digital bridge

de Beaumont FOUNDATION

Robert Wood Johnson Foundation

Deloitte.

Public Health Informatics Institute

Governance Body Meeting

Thursday, July 6th , 2017

12:00 PM – 1:30 PM EDT

This meeting will be recorded for note taking purposes only

Governance Principles

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.

Agenda

Purpose

1. Welcome de Beaumont Foundation to Digital Bridge governance
2. Describe project phase 3 progress
3. Describe eCR implementation progress and discuss emerging risks and issues
4. Describe progress in developing an evaluation plan
5. Discuss a draft roadmap for the Digital Bridge initiative
6. Learn about a collaborative effort by the CDC to develop a eCR Roadmap

Materials and Preparation

- Governance body decision-making procedure
- For approval:
    A. Proposed modifications to governance body Charter

Time	**Agenda Item**
12:00	Call to Order – John Lumpkin
12:03	Agenda Review and Approval – John Lumpkin
12:05	Welcome de Beaumont Foundation and Modify Governance Charter – Vivian Singletary
12:15	Digital Bridge Initiative Progress – Jim Jellison + PMO
12:30	Digital Bridge eCR Implementation
12:55	Evaluation of Digital Bridge eCR Implementations - Planning Progress – Dawn Heisey-Grove
1:05	Digital Bridge Roadmap – Draft – Alana Cheeks-Lomax
1:20	Development an eCR Roadmap – Laura Conn
remaining	Announcements – Charlie Ishikawa
1:30	Adjournment – John Lumpkin

Welcome de Beaumont Foundation and Modify Governance Charter

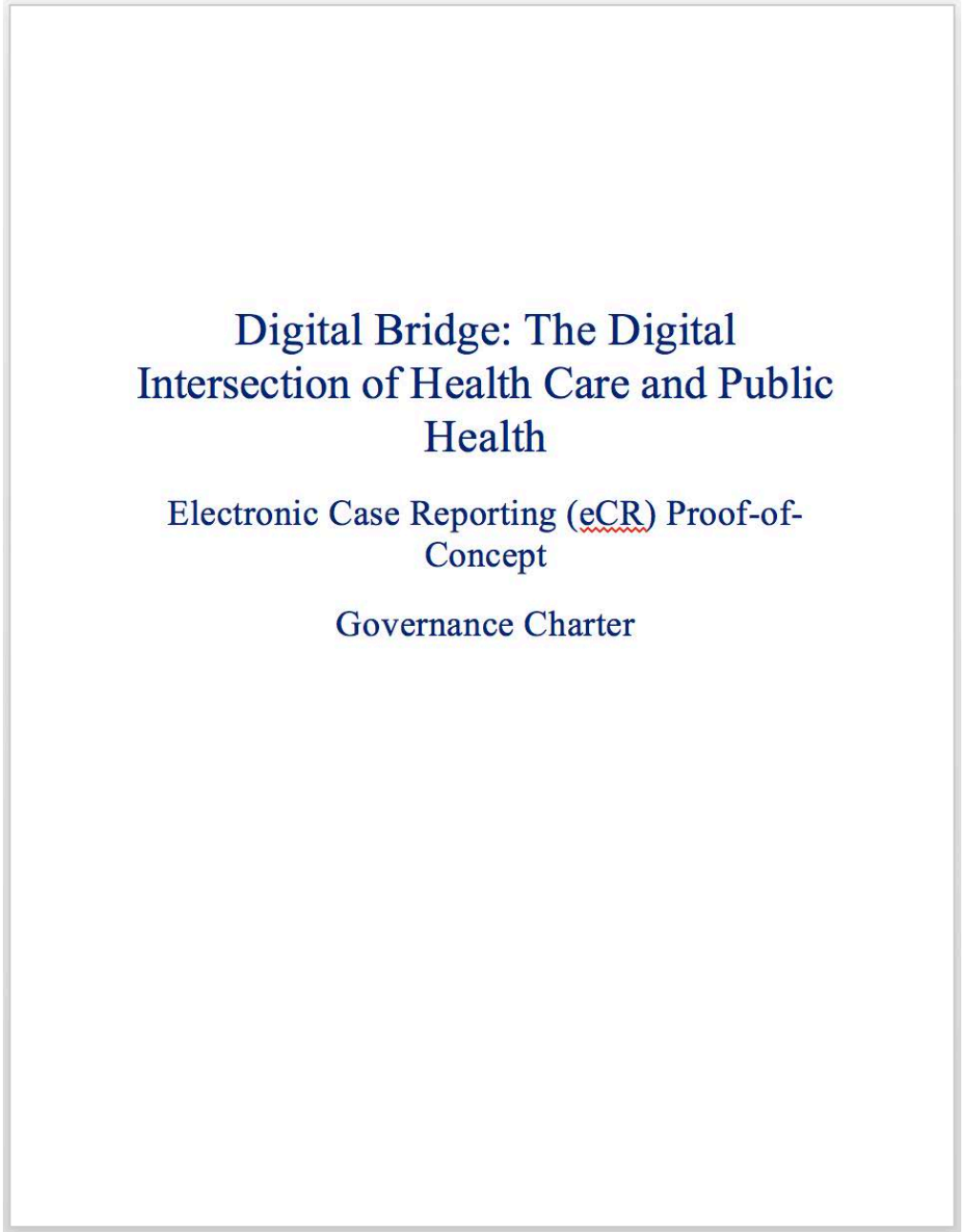
FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Background | Charter Modification

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. The approach is based on public-private partnership motivated by mutually beneficial outcomes for public health, health care and health IT vendors/developers. As a proof-of-concept, electronic case reporting (eCR) was selected as the first use case for the Digital Bridge initiative.

In September 2016, the initiative chartered a governance body with decision making procedures for proof-of-concept phases 1, 2 and 3. The Robert Wood Johnson Foundation (RWJF), the initiative's first sponsor, agreed to be the governance body's neutral convener with Dr. John Lumpkin serving as chair.

In May 2017, the de Beaumont Foundation (de Beaumont) became the second funder of the Digital Bridge initiative. de Beaumont's interest and expertise should have a voice in governing the initiative.

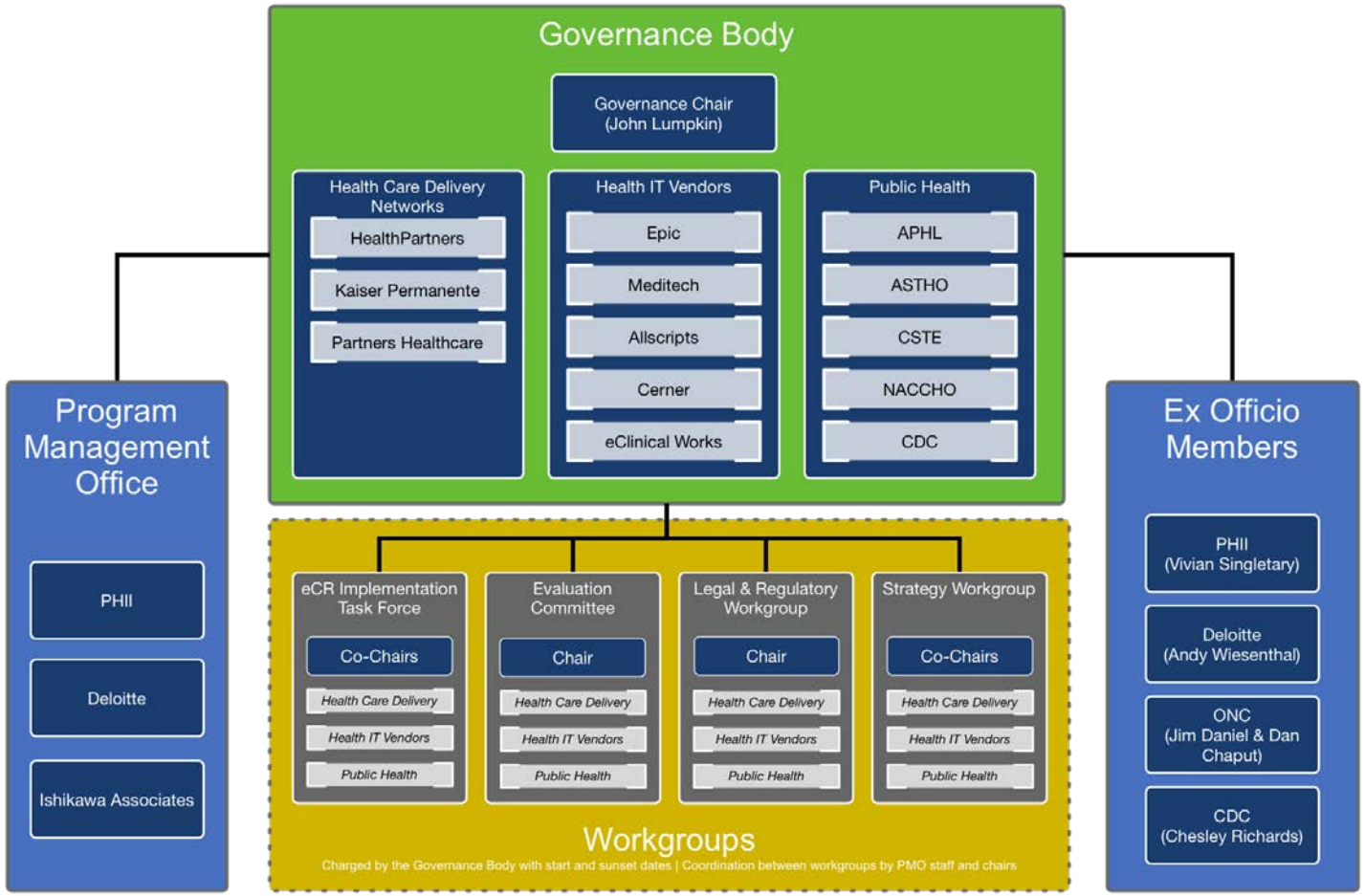

Digital Bridge: The Digital Intersection of Health Care and Public Health

Electronic Case Reporting (eCR) Proof-of-Concept

Governance Charter

Issue Summary

1. Current governance structure …
    1. accommodates one funder only (i.e., RWJF)
    2. acknowledges that funder's role as "convener"
    3. empowers funder with governing motions, and tie breaking votes
2. Short-term governance decisions will include…
    1. commitment to a Digital Bridge Roadmap
    2. planning for sustainability
    3. selecting a subsequent use cases
    4. determining next governance structure



Proposed Solution

Revise charter to provide all funders with an *ex officio* role that will…

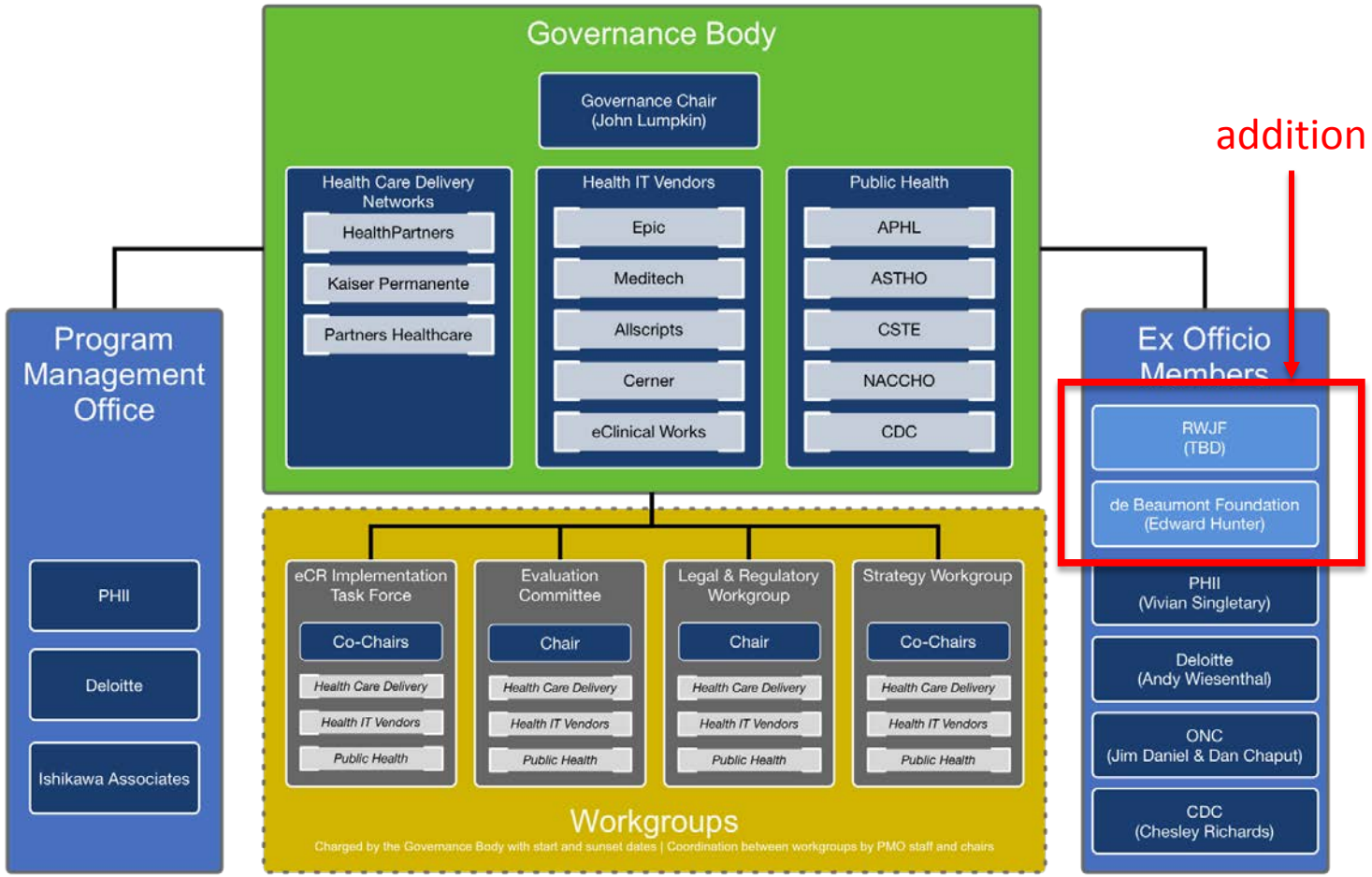
A. acknowledge the voice and influence that funders have in governing the initiative

B. provide a means to add future funders to governance deliberations and decision making

C. focus "voting" power* in healthcare, public health, and vendors

D. acknowledge Governance Chair as a Governance Body selection

*NOTE: Voting—or roll-call votes--occur if and only if a consensus decision cannot be reached and when called for by a primary Governance Body representative; per the Digital Bridge charter.



Proposed Governance Charter changes

Edits to Background

A. Background

1. Describe RWJF as founding funder
2. Add reference to appendix for funder listing
3. Describe project management office (PMO) as the convener
4. Describe John Lumpkin as chair per selection of governance body due to expertise and stature across all three sectors

Edits to Structure and Procedures

B. Structure

1. Clarify that ex officio members are deemed critical to achieving strategic goals and objectives (funders included)
2. Add de Beaumont's ex officio appointee to appendix
3. Add that ex officio members may be selected by the governance body to serve as governance body chair

C. Procedures

1. No edits

Digital Bridge Initiative Progress | Phase 3

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

digital bridge

Digital Bridge Phase 3 Workgroups: Progress Summary Report

eCR Implementation Task Force

The Digital Bridge eCR Implementation Taskforce is charged with oversight and coordination of technical implementation of the Digital Bridge electronic case reporting (eCR) approach during the Digital Bridge Project Phase 3 (February 2017 – December 2017).

Objectives

1. Advise the Digital Bridge Governance Body in setting expectations and/or objectives for Project Phase 3 eCR Implementations
2. Develop standard guidance and procedures for establishing routine electronic exchanges of public health reportable conditions data among healthcare and public health agencies in conformance with the Digital Bridge eCR approach (i.e., technical architecture, and technical and business requirements)
3. Identify and document technical and process deviations from the envisioned Digital Bridge eCR approach by tracking and presenting issues, risks, and action items across pilot sites
4. Provide ad hoc consultations to the Digital Bridge teams that are evaluating the eCR implementation and working on legal and regulatory issues

Deliverables

1. Digital Bridge eCR Implementation Plan
   Document describing the Digital Bridge eCR implementation approach during Project Phase 3 including: names and descriptions of all implementation sites, roles and responsibilities of all parties involved in implementation for each site, a schedule for implementation ranging from March 2017 – January 2018, key implementation components, etc.
2. eCR Onboarding Document for Public Health Agencies
   Information regarding the onboarding process and steps for Public Health Agencies during Digital Bridge implementation sites
3. eCR Onboarding Document for Healthcare Providers
   Information regarding the onboarding process and steps for Healthcare Providers during Digital Bridge implementation sites
4. eCR Implementation/Configuration Guide for EHR Vendors
   Information regarding the onboarding process and steps including configuration and specifications for EHR Vendors during Digital Bridge implementation sites
5. Implementation Site Communications Plan
   Document describing communication and dissemination methods, collaboration tools (i.e., Basecamp, SharePoint), meetings cadence, and points of contact
6. Test Management Plan
   Document describing the testing portion of initial implementation and key details of the testing process; outlines the scope of the overall testing effort, including the testing approach, the types of testing required, and the roles/responsibilities of groups involved
7. Updated Digital Bridge Requirements (as required)
   Updated functional business requirements for electronic case reporting (eCR) and the addition of technical requirements
8. Updated Digital Bridge Technical Architecture Diagram (as required)
   Technical architecture for delivering electronic case reports
9. Implementation Architecture Diagram
   Overall implementation architecture diagram and/or flow (i.e showing the connections, components, etc.)
10. Comments on the reportability response standard
    Provide written comments on the reportability response standard to HL7 during the standard balloting period by May 1, 2017

Evaluation Committee

The Digital Bridge Evaluation Committee is charged with overseeing, coordinating and advising evaluations of the Digital Bridge electronic case reporting (eCR) approach (evaluation activities) to be implemented during project phase 3 (March 2017 – February 2018).

Objectives

1. Advise the development of an integrated plan for evaluation activities that shall inform Digital Bridge Governance Body decisions (see scope for plan contents)
2. Develop surveys, guides, and protocols that will be used to collect evaluation data
3. Identify evaluator(s) to conduct the evaluation
   Provide support to the implementation sites and evaluators, including:
   - Support evaluators in identifying other relevant activities and reports.
   - Provide routine and ad hoc consultations to evaluators as evaluation data are collected
5. Ensure the accuracy of evaluation conclusions and/or recommendations drawn by evaluators
6. Advise the Digital Bridge Governance Body in using evaluation findings for decisions that regard outcomes of eCR implementations during phase 3

Deliverables

1. Evaluation Plan
   One (1) written document that includes: An evaluation purpose, goal, and objectives; description and justification for the selected evaluation approach; description of all data collection and analysis methods and tools; roles and responsibilities of all parties involved in collecting and providing evaluation data; estimates of the time and resources that implementation sites will be expected to dedicate to evaluation; and a timeline for evaluation activities—that shall include a milestone events for committee consultations and the delivery of a final report to the Governance Body by early-January 2018.
2. Evaluation tools
   Surveys, guides, and protocols that will be used to collect evaluation data
3. Interim evaluation results
   At least one verbal presentation of evaluation results to the Digital Bridge Governance Body
4. Final evaluation report
   One (1) written document and presentation of evaluation findings to include discussion and conclusions.

Strategy Workgroup

The Digital Bridge Strategy Workgroup is charged with identifying and defining strategic goals and objectives for Digital Bridge, as well as devise and recommend strategies for long term sustainability.

Objectives

1. Advise the Digital Bridge Governance Body in setting strategic goals and objectives for the Digital Bridge initiative
2. Advise Digital Bridge event and meeting planners regarding the goals, objectives, and target outcomes of Governance Body discussions or work that regard strategic issues
3. Guide and oversee PMO staff in work to develop the Strategy Workgroup deliverables; i.e., Digital Bridge Roadmap; Digital Bridge Sustainability Plan; eCR Sustainability Plan
4. Identify strategic opportunities for the Digital Bridge mission and vision

Deliverables

1. Digital Bridge Roadmap
   Roadmap showcases the "big picture" plan for Digital Bridge moving beyond eCR to communicate strategy for achieving the partnerships mission and vision. It shall answer questions that include:
   - *What could be the future use cases beyond eCR?*
   - *How would the Governance Body determine future use cases?*
   - *How will Digital Bridge go from eCR to future uses cases? What will be the infrastructure to support that?*

   Draft Digital Bridge roadmap will be an output of the Greenhouse session in May
   Format: Graphical representation of the "Roadmap" with 1-2 page written brief
   Audience: Potential Funders, Additional sites, Governance Board, Other Interested Parties
2. Digital Bridge Sustainability Plan
   Plan will address the Digital Bridge 2-5 year operating model, governance structure, and funding model to form a basis for a formalized and more permanent partnership. The plan shall answer questions that include:
   - *What are the day-to-day operations of Digital Bridge, and how will it be organized?*
   - *How will Digital Bridge sustain itself financially?*
   - *What will scalability look like when adding additional sites? New members to the Governance Board*
   - *What does sustainability look like? Who are the right people to get involved?*

   Format: Word Document
   Audience: Governance Board, Potential Funders, Key Decision Makers (i.e. Deloitte, PHII, RWJ), Other decision makers in the public/private sector
3. eCR Sustainability Plan
   Plan will address the Digital Bridge 2-5 year operating model, governance structure, and funding model to form a basis for a formalized and more permanent partnership. The plan shall answer questions that include:
   - *What are the day-to-day operations of Digital Bridge, and how will it be organized?*
   - *How will Digital Bridge sustain itself financially?*
   - *What will scalability look like when adding additional sites? New members to the Governance Board*
   - *What does sustainability look like? Who are the right people to get involved?*

   Format: Word Document
   Audience: Governance Board, Potential Funders, Key Decision Makers (i.e. Deloitte, PHII, RWJ), Other decision makers in the public/private sector

Legal and Regulatory Workgroup

The Digital Bridge Legal and Regulatory Workgroup is charged with identifying and defining the best available legal approaches to eCR, recommending alternative technical approaches to make eCR more feasible from legal and regulatory perspectives, and providing feedback to the law firm retained by the Digital Bridge Project Management Office (PMO) for project phase 3.

Objectives

1. Advise the development of model or template legal instruments (e.g., business associate agreement, etc.) for Digital Bridge Project Phase 3 eCR implementations
2. Advise the PMO in surveys of legal and regulatory issues relevant to eCR implementation and bi-directional health and public health information exchange between healthcare entities and public health authorities/agencies.
3. Advise the development of a long-term legal and regulatory strategy that the Digital Bridge may use to advance bi-directional public health data exchange for various use cases
4. Advise the Digital Bridge Governance Body in using the findings to set strategic goals and objectives

Deliverables

1. Legal Risk Assessment
   Legal and Regulatory Workgroup will prepare an outline of known and presumed liability risks associated with eCR approach. This outline will serve as an input to legal counsel. Legal counsel will review applicable laws and regulations governing patient privacy, electronic health data exchange, and public health surveillance of reportable conditions to assess liability risks for eCR implementation site partners.
2. Template Agreements
   Based on Legal Risk Assessment, develop template bilateral agreements that can be referenced by entities implementing eCR approach.
3. Long Term Strategy
   Develop a long-term strategy for 1) leveraging existing health information exchanges (HIEs) and emergent trust frameworks to support widespread adoption of the eCR approach, and 2) recommend alternative technical approaches to make eCR more feasible from legal and regulatory perspectives.

KEY

1	At vero eos et accusamus et iusto odio dignissimos ducimus qui blanditiis praesentium voluptatum	In-progress deliverable
2	At vero eos et accusamus et iusto odio dignissimos ducimus qui blanditiis praesentium voluptatum	Pending deliverable
3	At vero eos et accusamus et iusto odio dignissimos ducimus qui blanditiis praesentium voluptatum	Completed deliverable

Updated: June 29, 2017

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Greenhouse Meeting

Benson Chang

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Greenhouse Meeting Executive Summary

Explore. Align on Current State

- Participants discussed milestones and achievements over the past year- to celebrate the success and momentum of Digital Bridge to date.
- Participants also browsed the interview quote wall to gain a shared understanding of what colleagues in the room viewed as successes and hurdles of the past year.

Engage. Define What Success Looks Like

- Participants agreed on the initial vision crafted a year ago, while providing additional edits and feedback
- Common success themes were identified across both Digital Bridge and eCR. These included
- Participants helped to determine metrics for each of the common success themes
- Participants contributed to discussion on Digital Bridge ROI Model. Conversation provided an opportunity to articulate the value for investments in Digital Bridge

Ignite. Identify How to Move Forward

- Participants discussed top criteria for selecting future use cases
- Participants discussed possible future use cases for Digital Bridge
- Participants built out a Digital Bridge roadmap including action items and milestones through the end of 2018

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Greenhouse Meeting Next Steps

- There were a lot of robust discussions at the Greenhouse. As the meeting was only two days, a number of items needed to be discussed further as Digital Bridge continues through phase 3.
- Additional topics include:
  - Development of use case criteria
  - Kick-off of Requirements, Funding Model, and ROI Model Tiger Teams
  - Development of CONOPS document
  - Updating the vision and mission statement for Digital Bridge
  - Potential next use cases

eCR Implementation Taskforce

Rob Brown

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

eCR Implementation Taskforce

Taskforce Charge

Oversight and coordination of technical implementation of the Digital Bridge electronic case reporting (eCR) approach during project phase 3.

Deliverables

1. Digital Bridge eCR Implementation Plan
2. eCR Onboarding Document for Public Health Agencies
3. eCR Onboarding Document for Health Care Providers
4. eCR Implementation/Configuration Guide for EHR Vendors
5. Implementation Site Communication Plan
6. Updated Digital Bridge Technical Architecture Diagram (as required)
7. Test Management Plan
8. Updated Digital Bridge Requirements (as required)
9. Implementation Architecture Diagram
10. Facilitate Reportability Response feedback from the taskforce

Update

- Test Scenarios have increased in scope and complexity in order to complete a more thorough testing
- The Implementation Plan is being refined to reflect the added complexities and dependences
  - Updated Implementation Plan with timeline expected for August governance body meeting

Legal and Regulatory Workgroup

Jim Jellison and Walter Suarez

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Update: Legal and Regulatory

Charge

Identify and define the best available legal approaches to eCR, recommending alternative technical approaches to make eCR more feasible from legal and regulatory perspectives, and providing feedback to the law firm retained by the PMO for project phase 3.

Deliverables

1. Legal risk assessment
2. Template agreements
3. Long-term strategy

Roster

Role	Name
Chair	Walter Suarez
Primaries	Troy Willitt
	Kevin Cranston
	Rachel Hulkower
	Melissa Spencer
	Kathy Turner

Role	Name
Alternates	Patina Zarcone
	Matthew Penn
	John Travis
Observers	Andy Baker-White
	Tim Carney
	Jenifer Roberts Johnson
	John Lumpkin

Highlights

Current Activities:

- Legal & Regulatory Workgroup has met twice (Jun 2, Jun 14)
- Reviewed DWT's draft analysis of privacy laws
  - Feedback from workgroup is expected this month (Jul)
- DWT's draft analysis includes ~ten options for agreements supporting eCR
- Options fall into three general approaches

Additional task of the Workgroup:

- Advisory to strategy group on long-term Digital Bridge by-laws

General Approaches

Approach	Pros	Cons
Option 1: Decision Support Intermediary acts as Public Health Authority on behalf of public health agency	DSI is not subject to HIPAA; Scalable to a national level, with much smaller number of agreements	Very high risk of violating HIPAA minimum necessary standard by disclosing false positives to DSI; Very high risk under certain state privacy laws with sending false positives to DSI; Providers may interpret need for BAA with DSI
Option 2: Decision Support Intermediary acts as Business Associate of provider (or provider's EHR vendor)	Familiar to providers under HIPAA;	BAA with every provider is not scalable; DSI subject to HIPAA; Slight risk of violating HIPAA minimum necessary standard by disclosing false positives to DSI; Slight risk under certain state privacy laws with sending false positives to DSI
Decision Support Intermediary initially receives anonymized case report (then identified version if case report deemed true positive)	No risk of violating HIPAA minimum necessary standard; Likely no risk of violating state privacy laws; Can work with either option 1 or 2	Would require significant modifications to technical approach; Such modifications currently outside project scope

Additional Notes

- Recognition of “trust frameworks”
  - eCR approach requiring hundreds or thousands of two-party agreements has limited scalability
  - Partners are considering DirectTrust, eHealth Exchange, others(?)
  - Even with trust framework or similar compact; Decision Support Intermediary would still act as business associate or public health authority.
- Next Steps
  - In-person meeting between DWT and clients (RWJF, APHL, TFGH/PHII)
  - Next Legal & Regulatory Workgroup meeting (TBD - early August)
  - eCR Milestones:
    - Aug 2017: Draft agreements available
    - Oct 2017: Agreements supporting production eCR signed

Strategy Workgroup Update

Alana Cheeks-Lomax

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Update: Strategy Workgroup

Charge

The Digital Bridge strategy workgroup is charged with identifying and defining strategic goals and objectives for Digital Bridge, as well as devising and recommending strategies for long-term sustainability.

Deliverables

- Digital Bridge Roadmap
  - Will showcase the "big picture" plan for Digital Bridge moving beyond eCR to communicate strategy for achieving the partnership's mission and vision.
- Digital Bridge Sustainability Plan
  - Will address the Digital Bridge 2-5 year operating model, governance structure and funding model to form a basis for a formalized and more permanent partnership.
- eCR Sustainability Plan
  - Will address the future sustainability of eCR to inform public and private decisions regarding policy, strategic planning, and infrastructure and technology investments.

Roster

Role	Name
Co-Chairs	Mary Ann Cooney, ASTHO
	Richard Paskach, HealthPatners
Primaries	Richard Hornaday, Allscripts
	Patina Zarcone, APHL
	Charles Shepard, CDC
	Bob Harmon, Cerner
	Kathy Turner, CSTE
	James Doyle, EPIC
	Walter Suarez, Kaiser Permanente
	Oscar Alleyne, NACCHO
	Mike Klompas, Partners Healthcare
	Vivian Singletary, PHII

Role	Name
Alternates	Geoff Caplea, Allscripts
	Troy Willitt, APHL
	Susan Mosier, ASTHO
	Jason Bonander, CDC
	Kirsten Hagemann, Cerner
	Meredith Lichtenstein, CSTE
	Christopher Alban, EPIC
	Art Davidson, NACCHO
Observers	Julie Cox Kain, ASTHO
	Joe Hartsell, Cerner
	Shan He, Cerner
	Jeff Engel, CSTE
	Eileen McLaughlin, MITRE
	Dawn Heisey Grove, MITRE
	Lilly Kan, NACCHO

Strategy Workgroup Updates

- Finalized workgroup charge and uploaded to Basecamp
- Established Funding Model Tiger Team
  - Developed Funding Model Tiger Team charge
  - Reached out to potential tiger team members for participation
    - Four members across all stakeholder groups
  - Planning for kick-off the week of July 10th
- ROI Model Tiger Team
  - Reached out to potential tiger team members for participation
    - Three members across all stakeholder groups
  - Planning for kick-off the week of July 10th
- Use Case Management
- Project Management
  - Developed strategy workgroup weekly work plan and uploaded to Basecamp
  - Scheduled weekly touchpoint calls with workgroup co-chairs

Funding Model Tiger Team

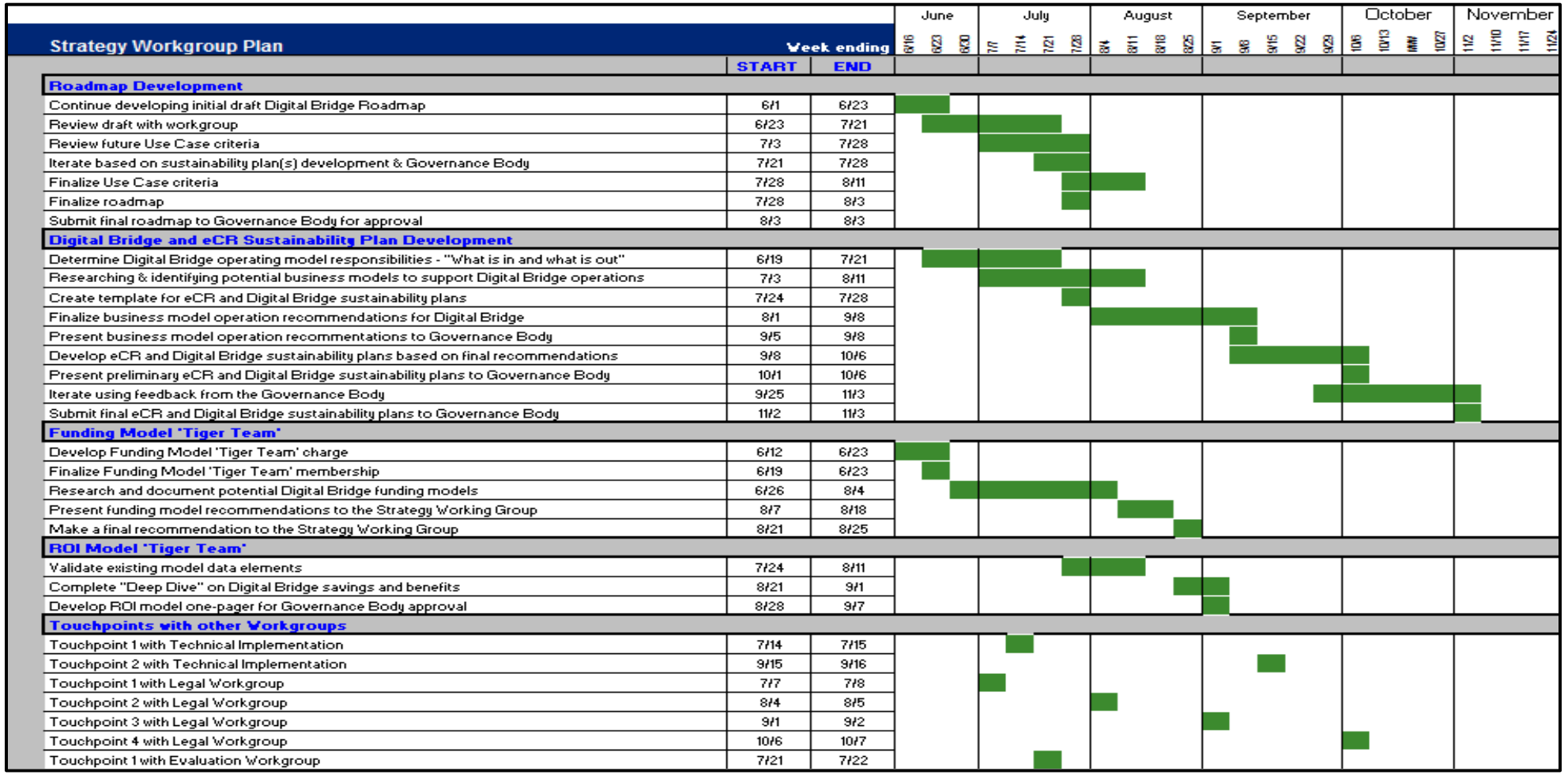
- **Purpose**
  - Research and outline existing funding models to support Digital Bridge. This should include at a minimum support for the activities that fall under the Digital Bridge Operating Model, and the sources and types of revenue
  - Perform a dedicated analysis of how funding will support overall Digital Bridge sustainability
  - Develop and recommend funding examples to share with the strategy workgroup to be included in the final Digital Bridge Business Model
  - Establish funding flow model to identify required initial venture funding as well as projected revenue to establish point where Digital Bridge becomes revenue positive
- **Objectives**
  - Assist the strategy workgroup in updating final deliverables based on funding model research
  - Assist the strategy workgroup in making a final funding recommendation to the Governance Body for official inclusion in the Digital Bridge operating model
- **Members**
  - Mary Ann Cooney
  - Vivian Singletary
  - Richard Hornaday
  - Walter Suarez

ROI Model Tiger Team

- **Purpose**
  - Identify a group of individuals to help continually refine the initial draft of investment and return analysis for Digital Bridge partnership
  - Tiger team members will become familiar with the model to understand its inputs and purpose to support continued refinement of the model
  - Tiger team members will also work with the PMO to validate model assumptions, model structure, and current data structures
- **Objectives**
  - Assist the strategy workgroup in updating final deliverables based on additional ROI analysis
- **Members**
  - Richard Paskach
  - Jeff Engel
  - Chris Alban

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Strategy Workgroup Work Plan



Strategy Workgroup Plan	START	END
Roadmap Development		
Continue developing initial draft Digital Bridge Roadmap	6/1	6/23
Review draft with workgroup	6/23	7/21
Review future Use Case criteria	7/3	7/28
Iterate based on sustainability plan(s) development & Governance Body	7/21	7/28
Finalize Use Case criteria	7/28	8/11
Finalize roadmap	7/28	8/3
Submit final roadmap to Governance Body for approval	8/3	8/3
Digital Bridge and eCR Sustainability Plan Development		
Determine Digital Bridge operating model responsibilities - "What is in and what is out"	6/19	7/21
Researching & identifying potential business models to support Digital Bridge operations	7/3	8/11
Create template for eCR and Digital Bridge sustainability plans	7/24	7/28
Finalize business model operation recommendations for Digital Bridge	8/1	9/8
Present business model operation recommentations to Governance Body	9/5	9/8
Develop eCR and Digital Bridge sustainability plans based on final recommendations	9/8	10/6
Present preliminary eCR and Digital Bridge sustainability plans to Governance Body	10/1	10/6
Iterate using feedback from the Governance Body	9/25	11/3
Submit final eCR and Digital Bridge sustainability plans to Governance Body	11/2	11/3
Funding Model 'Tiger Team'		
Develop Funding Model 'Tiger Team' charge	6/12	6/23
Finalize Funding Model 'Tiger Team' membership	6/19	6/23
Research and document potential Digital Bridge funding models	6/26	8/4
Present funding model recommendations to the Strategy Working Group	8/7	8/18
Make a final recommendation to the Strategy Working Group	8/21	8/25
ROI Model 'Tiger Team'		
Validate existing model data elements	7/24	8/11
Complete "Deep Dive" on Digital Bridge savings and benefits	8/21	9/1
Develop ROI model one-pager for Governance Body approval	8/28	9/7
Touchpoints with other Workgroups		
Touchpoint 1 with Technical Implementation	7/14	7/15
Touchpoint 2 with Technical Implementation	9/15	9/16
Touchpoint 1 with Legal Workgroup	7/7	7/8
Touchpoint 2 with Legal Workgroup	8/4	8/5
Touchpoint 3 with Legal Workgroup	9/1	9/2
Touchpoint 4 with Legal Workgroup	10/6	10/7
Touchpoint 1 with Evaluation Workgroup	7/21	7/22

Digital Bridge Communications

Jessica Cook

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Recent Communications Activity

- CSTE Annual Conference, June 4-8, Boise
  - Multiple presentations and booth materials. Popular Digital Bridge swag!

- Bimonthly e-newsletter recently sent to list of 3,500 and over 3,000 users have visited the website in the past month.

- Since the fall, **Digital Bridge has been presented to outside groups at least 20 times.** Audiences include epidemiologists, health IT professionals, clinicians, federal government officials and state and local health department leaders.

- Basecamp logistics: Communications is in its own "camp" and includes materials for Digital Bridge and eCR. Contact Jessica Cook (jcook@phii.org) if you have questions.

Upcoming Events

- NACCHO Annual Conference, July 11-13, Pittsburgh
  - "Transforming Health Through a Digital Bridge," Tuesday, July 11, 4:30-5:30 p.m. with Art Davidson, John Lumpkin, Vivian Singletary, and Andy Wiesenthal
- APHA Annual Meeting and Expo, November 4-8, Atlanta
  - "Strengthening Data Exchange Through a Digital Bridge," November 7, 8:30-10 a.m. with Jeff Engel, Joel Hartsell (Utah site), and Vivian Singletary
- HIMSS18 Abstract Deadline July 17

NACCHO
National Association of County & City Health Officials

APHA
AMERICAN PUBLIC HEALTH ASSOCIATION
For science. For action. For health.

HIMSS®

Communications Advisory Group

- Purpose
  - To help prioritize communications activities and give input on strategies, messaging, methods and channels.
  - Help connect PMO to communications opportunities.
  - Foster a network of Digital Bridge speakers.
- Time Commitment
  - Monthly calls.
  - Review of communications material.
  - Occasional presentations.
- Interested? Please respond to Charlie's upcoming email. Thank you!

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Digital Bridge eCR Implementation

Rob Brown and Benson Chang

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

eCR Site Participation

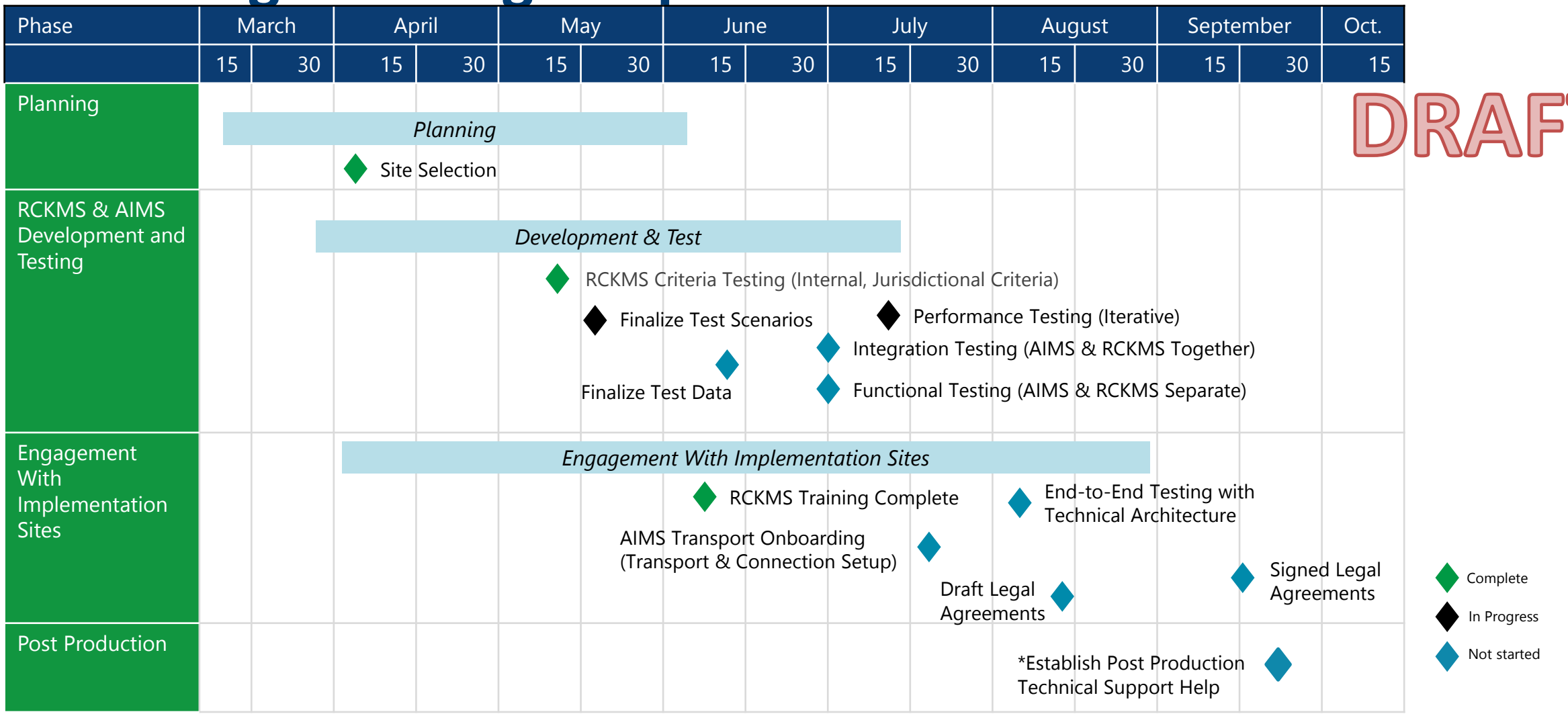
Public Health Agency	Health Care Provider	EHR Vendor
Wave 1: April – September 2017		
Kansas	Lawrence Memorial Hospital	Cerner
Michigan	a) Local Public Health Clinics b) McLaren Health Center	a) NetSmart b) HIE-MiHIN
Utah	Intermountain Healthcare	Cerner
Wave 2: September – 2017/2018 (Tentative)		
California	UC Davis	Epic
Houston	Houston Methodist	Epic
Massachusetts	Partners HealthCare	Epic
New York	Institute of Family Health	Epic

DRAFT

digital bridge

Sharing data to improve clinical care and public health. digitalbridge.us

Digital Bridge Implementation Timeline – Wave 1



DRAFT

*Assumes correct legal and data sharing agreements are in place

eCR Implementation – Risks & Issues

DRAFT

#	Issue	Impact	Mitigation
1	Cerner implementation for eICR 1.1 support is delayed due to competing priorities	Medium	Cerner is pursing engagement of Cerner/Intermountain resources for development while at the same time pursuing development leveraging Intermountain Research Informatics department.
2	An increase in the complexity and thoroughness of the test scenarios will cause a delay in the creation of the test eICR	Medium	Prioritize test data with Lantana to roll out in groups. Can conduct some performance testing in person to expedite.

#	Risk	Impact	Mitigation
1	Epic implementation for eICR 1.1 support (minus travel history) is delayed	Medium	Current Wave 2 timeline being pushed out allows enough time for Epic to rollout support for eICR 1.1 (minus travel history)
2	Third party security assessment will not occur before initial implementations are in production	Medium	On eCR roadmap for March 2018
3	Legal agreements & Data use agreements beyond initial implementation (risk for both implementation and sustainability WG)	High	The Legal Workgroup has identified a law firm to begin the planning and creation of the legal and data use agreements
4	Varied architectures and data flow requirements across senders may not meet digital bridge requirements	Medium	Analysis on requirements and architecture is being done to assess

eCR Implementation Taskforce Activities

DRAFT

- **Initial AIMS Connectivity** (hello world message)
  - Utah - Completed
  - Kansas - Completed
  - Michigan - Reviewing legal agreements for VPN connectivity
- **Validator**
  - NIST Validator has been customized/configured for eICR
  - Performance testing is underway for inline and online validator
  - Online Validator is publicly accessible for testing
  - Validator update presentation delivered to Digital Bridge Implementation Task Force on May 31, 2017
- **RR Constructor**
  - Initial work on building RR has started
- **RCKMS Integration**
  - Continuous Integration/Deployment completed and in testing
    - Configuration has been completed. Testing with RCKMS Team to start on July 5, 2017
  - RCKMS Performance Testing on AIMS
    - Session #1 was completed on June 22, 2017
    - Session #2 is scheduled for this week
- **RCKMS Training Complete**
  - RCKMS Training Parts 1.5 & 2 have been provided to PHAs from each site

Evaluation of Digital Bridge eCR Implementations - Planning Progress

Dawn Heisey-Grove, MITRE

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Update: Evaluation Committee

Charge

The Digital Bridge evaluation committee is charged with overseeing, coordinating and advising evaluations of the Digital Bridge eCR approach (evaluation activities) to be implemented during project phase 3 (March 2017 – February 2018).

Deliverables

- Evaluation plan
- Evaluation tools
- Interim evaluation results
- Final evaluation report

Roster

Role	Name
Chair	Jeff Engel, CSTE
Primary	Dan Chaput, ONC
	Christopher Alban, EPIC
	Donald Kauerauf, ASTHO
	Goldie MacDonald, CDC
	Indu Ramachandran, Kaiser Permanente
	Shan He, Cerner
	Patina Zarcone, APHL
SME	Catherine States, University of Utah

Role	Name
Alternates	John Beltrami, CDC
	Michelle Meigs, APHL
	James Doyle, EPIC
	Sherri Davidson, CSTE
Observers	Meredith Lichtenstein, CSTE
	Joe Hartsell, Cerner
	Janet Hui, CSTE
	Lilly Kan, NACCHO
	Kathy Turner, CSTE
	Meredith Lichtenstein, CSTE
	Joe Hartsell, Cerner
	Janet Hui, CSTE
	Lilly Kan, NACCHO
	Kathy Turner, CSTE

Activities To Date

- Evaluation Committee approved a slide deck for presentation to the implementation taskforce on June 21. The deck included:
  - Goals
  - Overarching evaluation questions
  - Core elements
  - Indicators
  - Plan assumptions, roles, responsibilities, and timeline
- Individual meetings with each set of implementation site partners to solicit feedback on draft plan content June 26-30
- Based on implementation organizations' feedback, plan content will be refined and operational definitions developed

eCR Evaluation Plan Framework

Evaluation Committee

Other high-level critical plan content:

Ex. plan assumptions, timelines, anticipated roles and responsi-bilities

Goals

Overarching Questions: What questions will the evaluation answer to achieve the goals?

Core Elements: What are the critical features of the "intervention" – this is the eCR process that is the source of the transformation from manual to electronic.

Indicators: The measureable concepts that constitute the evaluation; these provide a meaningful proxy of the status of program implementation or outcome

Operational Definitions: Specific components around what will be measured for the indicators

eCR Evaluation Goals

- Assess the satisfaction with the Digital Bridge eCR approach

- Estimate the resources needed to make the Digital Bridge eCR approach possible nationwide

Overarching Questions to Address eCR Goals

Process

1. How are core elements of eCR initiated and implemented in participating sites?
2. What are the strengths and weaknesses of eCR for digital information exchange and use?
3. To what extent did eCR improve (or hinder) surveillance functions in implementation sites?

Business Case

4. To what extent does eCR add value to health care and public health practice in implementation sites?
5. To what extent does eCR bring about sustainable change in case reporting in implementation sites?
6. To what extent does eCR contribute to the organization's strategic goals including, but not limited to, data integration and sharing?

Digital Bridge Roadmap – Draft

Alana Cheeks-Lomax

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

Digital Bridge Roadmap

- **Purpose**
  - Showcases the “big picture” plan for Digital Bridge moving beyond phase 3
    - What is the plan for Digital Bridge beyond eCR?
    - How are we communicating strategy?
    - What are the big milestones?
- **Current Design**
  - Roadmap highlights major milestones and activities that are part of the critical path
  - Activities and milestones are broken down and color coded into six categories (i.e. operations, funding, technical infrastructure, legal, users and use cases, and legal) in order to distinguish which activities fall into respective lanes
  - Second side of the roadmap highlights major accomplishments of the initiative and benefits of the Digital Bridge’s approach to eCR

Digital Bridge Roadmap

digital bridge

Sharing data to improve clinical care and public health. digitalbridge.us

About the Digital Bridge

The vision of the Digital Bridge is to ensure our nation's health through a bidirectional information flow between health care and public health. A first of its kind partnership, the Digital Bridge has created a forum for key decision makers in the health care, public health and health information technology arenas to share ideas to meet this vision. The Digital Bridge also acts as an incubator, cultivating projects that advance effective information sharing to improve clinical care and public health.

As its first project, the Digital Bridge collaborative has designed a nationally scalable approach to electronic case reporting (eCR) that will be implemented across different states and cities. eCR reduces the burden of reporting infectious diseases, while improving the timeliness, accuracy and completeness of the data.

While the initial focus is on electronic case reporting for infectious diseases, the governance principles and the infrastructure improvements that are developed will apply to chronic conditions and other public health issues in the future.

Benefits of the Digital Bridge Approach

- A unified approach to information exchange eases the burden and costs for all stakeholder groups
- Projects such as eCR create more complete and accurate data in real time for action—allowing for earlier intervention and reduced disease transmission with timely detection
- Empowers clinicians and public health professional through more collaboration and information sharing

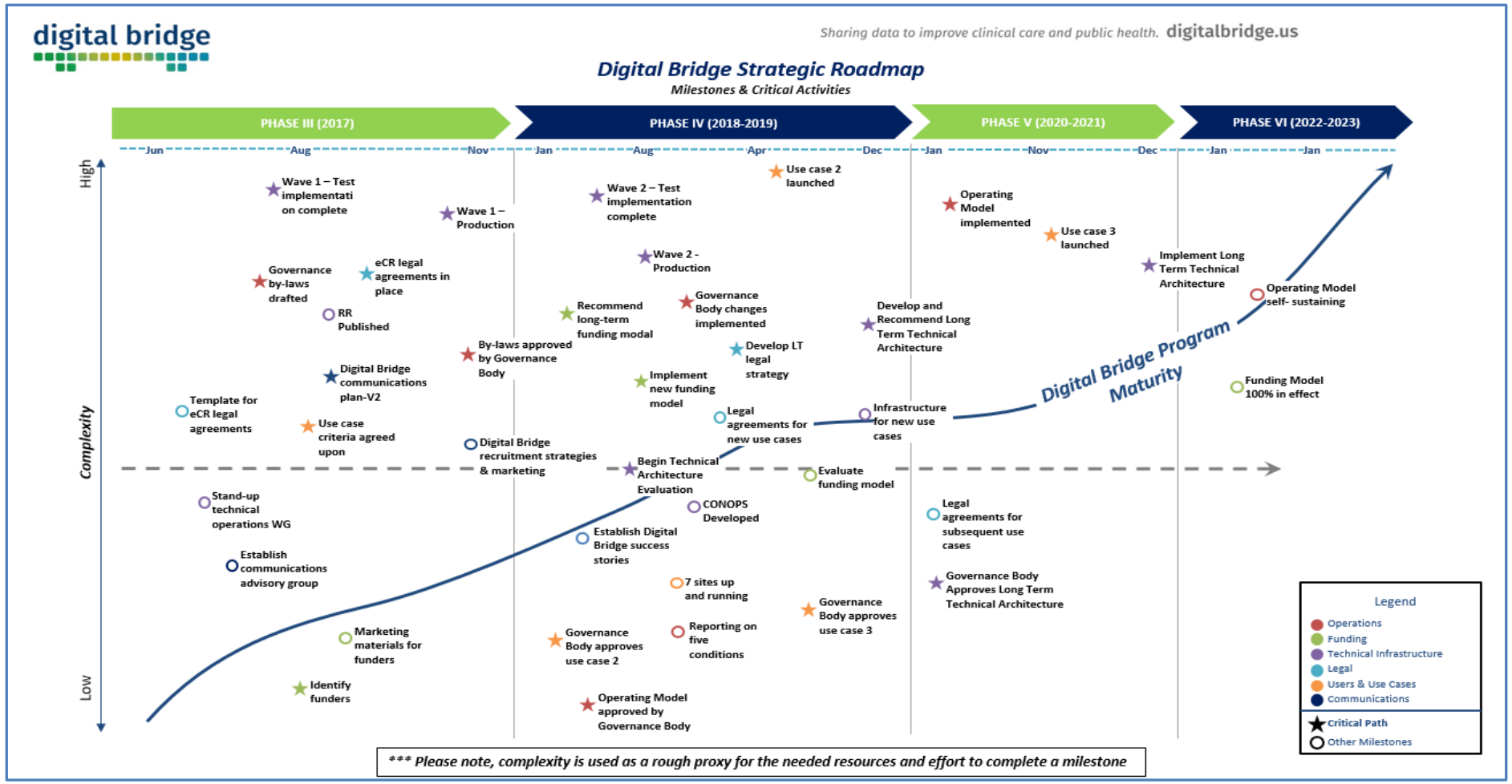
Accomplishments 2016-2017

- Established vision and project charter
- Formed governance body and workgroups
- Developed functional requirements and a technical architecture diagram for eCR
- Created initial sustainability plan and communications plan
- Shared preliminary legal recommendations
- Established new workgroups in the areas of implementation, evaluation, strategy and legal/regulatory issues
- Selected seven eCR implementation sites

Upcoming Milestones 2017-2018

- Digital Bridge strategic roadmap established
- eCR legal agreements in place
- Evaluation plan and tools developed
- Production data available for eCR sites
- Evaluation results for initial implementation sites
- Updated communications plan - eCR success stories developed and disseminated
- Approve second use case
- Recommended long-term funding and operational model for Digital Bridge

Digital Bridge Roadmap



eCR Roadmap Development

Laura Conn, CDC

FOR MEETING DISCUSSION USE ONLY – July 6, 2017

eCR Roadmap Purpose

- CDC sponsored the development of an eCR Roadmap that provides a five-year, high-level view of the incremental steps required to achieve nationwide adoption of eCR
- The intended audiences are stakeholders in public health, health IT and health care
- It is an outward-facing document expected to be used in conjunction with other communication tools (e.g., CSTE toolkit, ASTHO toolkit)
- The Roadmap has a variety of formats and levels of detail to resonate with all stakeholders regardless of their stage of eCR readiness
- Expected to be a “living document” that evolves as eCR develops and new inputs are available

Efforts to Date

The MITRE Corporation developed an initial draft of the eCR Roadmap. It includes the following components:

- Five-year high-level view of eCR
- 2017 and 2018 detailed view with a focus on:
  - Infrastructure development to support Digital Bridge implementation sites
  - Development of business processes and standards to support use of the eCR infrastructure
  - Outreach and education efforts to encourage eCR adoption
  - Onboarding of additional entities
  - Developing increased functionality
- Pathway for stakeholders at different stages of readiness (technically advanced, some technical capability, minimal capability) to demonstrate that the “path” for each group could be very different.

Roadmap Input and Validation

- A series of input and validation sessions to anchor the technical components with participants from APHL, Digital Bridge PMO, and CSTE, as well as their subcontractors (CGI Federal, HLN Consulting, Northrup Grumman, and UberOps)
- Additional sessions will be held throughout the summer to receive input and continue the validation process
  - Request governance body recommend volunteers from public health, health IT, and health care for participation in these sessions.

digital bridge

Decisions & Actions

Next meetings

- Thursday, August 3rd @ 12:00 – 1:30 PM EDT
- Thursday, September 7th @ 12:00 – 1:30 PM EDT
- Thursday, October 5th @ 12:00 – 1:30 PM EDT

FOR MEETING DISCUSSION USE ONLY – July 6, 2017