

ASET QUARTERLY MEETING

Arizona's HIE Cooperative Agreement Update

June 25, 2013



ADOA-ASET

Arizona Strategic Enterprise Technology

Housekeeping

- Please sign attendance sheet
- Please mute your lines
- Please do not put us on hold. If you need to take another call, please hang up and dial back in.
- Presentation is available online at hie.az.gov. Link on left-side of home page.

Agenda

Welcome & Introductions (1:00–1:05pm)

- Lorie Mayer, Arizona State HIT Coordinator, Medicaid HIT Coordinator, AHCCCS

Health Information Network of Arizona Update (1:05–1:35pm)

- Melissa Rutala, Interim CEO, HINAz

Arizona Department of Health Services MU Update (1:35-1:50pm)

- Jessica Rigler, Bureau Chief, ADHS

Electronic Prescribing of Controlled Substances (1:50–2:05pm)

- Theresa McKinley, Senior Coordinator Programs, AzHeC

Kickoff of State HIT Roadmap (2:05–2:20pm)

- Lorie Mayer, Arizona State HIT Coordinator, Medicaid HIT Coordinator, AHCCCS
- Melissa Rutala, CEO, AzHeC

Announcements and Adjourn (2:20–2:30pm)

HIE in Arizona: An Update

Melissa A. Rutala, MPH
Interim Chief Executive Officer
Health Information Network of Arizona

- Overview of HINAz
- Options for exchange
- Participant status & onboarding
- Other updates
 - Marketing, outreach and enrollment
 - Consumer education & engagement
 - ASET/HINAz contract
 - Meaningful Use Stage 2
 - Other priorities
- Questions

- Non-profit, statewide health information organization (HIO)
- Secure sharing of medical information and medical records
- Authorized participating health care providers
- To improve health care coordination, quality and safety while reducing costs
- Collaborative effort of major health care entities
 - Health plans
 - Hospitals
 - Group practices
 - Business leadership
 - Government entities

- HINAz provides a secure system that allows:
 - patient health records to be accessed electronically
 - by health care providers at health care facilities throughout the state
 - Ensuring protection of personal health information and privacy
- Standard data set currently exchanged and available:
 - Medication history
 - Lab results
 - ADT transactions (may include the following: allergies, problems, diagnosis, next of kin, insurance information, guarantor information)
 - Transcribed reports
 - Radiology reports

- Virtual health record (VHR)
 - View only access to patient information from available sources

- Bidirectional connection
 - 2-way pipeline
 - Sending information on patients into exchange
 - Retrieving information on patients from exchange

HOSPITALS

- Sending data to HINAz
 - HL7v2 data feeds
 - Lab reports, ADTs, radiology reports, transcribed reports
- Receiving data from HINAz
 - Integration of virtual health record into EHR (HL7v2 - iHub)
 - Single sign-on capability

COMMUNITY PROVIDERS

- Sending data to HINAz
 - HL7v2 data feeds
 - ADTs, clinical notes, etc.
- Receiving data from HINAz
 - Integration of virtual health record into EHR (HL7v2 - iHub)
 - Single sign-on capability

Additional Sending/Receiving Option:

- CCD query/response via Open Access
- Future connectivity via Direct messaging & eHealth Exchange

- Current participation includes 32 entities:
 - 10 hospitals
 - 7 health plans
 - 3 community health centers
 - 1 reference lab
 - 7 clinics
 - 3 long term care facilities
 - 1 county corrections department

- Banner Health
- Maricopa Integrated Health System
- Tucson Medical Center
- Carondelet Health Network
- Northern Arizona Healthcare
- Pima County Corrections
- El Rio Health Center
- Marana Health Center
- Villa Maria Care Center
- Cardiovascular Consultants
- Genesis Ob/Gyn
- Yuma Regional Medical Center
- Casa Grande Regional Medical Center
- Little Colorado Medical Center
- Copper Queen Community Hospital
- Sonora Quest Laboratories
- UnitedHealthcare
- Blue Cross Blue Shield of Arizona
- Care1st Arizona
- AND MORE!

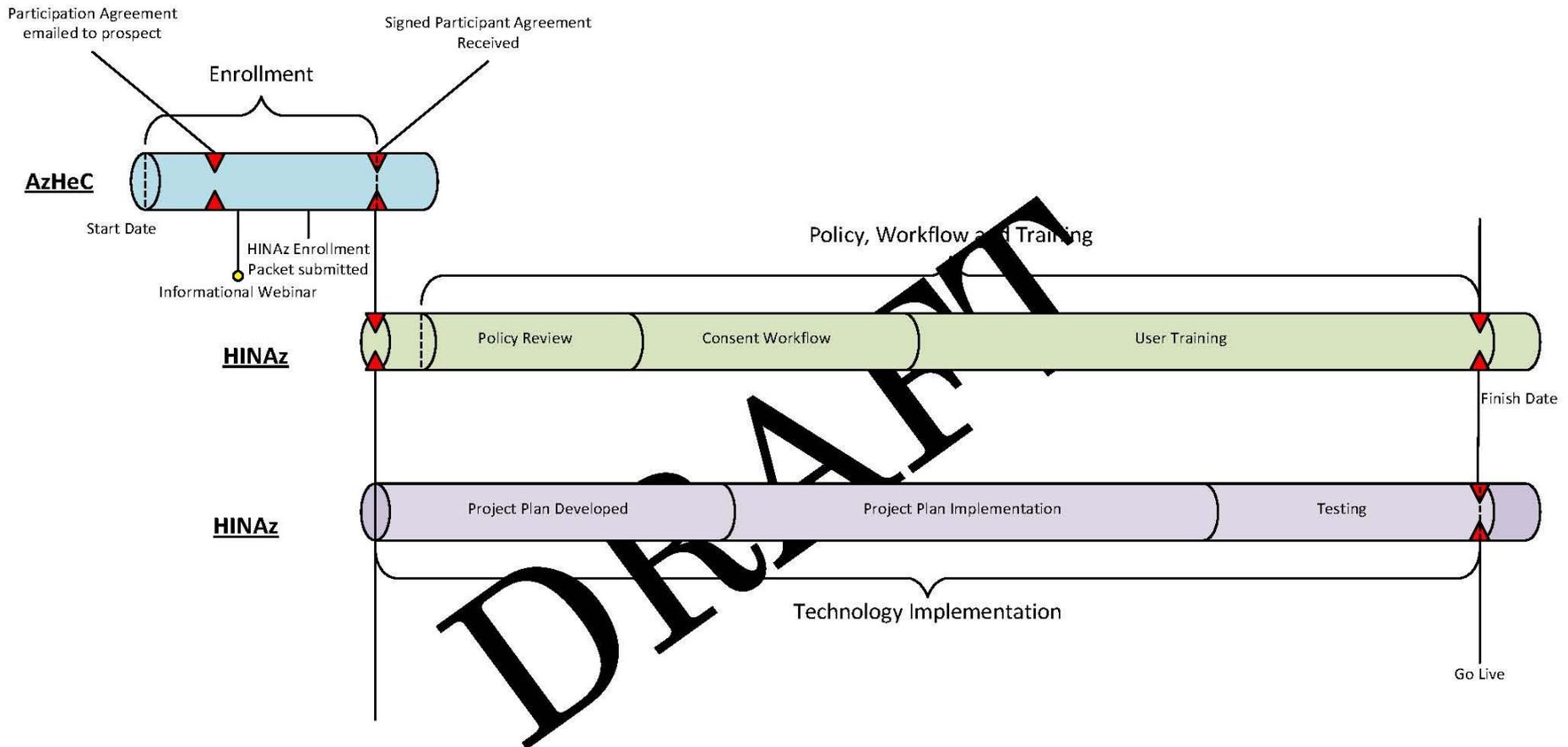
➤ Data suppliers status:

- Banner Health – fully live
- Carondelet Health Network – fully live
- Sonora Quest Laboratories – fully live
- Benson Hospital – fully live
- Maricopa Integrated Health Systems – mostly live
- Multi-Specialty Interdisciplinary Clinics (Children’s Rehabilitation Services) – partially live
- Cardiovascular Consultants – partially live

➤ Data users status:

- Pima County Detention Center

Draft HINAz Enrollment Process



- Marketing, outreach and recruitment
- Consumer education and engagement
- ASET/HINAz contract
 - Master patient index
 - Record locator service
 - Provider directory
 - Privacy & security assessment
- Meaningful Use Stage 2
- Coordination with Unconnected provider grants, Enterprise HIE applicants, BHINAz
- Roadmap 2.0 project

- Arizona Health-e Connection (AzHeC) and HINAz have collaborated for years in HIE
- Both organizations have complementary offerings
 - HINAz – HIE technology, onboarding, implementation
 - AzHeC – HIE policy/legislation, education, marketing, outreach
- HINAz currently contracts AzHeC for the following activities:
 - Marketing, communication and outreach
 - Provider recruitment and enrollment
 - Consumer education and engagement (**NEW**)

➤ **Key Phases**

- Phase 1: Supporting HIE & HINAz
 - Phase 1A: HIE Acceleration via consumer consent implementation toolkit (now – August)
 - Phase 1B: HIE/HINAz community awareness (June – Sept)
- Phase 2: General health IT community awareness (Aug – Dec)

➤ **Key Activities**

- Consumer consent implementation toolkit
- Consumer Connections Taskforce
- Template consumer education materials
- Consumer-focused health IT/HIE website
- Public relations campaign

➤ **Main components**

- Master patient index
- Record locator service
- Provider directory

➤ **Current status**

- Finalizing deliverables in next 4-6 months
- Next generation provider directory due in July (testing)
- Developing future provider directory strategy

➤ **Privacy & security assessment**

- Final report available soon
- Closing the gaps related to new HIPAA rules

- How do HIEs provide support for Meaningful Use Stage 2 requirements?
 - Transition of care – CCD query/response, Direct messaging
 - Public health gateway – immunization, syndromic surveillance, etc.
- Changing standards nationally impacts HIE
- Considering various options
 - Direct messaging
 - eHealth Exchange & Healtheway (formerly NwHIN)
 - Provider directory support

➤ **Coordination with new stakeholders**

- ASET Unconnected provider grantees
 - Little Colorado Medical Center
 - Copper Queen Community Hospital
 - Pima County Corrections/Conmed
 - Northern Arizona Healthcare/Indian Health Services
 - Villa Maria Care Center
 - Symphony of Mesa/Springdale Village
 - JFCS/Maricopa Integrated Health System

- **Coordination with new stakeholders (continued)**
 - ASET Enterprise HIE applicants
 - Behavioral Health Information Network of Arizona (BHINAz)
 - State RFI awardees
 - Maricopa RBHA – Mercy Maricopa
 - All AHCCCS acute care plans
 - Indian Health Services

- **Roadmap 2.0 project**
 - HINAz to provide input on direction of HIE
 - Listen to stakeholders and respond accordingly

- **New HINAz Positions (Phoenix area)**
 - Chief Operating/Information Officer (COO/CIO)
 - Privacy & Security Officer

- **Meaningful Use Stage 2 strategy**
 - Plan for participating with Healtheway/eHealth Exchange
 - Other Meaningful Use Stage 2 goals

- **New HINAz Website**
 - Currently under development

Contact:

Health Information Network of Arizona

520-309-2944

www.hinaz.org

Melissa Rutala - mrutala@hinaz.org

Kalyanraman Bharathan - kbharathan@hinaz.org

AzHeC/HINAz recruitment team – ehr@azhec.org

Arizona Department of Health Services (ADHS)

&

Meaningful Use

June 25th, 2013



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Public Health Objectives – Stage 1 MU

	Electronic Laboratory Reporting (ELR)	Immunization Registry (ASIS)	Syndromic Surveillance (BioSense)
Objective for:	EH, CAH	EH, CAH, EP	EH, CAH, EP
Required or Menu?	Menu*	Menu*	Menu*
	*must choose one of the 2/3 PH objectives		
ADHS Status	Currently Accepting	Currently Accepting	Planning to accept from hospitals first (Summer 2013)
Standards	HL7 2.5.1	HL7 2.3.1 or <u>2.5.1</u>	HL7 2.3.1 or <u>2.5.1</u>
MU HL7 Implementation Guide?	Yes	Yes	Not specified (but there is one in use)
Message Vocabulary	LOINC (SNOMED)	CVX	None cited

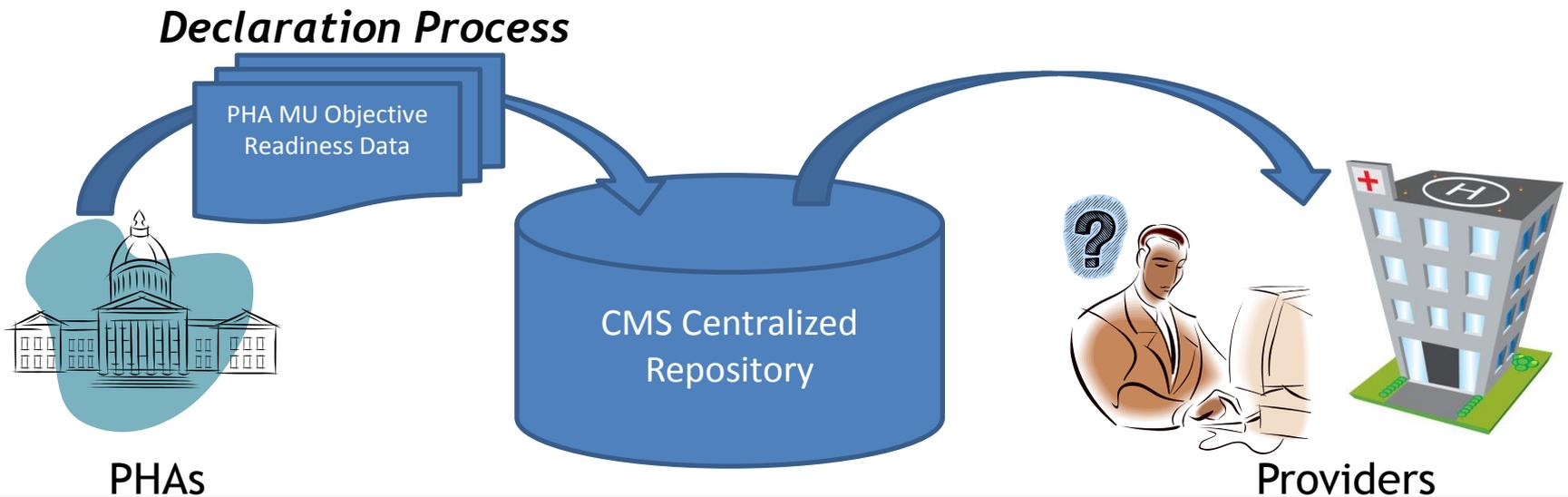
Public Health Objectives – Stage 2 MU

	Electronic Laboratory Reporting	Immunization Registry (ASIIS)	Syndromic Surveillance (BioSense)	Cancer Registry	Specialized Registry
Required or Menu?	Required EH, CAH	Required EH, CAH, EP	Required EH/CAH, Menu EP*	Menu EP*	Menu EP*
			*EPs must choose 3 of 6 menu objectives		
ADHS Status	Currently Accepting	Currently Accepting	Hospitals first (Summer 2013)	Plan to be ready to accept	?
Standards	HL7 2.5.1	HL7 2.3.1 or <u>2.5.1</u>	HL7 2.3.1 or <u>2.5.1</u>	CDA	?
IG?	Yes	Yes	Yes	Yes	No
Vocab	LOINC, SNOMED	CVX		SNOMED	

PH Declaration of Capacity (Centralized CMS Repository)

A PHA formally declares its capacity to CMS to receive Stage 2 data and on-board the EP/EH/CAH. CMS then uses that information in an on-line, centralized repository available to any EP/EH/CAH.

A “one-stop shop” for information on public health reporting objectives



Registration of Intent to Submit to PH

- Stage 2 requires Provider registration with the PHA or other body to whom the information is being submitted of intent to initiate ongoing submission was made by the deadline (within 60 days of the start of the EHR reporting period)

Registration of Intent to Submit to PH

- ADHS currently instituting a formal, centralized process to register intent across all PH measures
- Right now to register intent:
 - Immunizations:
<https://app.azdhs.gov/phs/asiis/ehrinteroperability/InitialInterestForm.pdf>
 - Syndromic surveillance, ELR, Cancer registry:
MeaningfulUse@azdhs.gov

The Stage 2 measure will **not** be met if the provider:

- Fails to register their intent by the deadline; or
- Fails to participate in the onboarding process as demonstrated by failure to respond to the PHA written requests for action within 30 days on two separate occasions.

Stage 2 Public Health Letters



- ADHS will provide written communication (including electronic form) affirming that EP, EH or CAH met the appropriate measure

Syndromic Surveillance



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What is Syndromic Surveillance?

- Public Health receives reports of symptoms of patients (ADT messages)
- This information is used to identify outbreaks or health events and monitor the health status of a community
- Syndromic surveillance is fast – Public Health can see what's happening in a community before the patients have a confirmed diagnosis or laboratory results

Syndromic Surveillance: Standards

- **Message format:** HL7 Version 2.5.1
Implementation Guide: will be based on *PHIN Messaging Guide for SS*

Syndromic Surveillance: Current Status/Future Plans

- Plan to start accepting submissions from hospitals in late summer
- Work to get CDC's BioSense 2.0 up and running as the MU Syndromic Surveillance system in AZ
- Create AZ implementation guide, user manual, training documents.
- Will require DUA between facility and ADHS
- Assist at least 10 hospitals in implementing MU Syndromic Surveillance
 - 2 should be rural or critical access hospitals

Electronic Laboratory Reporting (ELR)



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What is ELR?

- Labs are required to report a set of test results to ADHS (A.A.C. R9-6-204)
- Electronic reports are integrated into the state electronic disease surveillance systems
- ELR shortens the time for reporting and initiation of infectious disease control measures



ELR: Standards

- **Message format:** HL7 Version 2.5.1
Implementation Guide: Electronic Laboratory Reporting to Public Health
- **Vocabulary:**
 - LOINC
 - Codes used for test ordered and test performed
 - SNOMED CT
 - Codes used for specimen types and test results (i.e. organisms isolated by culture)

ELR: Secure Message Transport

- **SFTP** – Preferred
- **PHIN-MS** – CDC tool, used but not preferred
- **Direct** – Not set up, but possibility in the future

ELR: Current Status

- ADHS is currently accepting ELR submissions for MU
- 24 hospitals have tested (3 in production)
- Onboarding additional laboratories based on readiness and following steps outlined at www.azdhs.gov/meaningful-use

ELR Technical Workshop

- An ELR Technical Workshop was held on May 17 in Phoenix and by webinar
- The workshop described the process, tools and resources to implement ELR with ADHS
- All presentations and handouts are posted at: www.azdhs.gov/meaningful-use/electronic-lab-reporting

Immunization Registry (ASIIS)



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What is ASIIS?

- The Arizona State Immunization Information System (ASIIS) is the state's immunization registry
- Providers are required to report all immunizations administered to ≤ 18 y.o. under ARS 36-135
- Pharmacists are required to report any immunizations administered regardless of patient age under ARS 32-1974
- Enables providers to access a complete immunization record for each child they treat regardless of where immunizations may have been received

ASIIS: Standards & Transport

- **Message format:** HL7 Version 2.5.1
Implementation Guide: Implementation Guide for Immunization Messaging
- **Message Transport:**
 - WebServices/Secure HTTP Post (recommended)
 - SOAP (recommended)
 - Secure HL7 and DTT file upload
 - SFTP (by April 1st)
 - Direct (Summer, 2013)

ASIIS:

Current Status/Future Plans

- ASIIS currently accepting submissions for MU
- Over 400 providers have tested (140 in production)
- Standard protocols and guidelines for testing distributed after receipt of initial interest form
– available through
www.azdhs.gov/meaningful-use

ASIIS: Steps for Providers/Hospitals

- Complete an initial interest form:
<https://app.azdhs.gov/phs/asiis/ehrinteroperability/InitialInterestForm.pdf>
- ASIIS program will follow up to provide protocols and guidelines for testing and attestation

To meet Meaningful Use Stage II, Arizona providers who completed a Stage I attestation by 12/31/12 must:

- Establish an active interface with ASIIS to regularly upload immunization data
- Upload immunization data in HL7 v.2.5.1 throughout the entire 90 day reporting period, which ends no later than 12/31/2014

Cancer Registry



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Cancer Registry

- Hospitals, pathology labs, clinics, and physicians are required to report cancer cases under ARS 36-133
- Meaningful Use targets eligible ambulatory setting only (e.g. physician offices)
- The registry is currently in the Assessment and Planning Phase
- Target dates for cancer registry:
 - Declaration/Registration of Intent (e.g. share tentative plan, collect information from providers) – start date October 2013
 - On-boarding (invitation, testing, and production, acknowledgement) – start date January 2014

Specialized Registries



Upcoming Activities/Opportunities

- Phone interviews with all EHs and critical access hospitals to determine readiness, timelines, and POCs for MU

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www.azdhs.gov/meaningful-use

The screenshot shows the Arizona Department of Health Services website. At the top, there is a navigation bar with the ADHS logo, the text "Health and Wellness for all Arizonans Arizona Department of Health Services", and the "AZ.GOV" logo. Below this is a search bar and a navigation menu with links: "ADHS Home | About | News | A-Z Index | Contact". The main content area features a sidebar on the left with links: "Division for Planning and Operations Home", "Meaningful Use Home", "Arizona State Immunization Information System (ASIS)", "Electronic Lab Reporting (ELR)", "Syndromic Surveillance", "Frequently Asked Questions (FAQs)", and "Meaningful Use 150 N 18th Avenue". The main content area is titled "Meaningful Use Home" and contains four cards: 1. "Developing the capability to electronically transfer immunization registries." with a syringe icon and link "AZ State Immunization Info System (ASIS)". 2. "Electronic transmission of reportable lab results to public health agencies." with a folder and doctor icon and link "Electronic Lab Reporting (ELR)". 3. "Using specific indicators to identify outbreaks, public health events, and monitor health status." with a microscope icon and link "Syndromic Surveillance". 4. "Find answers to some of the most frequently asked questions." with a book icon and link "Frequently Asked Questions (FAQs)". At the bottom of the main content area is the text "Meaningful Use and Arizona's Public Health Systems".



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Thanks!!

Questions?

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Arizona Health-e Connection E-Prescribing Initiative

ASET Quarterly HIE Update Meeting
June 25, 2013

E-Prescribing Initiative Overview

Arizona eRx Goals

By end of 2013, aim to achieve the following:

- **70%** of all Arizona prescription electronically routed to pharmacies
- **60%** of Arizona prescribers routing prescriptions electronically
- **100%** of Arizona pharmacies with e-prescribing capabilities

E-Rx Program Overview

Arizona E-Prescribing Initiative was developed to meet ONC e-prescribing goals for Arizona. Three major projects currently underway include:

1. Technical Assistance

- Help providers and pharmacies with any e-prescribing barrier including issues with workflow, vendor(s), and configurations.

2. Community Pharmacy Financial Support

- Provide financial assistance to independent, community pharmacies that are not currently e-prescribing on the Surescripts network

3. E-Prescribing of Controlled Substances (EPCS)

- Develop statewide strategy for implementation of EPCS

E-Prescribing Campaign

E-Prescribing Status

99%

Pharmacies E-
Prescribing Capable in
Arizona

60%

Eligible Prescriptions
E-Prescribed in
Arizona



E-Prescribing Controlled Substances

15

Total Prescribers
certified in Arizona

250

Total Pharmacy
locations certified in
Arizona

E-Prescribing of Controlled Substances

A statewide EPCS program to increase EPCS knowledge, implementation and usage throughout Arizona:

1. Environmental scan

- DEA rule in 2010 plus AZ bill in 2012, but still a lot of confusion
- Determine status of EPCS functionality in Arizona

2. EPCS pilot program

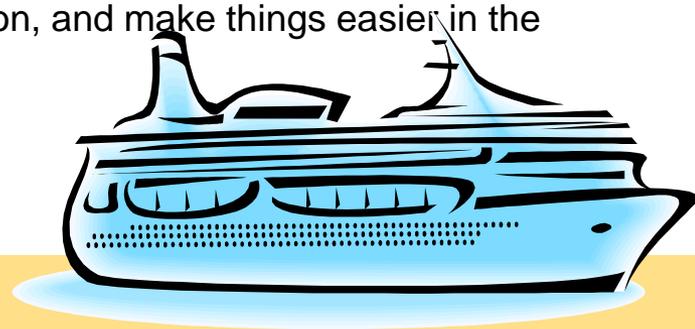
- Identify select pharmacies and providers within a geographic area to implement EPCS, with workflow redesign and support

3. Statewide EPCS campaign

- Education campaign to encourage the use of EPCS throughout the state among pharmacies and providers

The “EPCS Ship” is ready to Sail

- e-Prescribing has taken hold in Arizona!
 - *There are close to 7,000 Prescribers routing Rx’s electronically now and they represent close to 70% of the total number who prescribe*
- AzHeC, under the direction of the Arizona Strategic Enterprise Technology (ASET) and with support from Point-of-Care Partners, is rolling out a phased program to increase EPCS
- Electronic prescribing of controlled substances **IS LEGAL** in Arizona for **All Schedules (II – V)**
- Major EHR vendors {AllScripts, Cerner, DrFirst, Epic, NextGen} are EPCS-capable and many more on getting close to certifying
- All Walgreens pharmacies can receive EPCS Rx’s, CVS will be able to very soon, and others are getting close as well
- EPCS will improve patient safety, reduce drug diversion, and make things easier in the prescriber workflow
- **NOW IS THE TIME** to get on board!



EPCS Pilot Objectives

- Lead an effort to increase awareness of the legislation allowing EPCS in Arizona
- Encourage the Medical community to expand the benefits of e-Prescribing
- Eliminate any gaps in understanding about how to do EPCS
- Remove technical barriers to EPCS



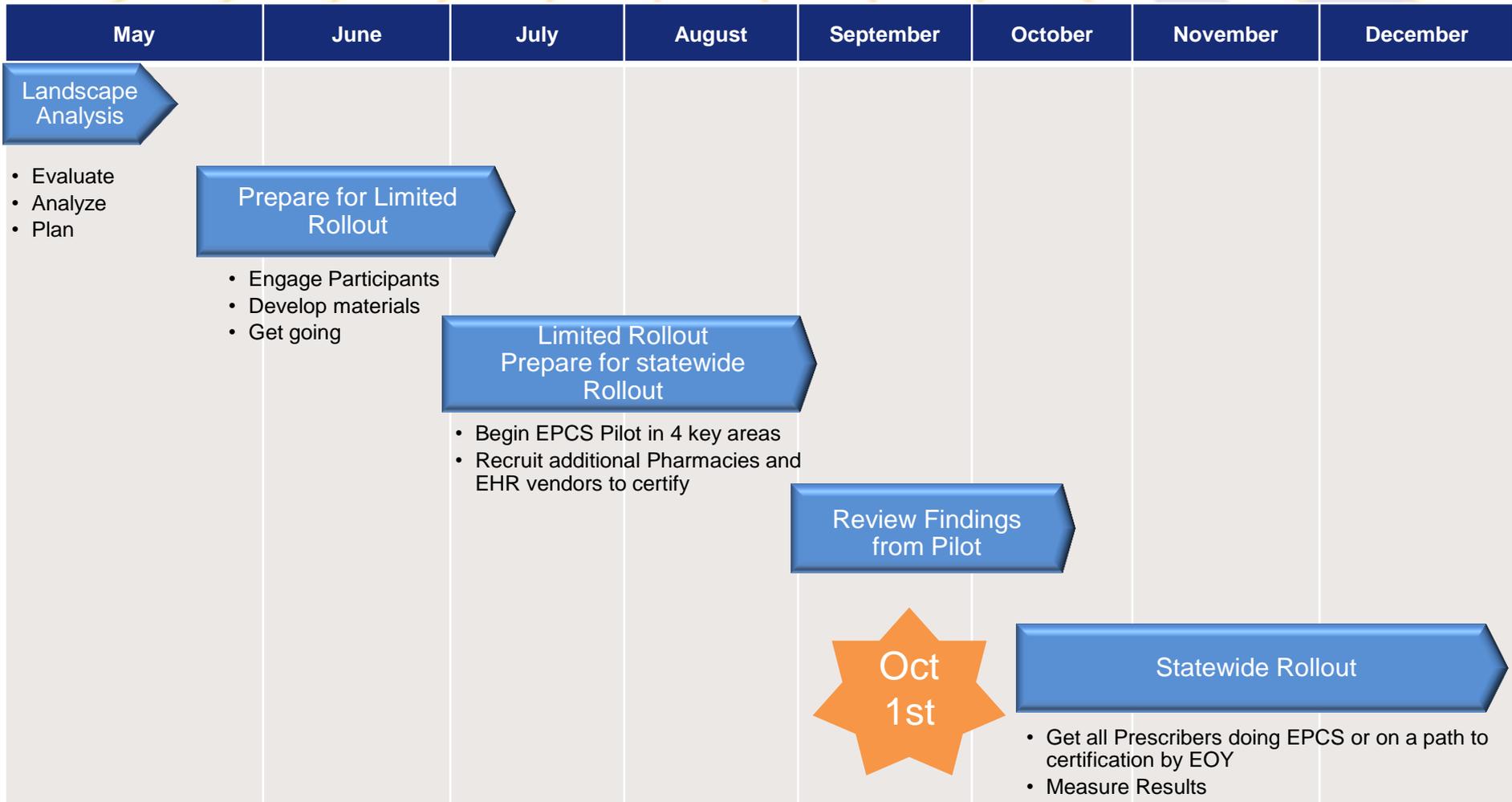
EPCS Pilot Action Plan

- Limited rollout (“Pilot”) NOW to get the ball rolling
 - Target the 4 identified ‘clusters’ of already-certified prescribers and pharmacies
 - Scottsdale, Glendale, Tucson and Prescott Valley
 - Work with key health systems to get them started doing EPCS
 - Provide education and awareness of EPCS rules and processes
 - Webinars
 - Q&A documents
 - Create a sense of excitement and urgency
 - Participants will be supported by:
 - Education materials and troubleshooting assistance
 - Access to other PHASE 1 participants to dialogue, contribute and/or review feedback/issue resolutions

EPCS Pilot Action Plan

- Prep for statewide rollout
 - Encourage more EHRs to certify for EPCS
 - Attend NextGen User Group session and promote EPCS
 - Work with DrFirst, NewCrop to get their partner EHRs to certify
 - Adjust REC Alliance Program (Tier 1) to include requirement for EPCS
 - Educate pharmacists about EPCS – encourage certification
 - Attend AzPA Annual Convention and Trade Show
 - Webinars
 - Get majority of pharmacies accepting EPCS
 - Target date for statewide launch
 - Gives every participant a target to shoot for (Oct 1)
 - Media coverage

Timeline to EPCS Success



Questions?

Questions?

Arizona Health-e Connection

www.azhec.org

602-688-7200

Arizona's Health IT Roadmap 2.0

Project Kick-Off Summary

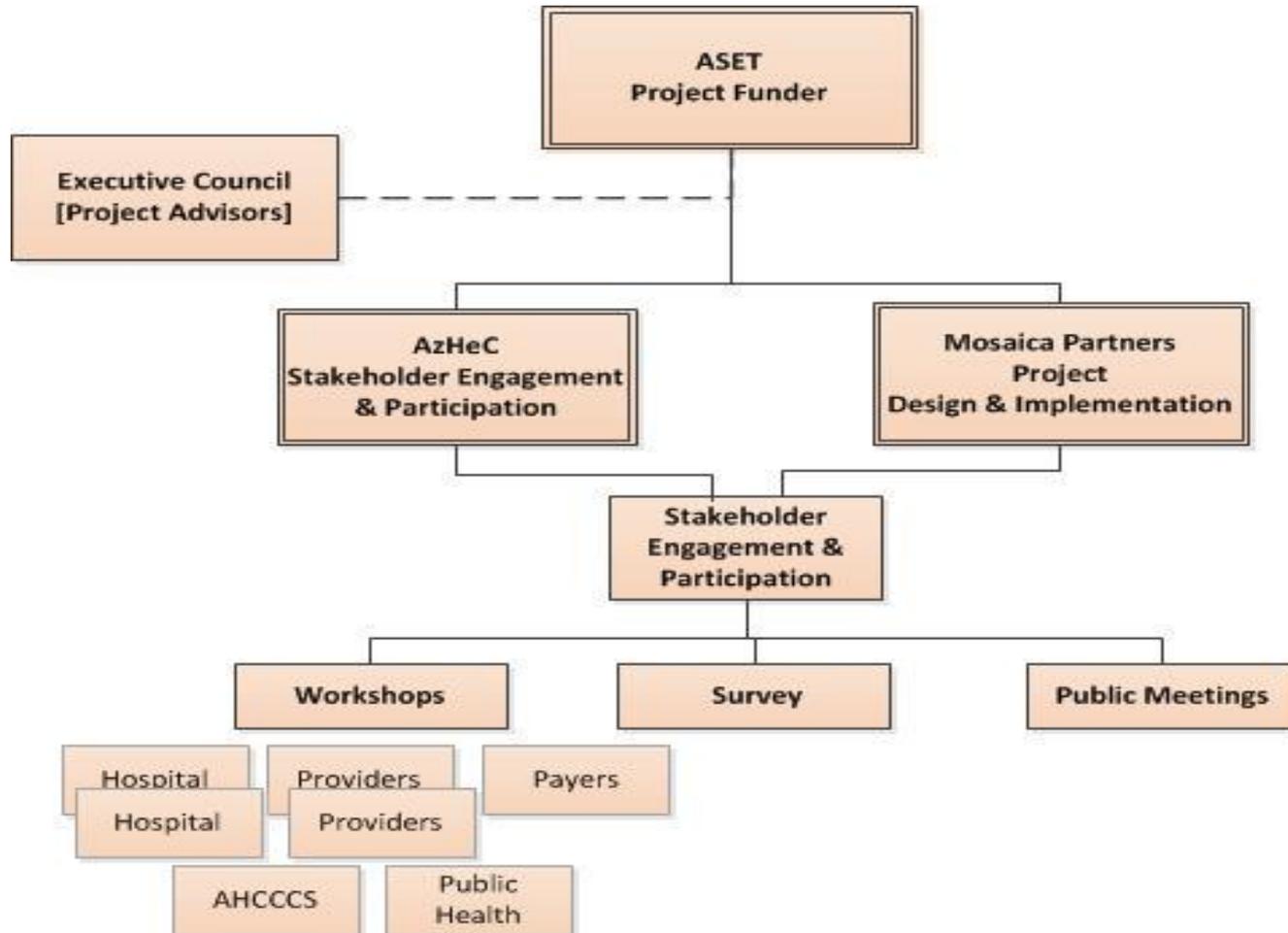
ASET Quarterly Meeting June 25, 2013

Background for Roadmap 2.0

- Role of the State in the project
- Background
 - HIE Cooperative Agreement findings
 - Stakeholder comments
 - Changing federal landscape
- How the Roadmap will be used
 - What are the steps that we should take to ensure that the widest numbers of providers have access to HIT & HIE?
 - With the capability of statewide health information exchange, what could you, the provider, do?



Project Organization



Project Team

Arizona Strategic Enterprise Technology Office (ASET)



- Funder of Roadmap 2.0 project
- Coordinator of state agency participation
- Lorie Mayer - State IT Coordinator

Arizona Health-e Connection (AzHeC)



- Convener for Health IT in Arizona
- Lead for Stakeholder Engagement and Communication
- Melissa Rutala - CEO

Mosaica Partners



- Consultants and subject matter experts in HIE and health IT
- Lead for Project Design and Implementation
- Laura Kolkman - President

Executive Council Members

Dave Dexter (Chair)

- President & CEO, Sonora Quest Laboratories
- Board Chair, AzHeC & Board Secretary, HINAz

Tony Fonze

- President & CEO, St. Joseph's Hospital, Carondelet Health Network
- Carondelet Health Network on HINAz Board

Ken Adler

- President & Medical Director of IT, Arizona Community Physicians
- Provider champion of EHRs and author of many health IT articles

Dave Kempson

- Director of Data Strategy/Ops & Business Systems Apps, BCBS-AZ
- Treasurer, AzHeC & Board/Exec Committee, HINAz

Tom Betlach

- Director, AHCCCS
- Director, AzHeC & HINAz Boards

Scott Whyte

- Vice President, IT Connectivity, Dignity Health
- Dignity Health on HINAz Board

Purpose of Roadmap 2.0

- Develop a 2014 – 2016 strategic plan and roadmap for HIT/HIE in Arizona
- The Roadmap will show how Arizona will enable sustainable HIT/HIE across multiple providers to: improve patient safety, improve health care quality, and decrease health care costs.
- Create “mini” HIT roadmaps for:
 - ✓ Public Health
 - ✓ AHCCCS
 - ✓ HINAZ



When completed, the Roadmap 2.0 will provide:

- A description of the desired future state of HIT/HIE in Arizona
- A description of initiatives required to achieve the defined future state.
- A description of the enabling capabilities – that must be provided by Public Health and AHCCCS – to support Meaningful Use Stage 2 and other Health IT needs

Roadmap 2.0 Key Stakeholders

Health Care Providers

- ✓ Hospital Systems
- ✓ Physicians
- ✓ Other Providers
- ✓ Behavioral Health
- ✓ Long Term / Post Acute Care

Health Care Ancillary Providers

- ✓ Laboratories
- ✓ Imaging
- ✓ Pharmacy



Health Care Payers

- ✓ AHCCCS
- ✓ Commercial Payers

Government Agencies

- ✓ Public Health – ADHS
- ✓ County Health Agencies
- ✓ Federal Partners – IHS VA

Other Organizations

- ✓ AzHeC
- ✓ HINAz
- ✓ Legal Counsel

Project Scope

- ✓ Three year outlook 2014 - 2016
- ✓ Health Information Exchange (HIE)
 - HINAz
 - Bi-directional electronic exchange with State agencies
 - ACOs
 - “Direct” exchange
 - Robust exchange
 - Exchange with IHS and VA
 - Exchange outside of Arizona
- ✓ Health Information Technology (HIT)
 - EHR adoption and use
 - Personal Health Records (PHR)
- ✓ Telemedicine/ Telehealth
 - Mobile Health and apps (mHealth)
- ✓ Meaningful Use Requirements
- ✓ Data Access and Use
 - Access to State-held information
 - Use of information for exchange
- ✓ Legislation, Regulation & Policy



Project Process

Open and transparent with broad stakeholder participation

- Hold pre-project workshops with AHCCCS and Public Health focused on Meaningful Use Stage 2 readiness – **Completed**
- Hold project Kick-Off to introduce and explain the project
- Conduct 7 envisioning workshops – with key healthcare stakeholders – to describe Arizona’s HIT/HIE desired future state
 - ✓ Hospitals
 - ✓ Providers
 - ✓ Payers
 - ✓ AHCCCS
 - ✓ Public Health - ADHS
- Validate workshop findings through a survey of the broader stakeholder community.
- Convene public meetings to review progress and solicit feedback



Envisioning Workshops

- Convene health care stakeholders to participate in seven facilitated workshops (Phoenix & Tucson)
- Define/validate objectives for HIT/HIE in Arizona through 2016
- Rank objectives by importance and priority
- Identify success factors for achieving the goals
- Identify barriers to health information flow and to achieving the goals.
- Prepare and conduct validating survey



Project Timeline

