



WISHIN

WISCONSIN STATEWIDE HEALTH INFORMATION NETWORK

EXTENDED BOARD SESSION



GOALS FOR EXTENDED BOARD SESSION

- Review/discuss Board survey results
- Establish operating principles for the Board in terms of:
 - Preparation for and conduct of meetings.
 - The Board's role in policy versus operational decisions.
 - The Board's working relationship with WISHIN Executive Management.
- Revisit WISHIN Mission and Vision



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BOARD SURVEY

Results



AREAS OF HIGHEST SATISFACTION OR AGREEMENT

Question #	Applies To	Topic	Avg Score*
4	Board	Focus on strategy, not operations	4.6
27	Member	Willing to help when asked	4.3
25	Member	Fiduciary responsibility	4.2
2	Board	Mission reflects WISHIN's role/purpose	4.2
21	Member	Understand mission, vision, direction	4.2

**1 is the lowest agreement/satisfaction; 5 is the highest.*



AREAS OF LOWEST SATISFACTION OR AGREEMENT

Question #	Applies To	Topic	Avg Score*
24	Member	Current and future sources of revenue	2.6
9	Board	Potential market value of services	2.7
23	Member	Potential market value of services	3.1
13	Board	Well prepared to discuss and decide	3.2
6	Board	Board composition	3.3

**1 is the lowest agreement/satisfaction; 5 is the highest.*



CONTRASTS: BOARD VS. INDIVIDUAL MEMBERS

Question #	Applies To	Topic	Avg Score*
1	Board	Familiar with mission	3.7
21	Member	Understand mission, vision, direction	4.2

Question #	Applies To	Topic	Avg Score*
13	Board	Well prepared to discuss & decide	3.2
26	Member	Prepare for & participate at meetings	3.6

**1 is the lowest agreement/satisfaction; 5 is the highest.*



SELECTED RESPONSES TO OPEN-ENDED QUESTIONS

Composition and Balance of Interests on Board/Committees

- “Consumer representation is very difficult to acquire – important for a number of reasons but only valuable if a true consumer and not a consumer advocate or a consumer association is (the) representative.”
- “Reference labs and pharmacies need to be represented and engaged. We need more consumer representative involvement.”
- “I would argue that the board is too small and needs to be broadened to include a wider array of constituencies.”



SELECTED RESPONSES TO OPEN-ENDED QUESTIONS

Improving the Quality of Board Meetings

- “Current frequency and duration seem appropriate. Board is new to WISHIN and to each other – will take some time to become a functional work group.”
- Board members need to establish an advisory panel from their respective constituency . . . I (get) the sense some of the board members are representing their own view or the view of the organization they come from instead of the view of the community they represent.”
- “My observation thus far is that the Board may be getting involved in too much detail, rather than focusing purely on the strategic questions posed to them and leaving the details of implementation to management.”
- “Too soon to evaluate. Probably a significant gap in knowledge between founders and other Board members.”
- “Provide meeting materials earlier – note on agenda which items are informative and which are deliberative; provide presentations ahead of time and use face-to-face discussions only for business requiring deliberations; restrict meetings to 60-90 minutes.”



SELECTED RESPONSES TO OPEN-ENDED QUESTIONS

Other Comments/Suggestions to Improve Board Functioning

- 1. Expand the Board. 2. Assure broad participation by all Board representatives.”
- “The list of the Board of Directors indicates that six members were elected. I believe we were appointed or at best were volunteers.”

WISHIN Executive Management

- “Be clear to Board about your expectations and needs of them.”
- It is unclear how well Joe keeps the Board informed of progress.” I suspect that it is through the committees but I don’t have any evidence of due diligence.”



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SUSTAINABILITY



FINANCE/SUSTAINABILITY TOPICS

- SOP
 - Cost Projections (updated early 2011)
 - Potential Revenue Sources
 - Potential Revenue Models
 - Challenges and Opportunities
- Stakeholder Assessments
 - Physicians
 - Hospitals
 - IDNs
 - Payers
- Products/Services
- Next Steps



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SUSTAINABILITY

Strategic and Operational Plan



5-YEAR COST PROJECTIONS



**A substantial portion of WISHIN's technical vendor costs assumed to be incurred only as new clients subscribe.*



POTENTIAL REVENUE SOURCES





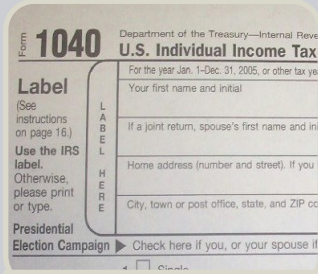
POTENTIAL REVENUE MODELS



Transaction Fees



Subscription Fees



GPR Fee per Person



Fee Per Covered Life



Hybrid



SOP: CHALLENGES TO SUSTAINABILITY

1. Localized Data Exchange / Existing HIE Activity
2. Capacity of Health Systems to Undertake New Projects
3. Trust



IN OUR FAVOR...

1. Meaningful Use (incentive payments, potential lost revenue)
2. Accountable Care Organizations (need for timely data)
3. Potential to advance quality, reduce health care costs, reduce administrative costs
4. “Public Good”



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SUSTAINABILITY Stakeholder Assessments



PERCEIVED BARRIERS TO A SHIN

- Cost (acquisition, ongoing administrative)
- Low adoption/participation
- Inability to access the SHIN (e.g. broadband capacity, internal resources)
- Return on Investment
- Competitive concerns

Sustainability Category	Physicians	Independent Hospitals	IDNs	Payers
Willingness to Participate	High	High	Moderate	Moderate
Benefits / Value	High	Moderate	Moderate	Moderate
Barriers	Moderate	Moderate	Moderate	High



PHYSICIANS: PERCEIVED BENEFITS

- Efficiencies
 - Reduced administrative costs
 - Standardized processes
 - Improved communications
- Patient satisfaction and increased throughput
- Share quality and care data
- Facilitate reporting to Medicare and Medicaid
- Reporting to Public Health



PHYSICIANS: PERCEIVED BARRIERS

- HIE does not make sense under current reimbursement model
- Costs for liability insurance for data breaches under HIPAA may exceed malpractice insurance costs (perception that electronic HIE adds to rather than reduces privacy concerns)



INDEPENDENT HOSPITALS: PERCEIVED BENEFITS

- Assistance/facilitation with reporting requirements
- Reduced costs associated with interfaces
- Reduced administrative costs
- Data availability in support of care coordination



INDEPENDENT HOSPITALS: PERCEIVED BARRIERS

- Cost and complexity
- Limited availability of high-speed internet access in rural areas
- Efficiency gains resulting from past HIT investments have not been realized



Competition and privacy concerns were not perceived as barriers



IDNs: PERCEIVED BENEFITS

- Reduced number of interfaces to maintain
- Standardized processes and translation/normalization of data
- Improved care coordination
- Reduced administrative costs
- The ability for payers to access claims/clinical information without going through the provider



IDNs: PERCEIVED BARRIERS

- Limited IT (personnel) resources
- Cost of participating in the SHIN
- Competitiveness among physicians/providers



PAYERS: PERCEIVED BENEFITS

- A positive return on investment due to increased efficiencies
- Achieving efficiencies in the clinical care environment
- Potential value with Medicaid participants (e.g., health level data, quality metrics)



PAYERS: PERCEIVED BARRIERS

- Ability to demonstrate positive ROI
- Concern about payers potentially bearing the full cost burden of the HIE
- Limited participation among IDNs would impact achievable benefits
- Concern that the HIE may result in increased administrative costs for participants



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SUSTAINABILITY Products and Services



PRODUCTS & SERVICES

- 39 use cases identified in SOP – value proposition of each is different by stakeholder
- Priorities may be revisited
- Additions or deletions to the list of use cases are possible.



FINDING WISHIN'S NICHE: THE VRINE MODEL

Valuable

Rare

Inimitable & Non-substitutable

Exploitable





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SUSTAINABILITY

Next Steps



STILL TO BE DONE...

- Further Market Analysis
- Evaluate Products/Services (VRINE Model)
- Refine Adoption-Rate Assumptions
- Risk Analysis
- Vendor Selection
- Formal Business/Sustainability Plan (Workgroup)



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DIRECTOR EXPECTATIONS



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MISSION AND VISION



MISSION...

WISHIN's mission is to develop and sustain a trusted, secure statewide health information network and HIE services that provide value to participants.



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MISSION AND VISION Revisited



MISSION...

WISHIN's mission is to develop and sustain a trusted, secure statewide health information network and HIE services that provide value to participants.



VISION...

WISHIN's vision is to promote and improve the health of individuals and communities in Wisconsin through the development of health information exchange services that facilitate electronic sharing of the right health information at the right place and right time.

The vision recognizes the important role electronic health information exchange plays in enabling transformation in the health care delivery system and health care reform in Wisconsin. Adopting and using health information technology and sharing health information electronically is a necessary component – although not the only component – needed for this transformation to occur. Better information will help care providers improve their practice of medicine and help improve the health of individuals and communities in Wisconsin.



QUESTIONS & DISCUSSION