



WILLIAMS MULLEN  
*Where Every Client is a Partner®*

100 YEARS STRONG

# The Future of HIE: Meeting Unmet Needs

*NCHICA 15<sup>th</sup> Annual  
Conference & Exhibition  
September 21, 2009*

*Roy H. Wyman, Jr.*

*To look at something as though  
we had never seen it before  
requires great courage*

~Henri Matisse

# Where Have We Been?

## Approach 1: The Historical

*The only difference between a rut and a grave are the dimensions*

~Ellen Glasgow

# An Historical Approach

- What's Happened?
  - *CHINs*
  - *RHIOs*
  - *HIEs (or was that HIOs?)*
  - *RHIOs Redux*
  - *HITECH/ARRA*

# Where Have We Been?

## Approach 2: The Past is Prologue

*Whereof what's past is prologue, what to  
come in yours and my discharge.*

*~William Shakespeare, The Tempest*

## Past Is Prologue

- Just Like Now, Only Nowier
  - *Super-NHIN*
  - *More RHIOs with More Money*
  - *More Codes*
  - *Interoperable Actually Means Something*
  - *Actions without Reactions*

# Where Have We Been?

## Approach 3: The Practical

*All Nature is but art, unknown to thee;  
All chance, direction, which thou canst not see;  
All discord, harmony, not understood;  
All partial evil, universal good:  
And, spite of pride, in erring reason's spite,  
One truth is clear, 'Whatever is, is right.'*

*~Alexander Pope*

# A Practical Approach

- Determine Where We Are
- Find What's Needed
- Figure Out Why it Hasn't Happened
- Find a New Way to Get There

## You Are Here (X)

- Loan From States
- Money from Medicare/Medicaid
- AKS and Stark Exception
- CCHIT Certified
- HIT Regional Center Help
- On the Road to Connectivity



# Actually, I'm Not On That Map

- *Determine Where We Are*
  - Find What's Needed
  - Figure Out Why it Hasn't Happened
  - Find a New Way to Get There
- Where are we, *REALLY*?
    - *25 of 42 Responding States have some Operational Electronic HIE, Usually in Public Health or Medicaid ~Commonwealth Fund and NGA*
    - *24% of Office-based Physicians Use an EHR of Some Type ~RWJF*
    - *11% of Non-federal Hospitals had Fully-implemented EHRs in 2007. ~AHA*

## Where Are We Really?

- *Determine Where We Are*
  - Find What's Needed
  - Figure Out Why it Hasn't Happened
  - Find a New Way to Get There
- **Functionality:**
    - *All Over the Map*
    - *Clinical Labs Probably not a Starter*
    - *Performance Monitoring just Beginning*
    - *PHR?*
    - *Prescribing Is Where the Money's At*

Not There Yet

Insert Chaos Here

# Plenty of Money

- *Determine Where We Are*
  - Find What's Needed
  - Figure Out Why it Hasn't Happened
  - Find a New Way to Get There
- How much Money?
    - \$19 Billion through Medicare and Medicaid in Grants, Loans and Incentive Payments
    - \$85 Million to Indian Health Services for HIT
    - \$3.95B to the Workforce Investment Act of 1998
    - \$500M for Health Centers under the PHS Act
    - \$2B to ONC
      - \$300M for Regional or Sub-national Efforts toward HIE
      - \$20M to NIST



# What's Needed (to Get the \$)?

- Determine Where We Are
- Find What's Needed
- Figure Out Why it Hasn't Happened
- Find a New Way to Get There

- Medicare/Medicaid:
  - *Use Me, But Only if It's "Meaningful"*
    - **Certified** EHR Technology Including the Use of e-Rx
    - **Connected** in a Manner that Provides for the Electronic Exchange of Health Information
- HIT Extension Program:
  - *Approximately 70 Regional Programs*
- State Loan Programs

# We Found a Horse

## What's Actually Needed?

- Determine Where We Are
  - Find What's Needed
  - Figure Out Why it Hasn't Happened
  - Find a New Way to Get There
- “Meaningful Use” in a Real Sense:
    - *Where are the Blind Spots?*
      - Medication Management (Not just e- Prescribing)
      - Provider Flow
      - Training
      - Feedback Loops
      - Research

## What's Needed?

- *Determine Where We Are*
  - **Find What's Needed**
  - *Figure Out Why it Hasn't Happened*
  - *Find a New Way to Get There*
- “What’s the Bigger Picture?”
    - *More Human*
    - *Find Joy (i.e., Money) in Others’ Success*
    - *What’s Going on Out There*
      - Other Industries’ Successes and Wasted Opportunities
      - Performance
      - Increasing Waste and Waists

# Stickiness

- Attachment

- *It's an IT Problem with an IT Solution*
- *We've Always Done it This Way*
- *Our Process Works*

- Aversion

- *Ignorance is Bliss*
- *We Tried That Already*
- *We Fixed That Already*
- *Our Culture Doesn't Support That*

- Determine Where We Are
- Find What's Needed
- Figure Out Why it Hasn't Happened
- Find a New Way to Get There

# Current Barriers—Attachments

- Determine Where We Are
- Find What's Needed
- **Figure Out Why it Hasn't Happened**
- Find a New Way to Get There

- FFS Works Pretty Well
- Did I Mention What We've Spent on our IT? Forget:
  - *Connectivity*
  - *Sharing with Competitors*
  - *Risk of Replacing Non-standard Systems*
- I've Been Doing This a Long Time
- Our Market Share is Great

## Current Barriers—Aversions

- Determine Where We Are
- Find What's Needed
- **Figure Out Why it Hasn't Happened**
- Find a New Way to Get There

- Distrust
- Lack of Sustainability
- Regulatory
  - *HIPAA*
  - *Mental Health/Substance Abuse*
  - *Stark and Anti-kickback Rules*
  - *Security and Privacy (Encryption)*
- Contract Liability

## Current Barriers—Aversions

- Determine Where We Are
- Find What's Needed
- **Figure Out Why it Hasn't Happened**
- Find a New Way to Get There

- Expense:
  - *About \$40,000 per Physician*
  - *\$5-\$10 Million for the Average Hospital*
- Fear:
  - *Picking the Wrong System*
- We Know What We Don't Know:
  - *What CCHIT/HL7/et al. Compliance Actually Means (Not Much)*
  - *EHRs and HIEs Leave Too Many Needs Unmet*

## How Do We Get There?

- *Determine Where We Are*
  - Find What's Needed
  - Figure Out Why it Hasn't Happened
  - Find a New Way to Get There
- Start Facing Reality...What IS
  - Federal Health Architecture as a Start
    - NHIN
    - HISPC
    - CCHIT/HITSP
    - HIT Extension Program
  - Carry It Locally:
    - *Functionality*
    - *Sustainability*

## How Do We Get There?

- *Determine Where We Are*
  - Find What's Needed
  - Figure Out Why it Hasn't Happened
  - Find a New Way to Get There
- Feedback Loops:
    - *Is It Human-friendly?*
    - *Are the Incentives Correct?*
  - Governance:
    - *Do We All Have Skin in the Game?*
  - What am I Fixing?
    - *Central*
    - *Federated*
    - *Blended*

# The Future



# Three Little Words

Questions?

*Man improves himself as he follows his path; if he stands still, waiting to improve before he makes a decision, he'll never move*

~Paulo Coelho



WILLIAMS MULLEN

*Where Every Client is a Partner®*

**100 YEARS STRONG**

Roy H. Wyman, Jr.  
P.O. Box 12109  
Research Triangle Park,  
NC 27709  
919.981.4313

[rwyman@williamsmullen.com](mailto:rwyman@williamsmullen.com)  
[www.williamsmullen.com](http://www.williamsmullen.com)