

# Digital Bridge: The Digital Intersection of Health Care and Public Health

Electronic Case Reporting (eCR) Proof-of-  
Concept

Governance Charter

## Document Control Information

### Document Information

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## Background

### About the Digital Bridge Initiative

The Digital Bridge initiative seeks a consistent, nationwide, and sustainable approach to using health care's electronic health record (EHR) data to improve public health surveillance and action. Through more efficient data sharing, both public health and health care will be empowered with the information needed to improve their constituents' and patients' health. Representatives from public health, health delivery systems, and health information technology (IT) have agreed to improve the health of our nation by creating a bidirectional information flow between public health and health care. Electronic case reporting (eCR) is a first step toward achieving the vision. Capitalizing on existing methods for clinical data capture and exchange has potential to increase data consistency, completeness and timeliness of public health surveillance data.

The approach for this project is based on public-private partnership motivated by mutually beneficial outcomes. These outcomes include improved data for public health and clinical practice and lower costs for information sharing. The Robert Wood Johnson Foundation (RWJF) agreed to be the neutral convener for a proof of concept phase and Dr. John Lumpkin has agreed to chair the initial Governance Body. Deloitte Consulting, LLC (Deloitte) and the Public Health Informatics Institute (PHII) are providing project support.

Phase 1 of this initiative focused on convening public health, health care, and health IT representatives to agree on high level objectives and a governance approach to an eCR proof of concept. Agreements reached at a June 14-15, 2016 meeting at Deloitte's Chicago facility included 1) a commitment to work toward a common vision for exchange of actionable information between public health and health care, 2) eCR is an initial opportunity to test this vision, and 3) a timeline to establish governance for an eCR proof of concept design and subsequent pilot implementations.

### Purpose of Governance Charter

This governance charter is intended to facilitate consensus decision making for Phases 2 and 3 of the eCR project. Phase 2 focuses on collaborative design of an eCR proof of concept with an anticipated timeline of September 2016 through January 2017. Phase 3 will address implementations of the eCR proof of concept and is anticipated to begin February 2017 and end December 2017. At that time the Digital Bridge initiative will refocus on other information sharing opportunities that support clinical care and public health. Details on project activities for Phases 2 and 3 of the Digital Bridge eCR initiative are available in separate documentation.

The decision making rules outlined in this governance charter are intended to be simple so as to rapidly facilitate consensus decisions. The Digital Bridge Governance Body may change its decision making process by modifying this charter or adopting a new governance charter per the rules described below.

### Governance Principles

The following principles inform the design of this governance charter:

**Transparency:** Stakeholders will have visibility into the Governance Body's work and opportunities to provide input.

Respect for Process: Governance Body members will adhere to an agreed upon decision-making process. Members will observe delineated and agreed upon roles and responsibilities.

Outreach: The Governance Body can solicit opinions and presentations from stakeholders to inform its decision-making.

Utility: The Governance Body will prioritize use of existing information technology standards and infrastructure as it pursues shared and realistic goals that benefit all parties.

Representativeness: Governance Body members will represent their broader field and be responsive to the goals of the Digital Bridge partnership.

Trust: Governance Body members will honor commitments made to the Digital Bridge effort.

## Governance Structure

### Governance Body

The Governance Body will consist of representatives from the fields of 1) health care, 2) public health, and 3) electronic health record (EHR) technology. Each field will be represented by 5 Organizations through one Primary Representative for a total of 15 Primary Representatives in the Governance Body. Each Organization may also be represented by up to 3 Alternate Representatives. Both Primary and Alternate Representatives may participate in Governance Meetings. Distinctions between Primary and Alternate Representatives are addressed in Decision Making below. A list of Governance Body members is provided as an appendix to this document.

### Governance Chair

Governance Meetings will be convened by a Governance Chair. Per the Phase 1 agreement described above, the initial Governance Chair will be Dr. John Lumpkin of the RWJF. The Governance Chair may designate an Alternate Governance Chair as necessary to convene Governance Meetings. Distinctions between the Governance Chair and the Governance Body are addressed in Decision Making below.

### Ex Officio Members

Ex Officio Members may participate in Governance Meetings. Distinctions between the Ex Officio Members and the Governance Body are addressed in Decision Making below. A list of Ex Officio Members is provided as an appendix to this document.

### Work Groups

To conduct the activities of the Digital Bridge initiative, the Governance Body may establish Work Groups. Through the decision making process described below, the Governance Body will determine the members and charge for a Work Group. The Governance Body may consider Work Group members from outside the Governance Body in order to provide subject matter expertise relevant to the Work Group charge. Work Group charges will include specific issues to be addressed, deliverables to be returned to the Governance Body, and a timeline that begins and ends with the Work Group's initiation and sunset dates.

### Project Office

The Project Office is charged with facilitating Digital Bridge activities including Governance Meetings and Work Group activities. The Project Office will supply a platform for collaboration

and management of project documentation. The Project Office may develop draft materials to be introduced as agenda items during Governance Meetings. A list of Project Office staff is provided as an appendix to this document.

## Procedures

### Rules of Order

The procedures for the Governance Body are outlined below. At the discretion of the Governance Chair, the Standard Code of Parliamentary Procedure (formerly Sturgis Standard Code of Parliamentary Procedure) may be invoked for additional clarity and orderly discussion.

### Governance Meetings

Governance Meetings will be facilitated by the Project Office and may occur in-person or via conference calls and webinars. Meeting agendas and related material will be distributed to in advance by the Project Office. The Governance Chair (or his/her designated Alternate) will call the meeting to order and the Project Office will take roll. During roll call, each organization in the Governance Body will in turn announce their acting Primary Representative and any Alternate Representatives in attendance. The Governance Chair will read the agenda and make a motion to approve or modify it using the decision making process described below.

### Quorum

A quorum of two-thirds of the Primary Representatives (or designated Alternate Representative standing in for Primary Representative) must be present for a Governance Meeting to proceed.

### Meeting Minutes

The Project Office will also document Governance Body deliberations and decisions. Meeting minutes will be distributed to the Governance Body, Governance Chair, and Ex Officio members within 48 hours of meeting adjournment. Governance Body, Governance Chair, and Ex Officio members will have 7 days to notify the Program Office of any recommended corrections or clarifications to the meeting minutes. If no such notifications are received the meeting minutes will be deemed approved and made available to the public. If at least one such notification is received the Program Office will attempt to resolve the issue through revision and redistribution of the meeting minutes. Governance Body, Governance Chair, and Ex Officio members will then have 3 days to notify the Program Office of any further recommended corrections or clarifications to the meeting minutes. If at least one such further notification is received, the Program Office will add the issue as an agenda item for the next Governance Meeting.

### Decision Making

The Governance Chair (or his/her designated Alternate) will introduce each item on the meeting agenda. After an agenda item is introduced, the Chair will ask if a Primary Representative wishes to make a motion. If no motion is offered the Chair may make a motion. After a motion is made, a different Primary Representative must then second the motion. The Governance Body will then discuss the motion.

During the discussion, the Chair or a Primary Representative may call for a decision on the motion. If a call for a decision is seconded by a Primary Representative, the Chair will ask if there is general consensus on the motion. If a Primary Representative indicates there is not general consensus on the motion then a roll call vote will be held. Otherwise the motion is approved and the Governance Body moves on to the next item on the agenda.

If a roll call vote is held the Chair or Primary Representative calling for the decision will frame the motion so that Primary Representatives can vote in the affirmative (“For”) or negative (“Opposed”). For a motion to pass a simple majority of the Primary Representatives must vote in the affirmative.

Primary Representatives may vote. If an organization’s Primary Representative is not in attendance, the designated Alternate Representative will vote on their behalf. Ex Officio Members and Project Office staff may not vote. The Chair may vote only in the event of a tie between affirmative and negative votes.

To facilitate rapid decision making, abstaining from casting a vote will be considered the equivalent of a vote in the affirmative (“For”). A vote in the negative (“Opposed”) requires a rationale. If no rationale is offered it will be considered the equivalent of a vote in the affirmative (“For”).

Using this decision making process the Governance Body may decide to modify motions or postpone for later discussion at a future Governance Meeting.

### Work Group Activities

A Primary or Alternate Representative will be appointed as Work Group Chair either through the Governance Body’s charge to the Work Group or by a decision making process determined by the Work Group. A Work Group may use the Governance Body decision making process described in this charter or adopt their own.

The Work Group Chair will serve as the liaison to the Governance Body. This entails delivering Work Group findings to the Governance Body. The Work Group Chair will coordinate with the Project Office so that Work Group findings and issues can be introduced as agenda items during Governance Meetings. The Governance Body will approve or reject Work Group findings using the decision making process described above.

Project Office staff will also support Work Group activities.

## Stakeholder Engagement

### Outreach

Governance Body members have the responsibility to communicate Digital Bridge activities to their constituents and stakeholders and bring back their concerns for Governance Body deliberations.

### Contributions

Governance Body members have the responsibility to secure contributions from their organizations and constituents, given the resource constraints of those entities. Contributions support Work Group activities and may include in-kind contributions of professional services, information technology, and funding.

### Transparency

Meeting materials, including agendas, minutes, participant lists, and project documentation, will be available to the public.