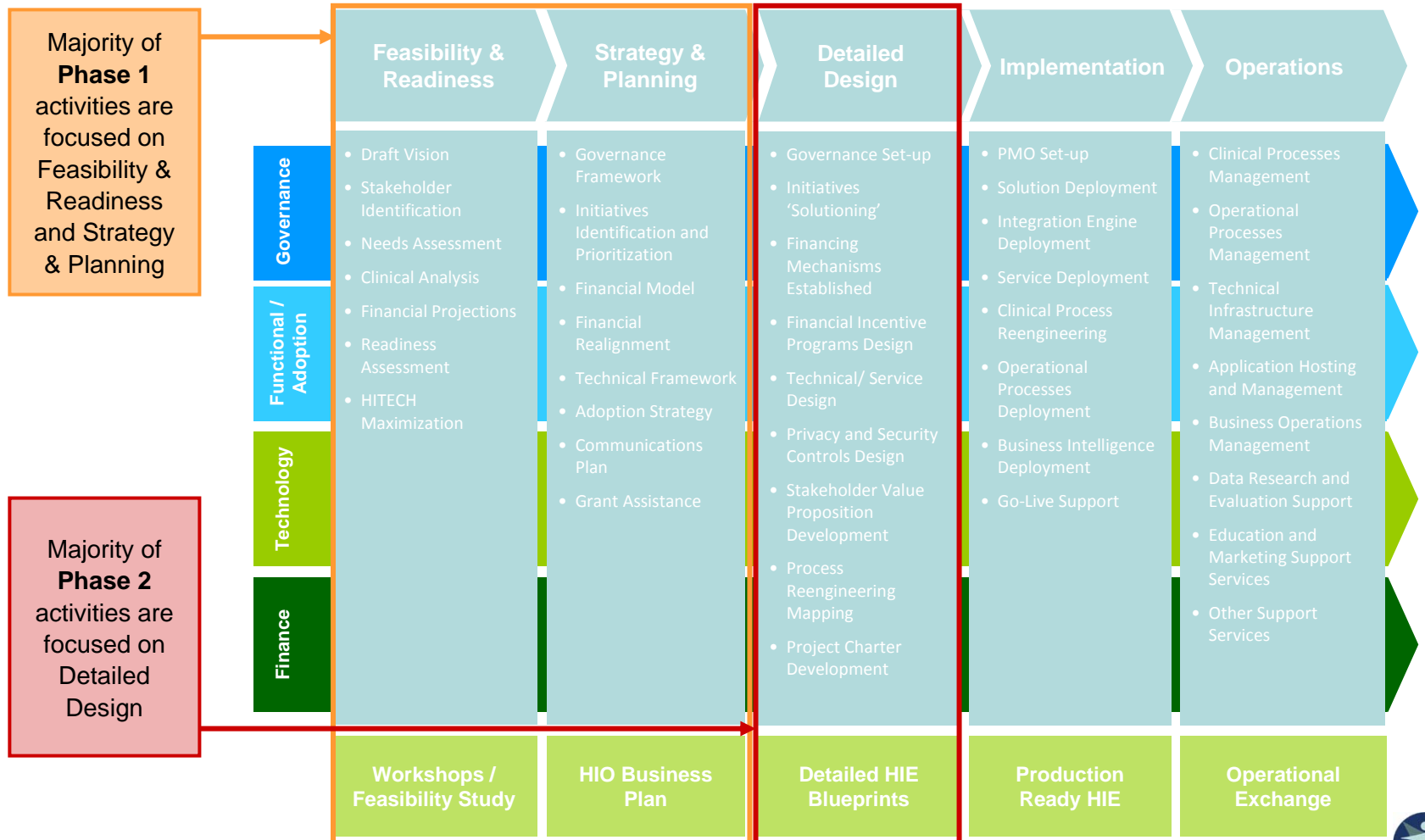
Overall Project Plan and Timeline



Deloitte's HIE Deployment Methodology Guides Our Approach to the Wisconsin HIE Project Scope of Work

Throughout the course of this project we will leverage Deloitte's set of existing templates and tools associated with this methodology. As highlighted in the figure below, the Phase 1 project scope of work closely corresponds to the Feasibility & Readiness and Strategy & Planning activities of our HIE methodology while Phase 2 closely corresponds to the activities in Detailed Design.

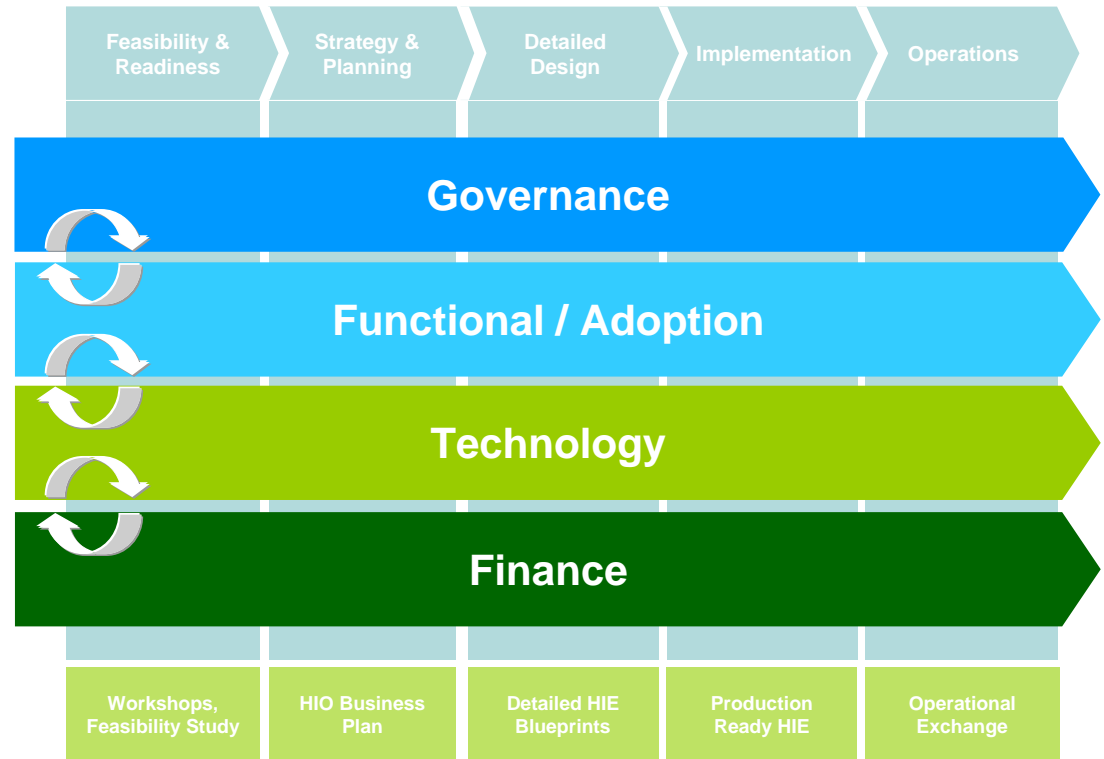
Application of Deloitte's HIE Deployment Methodology to Wisconsin HIE



Our HIE Deployment Methodology Includes Four Interacting “Tracks”, or Logical Activity Groupings, that Cut Across All Activities in Both Phases

Our HIE Deployment Methodology includes four tracks that govern key information gathering and analysis objectives that are critical for the development of an HIE deployment strategy. Each track has key questions and milestones that help promote project success.

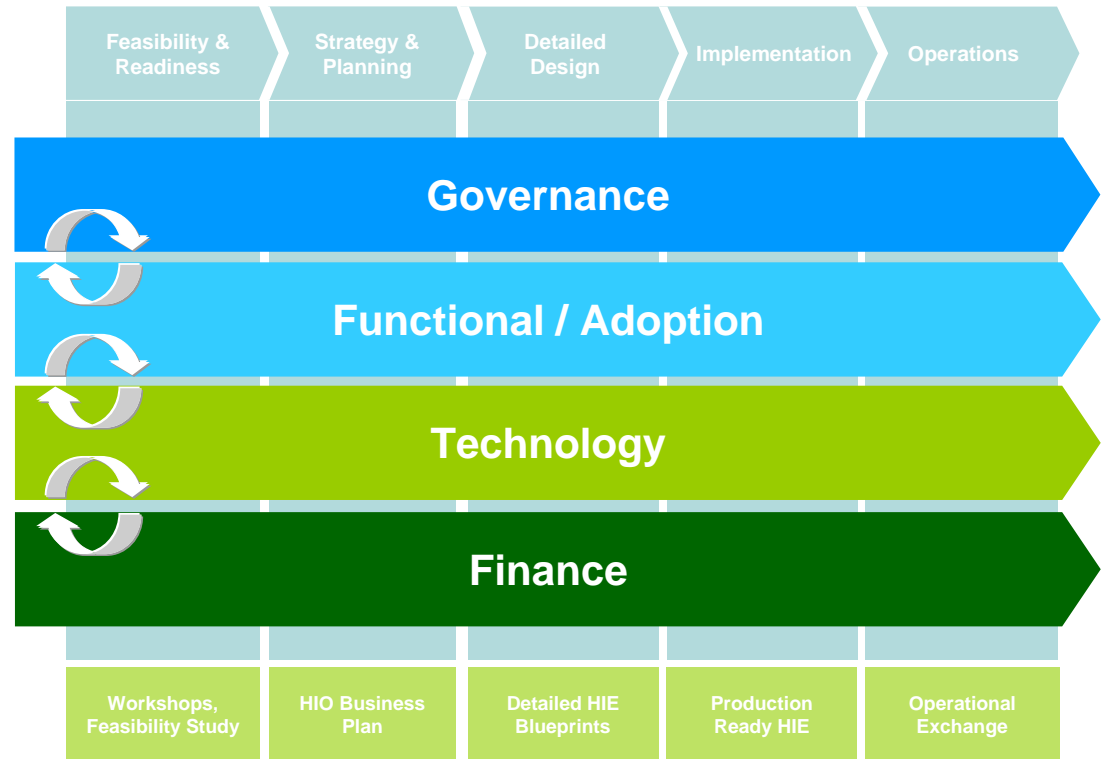
- Governance Track.** Highlights and facilitates closure on key governance issues, including helping to define where and how collaboration will exist among stakeholders, how access to and ownership of data will be handled, how stakeholder input will be managed, how decisions will be made, and whether various classes of stakeholders will exist.
- Functional/Adoption Track.** Helps prioritize the most appropriate statewide HIE initiatives and the features and functions and associated use cases that support them. Includes identifying value propositions across key stakeholder groups, as well as a state-level HIE’s adoption and communication strategy that will convey the value of HIE participation to each stakeholder.



The HIE Deployment Methodology Includes Four Interacting “Tracks”, or Logical Activity Groupings, that Cut Across All Activities in Both Phases (cont.)

Our HIE Deployment Methodology includes four tracks that govern key information gathering and analysis objectives that are critical for the development of an HIE deployment strategy. Each track has key questions and milestones that help promote project success.

- Technology Track.** Defines technical models and the “interoperability engine” that will support the secure exchange of data among stakeholders, the interoperability services it will include (e.g., patient identification services, patient consent service, record locator services), the key architectural decisions that should be confirmed or decided upon (e.g., where and how is data stored, how are security and access managed), and the interoperability standards the State-level HIE will adhere.
- Finance Track.** This track is designed to help develop cost/benefit projections (based in part on the outcome of the functional and technology tracks) and define a self-sustainable, financially sound, business model to support the HIE development and progression.



————— **Phase 1 Project Plan and Deliverables** —————

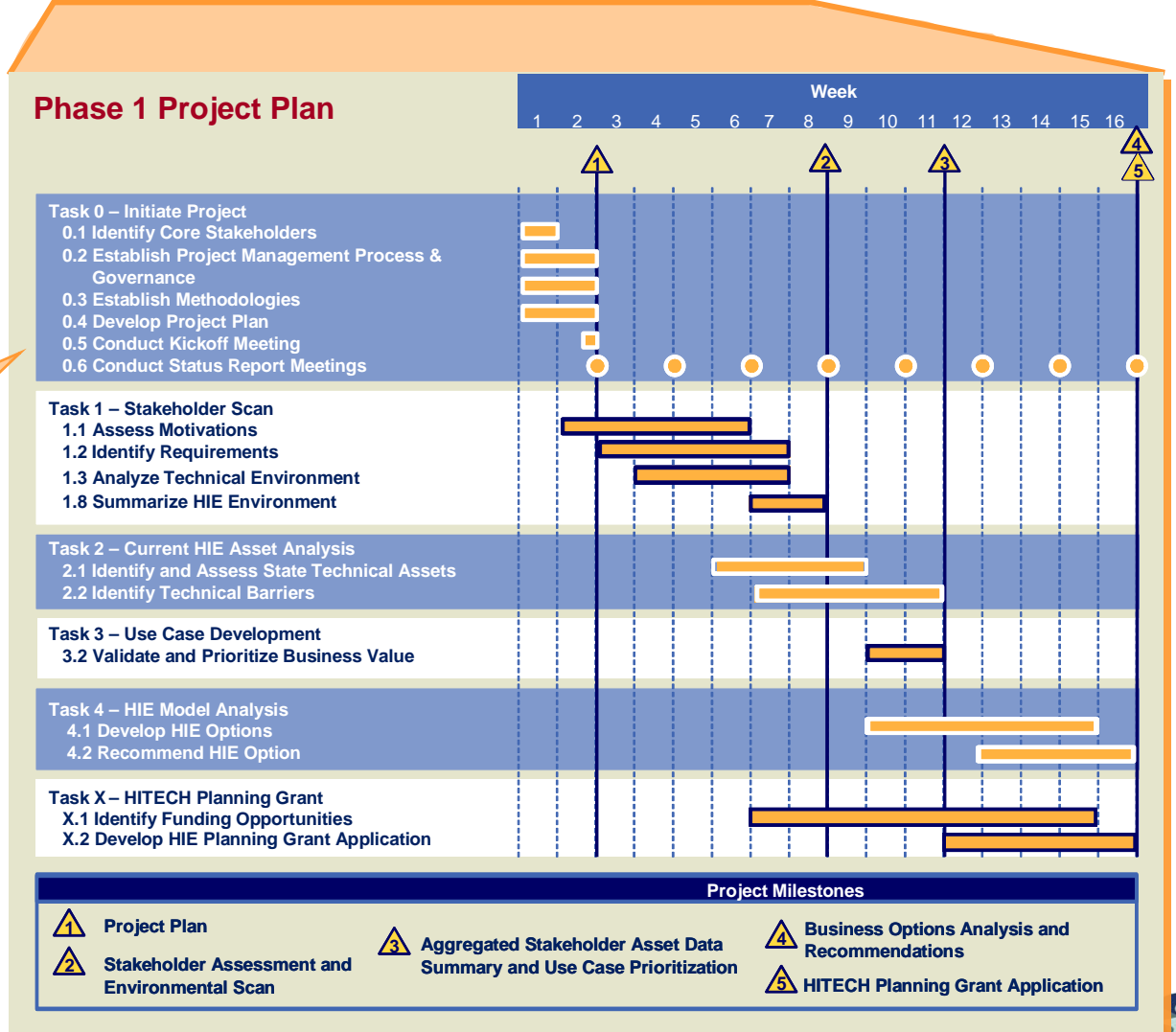
Phase 1 Project Overview

Based on the task realignment, project activities were segmented into two phases:

- Phase 1 (business activities)
- Phase 2 (technical activities)

Despite the realignment, all project tasks and activities noted in the overall project plan will be addressed at the completion of Phases 1 and 2.

Phase 1 will occur over 16 weeks and focus primarily on the business-related activities to address the State's key questions



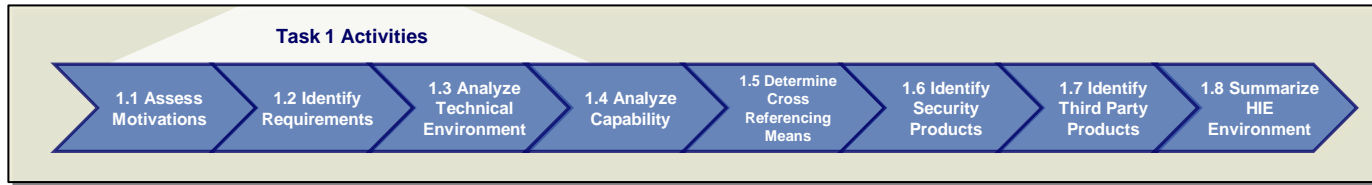
Phase 1 Deliverables

Phase 1 Deliverable	Deliverables Requirements	~ Delivery Date
1. Project Plan	The project plan will incorporate activities required for the project tasks. A project governance structure will also be created which will be used for reporting throughout the project.	10 business days from project initiation
2. Stakeholder Assessment and Environmental Scan	<ul style="list-style-type: none"> • 6 - 8 page executive document summarizing common themes emerging from interactions with MTAs: <ul style="list-style-type: none"> – Awareness, Level of interest, Needs and expectations, Priorities, Concerns • Initiatives or involvement already started • Survey & MTA Stakeholder Session Results • HIT/HIE Current Status and Environmental Analysis • Functional, Technical, Legal Considerations 	40 business days from project initiation
3. Aggregated Stakeholder Asset Data Summary and Use Case Prioritization	<p>Aggregated Asset Data Summary</p> <ul style="list-style-type: none"> • Inventory of state and other public/ private assets <ul style="list-style-type: none"> – Value-based asset categorization • Relevance of assets to State-level HIE and considerations relative to how these assets could influence the State’s role • Preliminary organizational, legal, financial, and technical observations <p>Use Case Prioritization</p> <ul style="list-style-type: none"> • Validation and prioritization of selected AHIC Use Cases through Stakeholder Adoption surveys and workshops • Document describing selected AHIC use cases <ul style="list-style-type: none"> – High-level state and public/private asset alignment with selected AHIC Use Cases 	55 business days from project initiation
4. Business Options Analysis and Recommendations	<ul style="list-style-type: none"> • Business architecture SWOT analysis • High-level cost/benefit analysis: <ul style="list-style-type: none"> – HIE service offerings – Business options analysis (including governance, finance, technology and legal considerations) – High-level cost and benefit analysis – Risk analysis – Stakeholder management strategies • Recommendations and supporting rationale (including organizational/legal entity and governance structure that should replace the eHealth Board) 	80 business days from project initiation
5. HITECH Planning Grant Application	Identify considerations and recommendations relative to maximizing federal HIT funds with the goal of supporting the State in developing and submitting an application for an HIE Planning Grant made available through HITECH to fund and complete Phase 2 of this HIE planning and design project.	80 business days from project initiation <i>(or as necessitated)</i>
Total		16 weeks

Phase 1 and 2 Scope Details

Task 1: Stakeholder Scan

Identification of Stakeholder Interests and Current Capabilities



Phase 1 Scope

- **Assess Stakeholders' HIE Interests:** Will identify and confirm key stakeholders, assess commonalities of interest and priorities, and identify design requirements and concerns using facilitated sessions
- **Assess Current HIT Status:** Will inventory and provide preliminary observations pertaining to stakeholders' existing internal IT environments as they relate to the HIE using pre-populated surveys
- **Assess Current Interoperability Status:** Will inventory and document planned or existing HIE or HIE-like initiatives using surveys and interviews

Phase 1 / Task 1 Alignment

- 1.1 Assess Motivations
- 1.2 Identify Requirements
- 1.3 Analyze Technical Environment
 - Preliminary observations regarding existing stakeholder inventory
 - Identify/confirm existing exchanges
- 1.8 Summarize HIE Environment

Phase 2 Scope

- **Assess Current HIT Status:** Will perform detailed current state analysis of stakeholder HIT inventory and provide formal documentation
- **Assess Current Interoperability Status:** Will perform detailed stakeholder interoperability data analysis and provide formal documentation

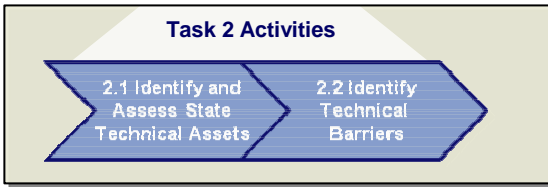
Phase 2 / Task 1 Alignment

- 1.3 Analyze Technical Environment
 - Stakeholder interoperability standards
 - Industry crosscheck
 - Third-party research validation and alignment
- 1.4 Identify Capability
- 1.5 Determine Identity Cross Referencing Means
- 1.6 Identify Security Products
- 1.7 Identify Third-Party Products



Task 2: Current HIE Asset Analysis

Assessment of Public and Private Asset Inventories and Barriers



Phase 1 Scope

- **Initial Baseline Asset Inventory & Validation:** Includes meeting with DHS, workgroups, and public/private collaboratives to validate public and private assets already considered for use in the HIE, gathering existing asset inventories, and conducting a broader statewide review using surveys and interviews to complete the community-based and technical asset inventory
- **Accumulate & Analyze State & Community-Based Assets:** Includes documenting survey and interview feedback and leveraging existing State research
- **Assess Capability to Leverage Technical Assets:** Includes categorization of assets to determine their relevance in identifying what can be leveraged, how the assets influence the State's role, alignment with use cases, and relevance to governance and vision
- **Technical and Functional Barriers:** Included in inventorying activities and addresses organizational, legal, contractual, and financial barriers in addition to technical barriers

Phase 1 / Task 2 Alignment

- **2.1 Identify and Assess State Technical Assets**
 - **Assess Capability to Leverage Technical Assets** activity in Phase 1 focuses only on identifying the relevance the technical and functional assets have in determining the State's role, governance, and vision
- **2.2 Identify Technical Barriers**

Phase 2 Scope

- **Assess Capability to Leverage Technical Assets:** Includes creating rating charts by asset type, evaluation of the assets based on key criteria (e.g. cost, access and reusability, breadth, uniqueness, and potential use case fit), their relevance to additional use cases and addresses how assets can be repurposed or integrated in the State-level HIE technical architecture

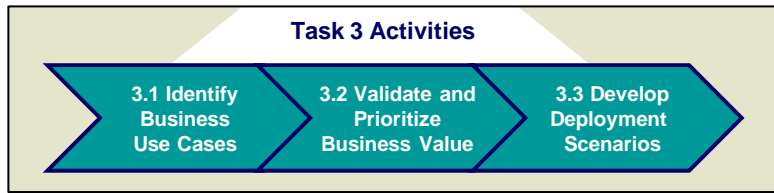
Phase 2 / Task 2 Alignment

- **2.1 Identify and Assess State Technical Assets**
 - **Assess Capability to Leverage Technical Assets** activity in Phase 2 focus on detailed assessments of asset value, stakeholder validation and determination of "fit" with architecture



Task 3: Select and Prioritize Business Use Cases for HIE

Identification of Primary Use Cases, Value Propositions and Deployment Scenarios



Phase 1 Scope

- **Select AHIC Use Cases:** Includes selecting top three to five AHIC use cases
- **Validate and Prioritize Use Cases:** Includes validating selected use cases with stakeholders based on surveys, and prioritization through stakeholder adoption surveys/workshops while also documenting how the selected use cases align at a high-level with State and public/private assets

Phase 2 Scope

- **Develop Draft HIE Value Propositions:** Includes identifying information to allow ranking of each use case's role in HIE initiatives and evaluation
- **Document High-Priority Use Cases:** Includes documenting key attributes associated with each high-priority use case
- **Evaluate High-Priority Use Cases:** Includes evaluating and ranking use cases to support incremental progression toward State's vision
- **Develop/Assess Overall HIE Vision and Phased Deployment Scenarios:** Includes detailing the vision, re-assessing vision as necessary based on value propositions, and determining use case deployment scenarios and dependencies

Phase 1 / Task 3 Alignment

- **3.1 Identify Business Use Cases**
 - Select only top 3-5 AHIC use cases
- **3.2 Validate and Prioritize Business Value**
 - Validate and prioritize based on stakeholder workshops and interviews; describe high-level alignment between use cases and statewide assets

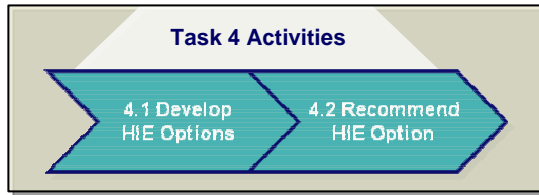
Phase 2 / Task 3 Alignment

- **3.1 Identify Business Use Cases**
 - Additional AHIC and other use cases
- **3.2 Validate and Prioritize Business Value**
 - Validate and prioritize remaining AHIC and additional use cases
- **3.3 Develop Deployment Scenarios**



Task 4: Propose Feasible Business and Technical Architecture Options for WI HIE

Identification and Recommendation of HIE Options Using Inputs from Previous Tasks



Phase 1 Scope

- **Determine Role of the State:** Includes analysis of the various roles the State could perform and stakeholder involvement
- **Identify Business Options:** Includes assessing business options for the eHealth Board successor entity based on financial, legal, business continuity, sustainability, and governance strengths and weaknesses and identification of high-level mitigating actions
- **Assess Cost/Benefit Order of Magnitude:** Includes developing a high-level analysis framework to assess the cost/benefit associated with order of magnitude using generic industry cost and benefit data with calculations performed at the state-level versus the individual stakeholder; identification of stakeholder incentives
- **Recommended Business Option:** Includes analysis and evaluation of key attributes associated with each business option; its ability to support the overall HIE business vision and objectives; stakeholder risk, barrier, and benefit management; and steps to implement recommended State-level HIE legal entity and governance model that should replace the eHealth Board

Phase 1 / Task 4 Alignment

- **4.1 Develop HIE Options**
 - Identify business options only; based on cost/benefit analysis
- **4.2 Recommend HIE Option**
 - Propose feasible business architectural option for State-level HIE

Phase 2 Scope

- **Identify Options:** Includes identifying detailed mitigating measures based on Phase 1 analysis of financial, legal, business continuity, sustainability, and governance strengths and weaknesses
- **Develop Technical Options:** Includes developing high-level design of the various technical architecture options, providing integration guiding principles, evaluating the options and recommending a technical model with supporting information and documentation
- **Develop Business Models:** Includes detailed financial modeling and business case development using available volume, cost and benefit data from industry and Deloitte's past experiences to determine relative value of recommended option at stakeholder-level
- **Recommended Business and Technical Option:** Includes analysis and evaluation of the key attributes associated with each technical option and recommended business option, identifies the technical options' abilities to support the overall HIE technical vision and objectives and address various risks, barriers, and benefits

Phase 2 / Task 4 Alignment

- **4.1 Develop HIE Options**
 - Business option financial modeling plus technical options analysis
- **4.2 Recommend HIE Option**
 - Business service and technical options



Task 5: HIE Plan Development

Development of a Detailed HIE Business Migration Plan



Note: All of **Task 5** occurs in **Phase 2** of the overall project

Phase 1 Scope

- N/A

Phase 2 Scope

- **Establish State-Level HIE Legal Entity:** Includes establishing the legal entity and an organizational structure aligned with recommended operating model
- **Enhance Governance Functions:** Includes refining primary governance functions, as necessary, defining functions specific to technical requirements, and development of a comprehensive stakeholder outreach and communications plan
- **Identify HIE Services, Costs and Funding Options:** Includes assessing various business and technical services to be offered, associated start-up costs and financial analysis, and likely short and long term funding sources
- **Develop Technical Architecture:** Includes detailed vendor neutral technical architecture consistent with interoperability and security and privacy standards
- **Develop Business and Technical Architecture Plan:** Includes detailed and comprehensive business and technical migration plans based on previous analysis and recommendations

Phase 1 / Task 5 Alignment

- N/A

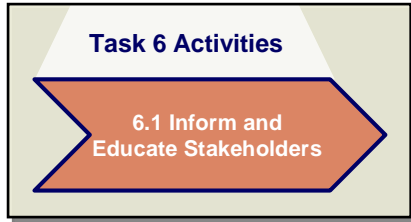
Phase 2 / Task 5 Alignment

- **5.1** Develop Detailed Business Architecture
- **5.2** Develop Vendor Neutral Technical Architecture
- **5.3** Develop Business and Technical Plans



Tasks 6: HIE Market Scan

Inform and Educate Stakeholders About Commercially Available HIE Products



Note: All of **Task 6** occurs in **Phase 2** of the overall project

Phase 1 Scope

- N/A

Phase 2 Scope

- Inform and educate Wisconsin HIE stakeholders on current market and capabilities of commercially available HIE solutions and products

Phase 1 / Task 6 Alignment

- N/A

Phase 2 / Task 6 Alignment

- 6.1 Inform and Educate Stakeholders



Phase 1 Staffing

Phase 1 Project Staff Bios

Team Member	Project Role	Relevant Experience
Patrick Rossignol, PhD	Project Principal	<ul style="list-style-type: none"> • 25 years of HIT planning and implementation experience • Led HIT interoperability consortium for the IBM prototype • Developed the financial model that serves as the underpinning for the use case and ROI calculations • Led 7 HIE planning, design, and implementation projects • Deep service oriented architecture (SOA) experience
Rachel Frey, PMP	Project Manager	<ul style="list-style-type: none"> • 10 years experience managing and delivering large-scale custom developed and COTS systems integration efforts in the public and private sectors • Extensive experience defining, designing, testing and deploying technology efforts that provide organizations with optimized and integrated solutions to address complex business challenges • Focuses on leading technology adoption projects in the health services and state / local government sectors • Certified Project Management Professional (PMP) by the Project Management Institute • Member of Deloitte Consulting's State Health Information Exchange (HIE) Special Interest Group (SIG)
Paul Keckley, PhD	Healthcare Subject Matter Advisor	<ul style="list-style-type: none"> • 30 years of experience in academic medicine and private sector healthcare • Serves as Executive Director for the Deloitte Consulting Center for Health Solutions. • Provides strategic guidance on the development of Center research, points of view, articles, market research and other thought leadership • Regarded as a primary expert in health care economics, health policy and trend analysis • Serves health care providers, pharmaceutical manufacturers, and life sciences companies
Carol Chouinard	HIE Subject Matter Advisor	<ul style="list-style-type: none"> • National HIE specialist with 12 years of HIE architecture planning and design experience • 15 years of business analysis and planning experience including organizational and business plan development • 15 years of financial planning experience including the development of business sustainability plans • 20 years project management experience
Jeff Bradfield, PMP	Local Account Partner and Quality Assurance Advisor	<ul style="list-style-type: none"> • Deep knowledge and understanding of the Wisconsin Medicaid program • 16 years of Government consulting experience • Certified Project Management Professional with more than 10 years project management experience • 16 years of financial modeling experience for government agencies • 13 years of business planning and use case modeling experience



Phase 1 Project Staff Bios (cont.)

Team Member	Project Role	Relevant Experience
Ross Martin, MD, MHA	Adoption Lead	<ul style="list-style-type: none"> • 12 years of HIT strategy and planning experience • Significant HIT and HIE standards expertise through active membership of numerous HIT advisory committees and standards development organizations • Currently serves or has served on the AHIC's Consumer Empowerment Workgroup, the Board of Trustees of the National Council for Prescription Drug Programs (NCPDP), and the Board of Directors of ANSI HITSP • Led development of ePrescribing Use Case, co-chaired AHIC Privacy, Security and Confidentiality Workgroups • Conceived and led creation of mapping between HL7 and NCPDP ePrescribing standards to facilitate electronic exchange of prescriptions between inpatient and outpatient settings
Michael Kleinmann, CPHIE	Functional Lead	<ul style="list-style-type: none"> • Certified Professional in Health Information Exchange by the Health IT Certification with experience leading prioritization of HIE services and development of vendor-specific use cases • 12 years of Government and Healthcare consulting experience • Led EHR benefits realization for a multi-hospital system and possesses experience developing communication and adoption strategies as well as implementation roadmaps • Knowledge and understanding of the State of Wisconsin Medicaid program • Leads Deloitte Consulting's State Health Information Exchange (HIE) Special Interest Group (SIG) • Serves as State Government representative on Deloitte Consulting's HITECH National Response Team • Serves as the HIMSS Wisconsin Dairyland Chapter RHIO and Advocacy Liaison
Bianca Chung, MPH	Financial Analyst	<ul style="list-style-type: none"> • Experience facilitating a community-wide, multi-entity health information exchange from business case development through vendor selection • 8 years experience in financial modeling, including 3 years of funding requirements for HIE sustainability • Developed a business case for a state consortium that advised the Governor on high impact eHealth projects that included community EMR and HIE initiatives • Experience with leading HIE vendors market solutions • Led development of a detailed total cost of ownership model for a not-for-profit community hospital initiating a hospital and community EMR program



Phase 1 Project Staff Bios (cont.)

Team Member	Project Role	Relevant Experience
Susan Wood	Business Analyst	<ul style="list-style-type: none"> • 20 years of experience managing critical health care functions supported by the State of Wisconsin • Clear understanding of the State’s strategic plan for adoption of EHR systems and exchange of information from these systems • In depth knowledge of the State of Wisconsin health care environment • Understanding of the various stakeholders impacted by a State-level HIE
Jeanan Yasiri	Business Analyst	<ul style="list-style-type: none"> • 16 years of health care program management experience • Deep understanding of the State of Wisconsin health care environment, especially the payer population • Significant experience in communication and fostering collaboration between diverse stakeholder populations • Experience developing adoption and communication strategies for various stakeholder groups



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