HITSP Education, Communications and Outreach Plan
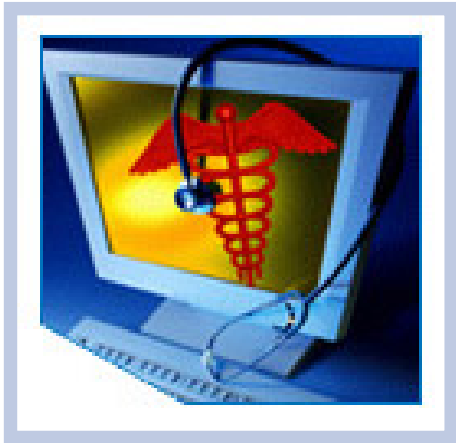
Review Copy Submitted to:

Healthcare Information Technology Standards Panel

Prepared by:

HITSP Education, Communications and Outreach Committee

TABLE OF CONTENTS

SECTION 1.0 INTRODUCTION

Since its inception in 2005, the Healthcare Information Technology Standards Panel (HITSP) has generated and delivered to the health care industry an extensive body of knowledge and information on the identification, selection, adoption and use of interoperable standards and specifications that enable secure electronic health information exchanges.

Building awareness of this complex and technical information within and external to the HITSP community requires a comprehensive and well coordinated communications strategy and a clearly defined tactical plan.

In December 2007, the HITSP Board of Directors established the HITSP Education, Communications and Outreach Committee (HITSP-ECO Committee). The Committee is charged with developing, implementing and maintaining a comprehensive and well coordinated education and awareness plan to build awareness of the Panel, its products and deliverables.

The HITSP-ECO Committee brings together a diverse group of individuals with knowledge in the areas of marketing, communications, and education. Its members also have general expertise in the areas of standard-setting and specific expertise in the work of the Panel.

This initial report reflects the work of the Committee since its first meeting in January 2008. It identifies the various components that will form the basis of the final HITSP Education, Communications and Outreach Plan (HITSP-ECO Plan). It is being submitted to the Panel for consideration at its meeting on March 27, 2008, with a request for endorsement of the methodology contained herein and authorization to proceed over the next few months with the development and implementation of short-term strategies. A final plan will be submitted to the Panel for review and approval on June 23, 2008.

SECTION 2.0 BACKGROUND, PURPOSE AND SCOPE

The purpose of this section is to provide background information about HITSP; its Education, Communications and Outreach Committee; and the HITSP-ECO Plan.

2.1   HEALTHCARE INFORMATION TECHNOLOGY STANDARDS PANEL

The Healthcare Information Technology Standards Panel (HITSP) is a national, volunteer-driven, consensus-based organization that was created in 2005 to enable healthcare interoperability. The Panel operates with funding provided through a contract from the Office of the National Coordinator for Health Information Technology (ONC) of the U.S. Department of Health and Human Services.

HITSP's mission is to serve as a cooperative partnership between the public and private sectors for the purpose of achieving a widely accepted and useful set of standards specifically to enable and support widespread interoperability among healthcare software applications, as they will interact in a local, regional and national health information network for the United States.

The Panel brings together experts from across the health care community – from consumers to doctors, nurses and hospitals; from those who develop health care IT products to those who use them; and from government agencies to organizations that are developing the standards. Membership in the Panel is open to all interested parties.

Nearly 400 organizations representing consumers, healthcare providers, public health agencies, government agencies, standards developing organizations, and other stakeholders [see Annex 1 – HITSP membership] now participate in the HITSP and its committees [see Annex 2 – HITSP organizational structure]. These members have volunteered thousands of hours of effort to define the necessary functional components and standards – as well as gaps in standards – which must be resolved to enable the interoperability of healthcare data.

To date, HITSP has produced numerous products, known as Interoperability Specifications (IS). Three of these IS have already been recognized by the Secretary of Health and Human Services – meaning they are ready for implementation and are called out as requirements for federal projects as well as in Certification Commission for Healthcare Information Technology (CCHIT) criteria. Several additional projects are in various stages of acceptance and approval.

HITSP is administered by the American National Standards Institute (ANSI), coordinator of the U.S. voluntary standardization system, in cooperation strategic partners including the Healthcare Information and Management Systems Society (HIMSS), the Advanced Technology Institute (ATI) and Booz Allen Hamilton. These partners comprise a project management team that facilitates the work of the volunteer members.

2.2   HITSP EDUCATION, COMMUNICATIONS AND OUTREACH COMMITTEE

The goal of the HITSP Education, Communication and Outreach (HITSP-ECO) Committee is to ensure the understanding, adoption and use of all HITSP products by the health care industry, in particular those that have been accepted and recognized by the U.S. Secretary of Health and Human Services.

The extent to which HITSP is able to reach its various audiences to raise awareness and educate (e.g., inform, explain, describe, demonstrate) them about the value of HITSP and its products will greatly determine the degree to which those specifications are ultimately adopted and used by the industry in an efficient and effective manner.

In many respects, the overall success of HITSP as a national initiative is directly related to the success of this Plan. As such, the objectives of the HITSP-ECO Committee include:

- Increasing the understanding of HITSP and the demonstrated value of the HITSP products to the healthcare industry and its stakeholders
- Promoting and facilitating the ongoing recruitment of new members to the Panel and new volunteers to its various committees and working groups
- Facilitating the effective participation and involvement of members and volunteers through the use of efficient and effective internal communications
- Developing and delivering education, communications and outreach activities to achieve these objectives

2.4   HITSP EDUCATION, COMMUNICATIONS AND OUTREACH PLAN

2.4.1   Purpose

The purpose of the HITSP Education, Communication and Outreach (HITSP-ECO) Plan is four-fold:

- Identify, describe, and prioritize the HITSP primary and secondary audiences, the information to deliver to those audiences, the methods and modes of delivery, and the metrics for measuring success
- Develop and describe the process for coordinating internal responsibilities within HITSP to develop the content and deliver the ECO messages to the HITSP audiences through appropriate mechanisms and vehicles
- Develop and present a work-plan and timeline for implementation over the next 12 months and beyond
- Identify and describe the support and resources needed to achieve the goals and objectives of the HITSP-ECO Plan

2.4.2 Scope

The HITSP-ECO Plan will address the following elements:

- Definition of HITSP-ECO target audiences (internal and external)
- Review of current/existing HITSP products and deliverables
- Review of current/existing resources and efforts supporting HITSP-ECO efforts
- Identification of new/needed resources and efforts to support HITSP-ECO efforts
- Prioritization of short-term and longer-term needs
- Coordination with current support provided by ANSI's public relations staff on behalf of HITSP
- Coordination with other relevant national initiatives and/or groups
- Development and implementation of a quality and maintenance process to ensure appropriateness, consistency, accuracy and return on investment for HITSP-ECO activities

Two of the key factors in the design and development of this plan are the audiences and the timing requirements for HITSP-ECO needs. Table 1 depicts the relationship amongst these factors.

Table 1
Relationship of Audiences and Timeframe
in the Development of the HITSP-ECO Plan

TIMEFRAME ↪ AUDIENCES ⬇	SHORT TERM (0-12 MONTHS)	LONG TERM (>12 MONTHS)
EXTERNAL TO HITSP	Plan will focus primarily on top priority external audiences, themes and opportunities	Plan will describe longer-term strategies for all external audiences
INTERNAL WITHIN HITSP	Plan will identify the top priority communication needs for internal audiences	Plan will present longer-term strategies for addressing needs of internal audiences

SECTION 3.0   HITSP AUDIENCES

The purpose of this section is to define the representatives of the health care community – from consumers to those responsible for implementing technical specifications – that are targeted to receive information regarding HITSP and its products. It is expected that the audiences defined below will be augmented as various other groups in need of education about HITSP initiatives are identified.

In summary, "internal audiences" are made up of those directly involved with HITSP and the development of HITSP Interoperability Specifications, while "external audiences" are categorized as audiences not directly involved in HITSP. Further, HITSP-ECO Committee recognizes that the external audiences have differing levels of expertise, and interests. Thus the external audience is further divided into 3 types roughly corresponding to an 'advanced level' (Type 1), an 'intermediate level' (Type 2 public / private), and a 'novice level' (Type 3).

Focus of Contribution Among HITSP Spectrum of Participants
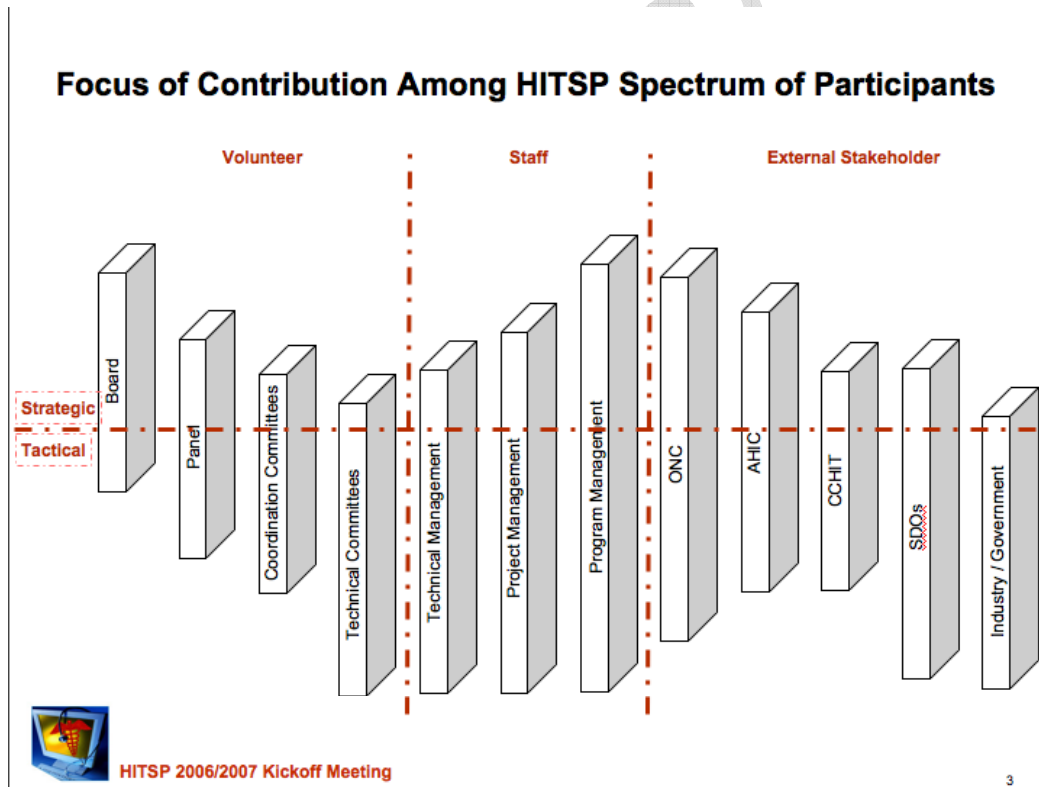
3.1   INTERNAL AUDIENCES

INTERNAL – This audience is comprised of individuals who are directly involved with the Panel and its development of Interoperability Specifications. The audience requires an in-depth knowledge of the HITSP organization, status, and approved and recognized products. Language used to communicate with this group can be sophisticated, relying upon HITSP-recognized terminology.

- Members of the Health Information Technology Standards Panel (HITSP)
- Members of the HITSP Board
- Members of the HITSP Committees

3.2   EXTERNAL AUDIENCES

EXTERNAL (TYPE 1) – This audience is comprised of organizations that are directly working with the Panel, but operate as separate, independent organizations. The audience requires general information about HITSP and may need in-depth knowledge of certain products. Language used to communicate with this group can be healthcare specific and should avoid HITSP-specific terminology wherever possible.

- American Health Information Community (AHIC)
- Office of the National Coordinator for Health Information Technology (ONC)
- Certification Commission For Health Information Technology (CCHIT)
- Nationwide Health Information Network (NHIN)
- Office of the National Coordinator – Federal Health Architecture
  - Department Of Defense (DOD)
  - Veteran's Administration (VA)
  - Center For Medicare And Medicaid Services (CMS)
  - Social Security Administration (SSA)

EXTERNAL (TYPE 2-PUBLIC) – This audience is comprised of public-sector organizations that are familiar with or somehow related to HITSP work efforts. The audience requires general information about HITSP and may need in-depth knowledge or detailed information about certain products. Language used to communicate with this group should avoid HITSP-specific terminology wherever possible.

- Government
  - Federal Emergency Management Administration (FEMA)
  - Center For Disease Control (CDC)
  - Health Information Security And Privacy Collaborative (HISPC)
  - National Governors Association (NGA)
  - State Chief Information Officers

- National Institute Of Standards Technology (NIST)
- Congress – Specific Committees/Subcommittees (e.g., National Committee for Vital Health Statistics (NCVHS), Food & Drug Administration (FDA), Agency For Healthcare Research And Quality (AHRQ), etc.)
  - Public Health
    - State And Local Public Health Agencies

EXTERNAL (TYPE 2-PRIVATE) – This audience is comprised of private-sector organizations that are familiar with or somehow related to HITSP work efforts. The audience requires general information about HITSP and may need in-depth knowledge or detailed information about certain products. Language used to communicate with this group should avoid HITSP-specific terminology wherever possible.

- Standards Developing Organizations (SDOs)
  - X12, HL7, National Council For Prescription Drug Programs (NCPDP), others
- Professional Societies
  - American Medical Association (AMA), American Dental Association (ADA), Healthcare Information and Management Systems Society (HIMSS), American Health Information Management Association (AHIMA), others

EXTERNAL (TYPE 3) – This audience is comprised of both public and private sector organizations and individuals that are largely unfamiliar with HITSP initiatives, but will be greatly impacted by the Panel's work efforts. The audience will require general information about HITSP, its role and value, and will require general to detailed knowledge of or information about certain products. Language used to communicate with this group must be general and avoid HITSP-specific terminology.

- Health Care Providers
  - Institutional (Hospitals, Clinics, Long Term Care, Pharmacies, Laboratories, etc.)
    - Chief Executive and Operational Officers
    - Chief Information Officer/Chief Security Officer
    - Chief Medical Information Officer
    - Clinician
    - Technical/Interoperability Resources
    - Purchasers of healthcare applications
  - Individuals (Physicians, Dentists, etc.)

- Healthcare Application Vendors
  - Chief Executive Officer
  - Chief Information Officer/Chief Security Officer
  - Technical/Interoperability Resources
  - Marketing and Product Managers

- General Information Technology
  - Chief Executive Officer
  - Chief Information Officer/Chief Security Officer
  - Technical Officer/Management

- Payers/Purchasers
  - Chief Executive Officer
  - Chief Information Officer/Chief Security Officer
  - Technical/Interoperability Resource

- Researchers (clinical and basic science by discipline)

- Safety Net Providers

- Policy Makers

- Consumers and Consumer Advocacy Groups (American Association of Retired Persons (AARP), Health Privacy Rights, World Privacy Forum, etc.)

EXTERNAL (TYPE 3) – continued

- Academia
    - Medical Schools
    - Biomedical Informatics Departments (Universities, Health Professional Schools)
    - Biomedical Engineering Departments
    - Public Health and Research
    - Healthcare Administration
    - Nursing
    - Emergency Medicine (EMT, Paramedics, etc.)

- Media

- Others

SECTION 4.0 THEMES FOR EDUCATIONAL PRODUCTS

The purpose of this section is to describe the various themes that the HITSP-ECO Committee will address.

4.1 "HITSP-SPEAK" VS. "ENGLISH"

Many of the people working on HITSP initiatives are trained in the technology and healthcare business world. The level of specific information discussed can be very detailed and is often unique to those in the technology profession. In an effort to align with other similar standards setting activities, "HITSP-speak" has evolved into a language unique to this work effort. For example, when a person not familiar with HITSP work first joins the workgroup, time is often required to become familiar with HITSP terminology (e.g., terms such as "actors" which have one meaning for a layperson and quite another for a Panel member). A goal of the HITSP-ECO plan is to define the appropriate language for each audience and to communicate to those audiences in a manner that can be easily understood [see Section 3.0 - Notes in the definition of each audience].

The importance of differing languages for different audiences are best understoood by analogy to a common acitivity, withdrawing money from an ATM (automated teller machine). Most users (banking customers) do not care about how this happens. They only care that they get their money and that it is done securely. A small percentage of users (bank personnel) has some broad understanding of what happens in the background, like password authentication. An even smaller percentage actually understands that process in depth (people who develop, manage, or maintain the network). The same breakdown applies to healthcare interoperability standards. The Novice level (level 3 in section 3.0) includes the person who doesn't care how it works. All he wants are the highpoints. The Intermediate level (level 2 in section 3.0) needs to understand the details sufficiently such that he can discuss the work intelligently with the Advanced level people. The Advanced level (level 1 in section 3.0) includes all the people who actively implement or contribute to the work products.

> **Comment [WLS1]:** Should be "actively implement or contribute"?

When appropriate, HITSP-ECO will use one consistent story line tailored to each audience category. At the novice level, the basic story is told using language for a lay audience. At the intermediate level, the story is more detailed so that clinicians, providers, CIOs and CEOs can make strategic decisions based on HITSP products. At the advanced level, the information provided is sufficiently detailed to ensure successful implementation of the HITSP products by technical implementers. Communication across audiences is improved through the use of a common story. Further, the story "layering" permits a natural progression of learning as level 3s (novices) become more engaged and level 2s (intermediate) need to implement a solution.

Audiences with very sophisticated technical knowledge may be presented with more involved stories or examples (e.g., *The Legend of Alternative Futures*[1]) or may be referred to stories or case studies used by other initiatives (HISPC or the AHIC Use Cases themselves).

In order to assure that the level of discussion and content is appropriate to each audience, technical content will be submitted for review and approval by the appropriate Perspective and Domain Technical Committee(s) [see Section 6.0 – HITSP Education Resources and Section 7.0 – Coordinating Process]. An editorial committee will review and proofread the appropriate public-facing documents for clarity and consistency [see Section 8.0 – Quality, Evaluation and Maintenance Process].

4.2   TYPES OF THEMES FOR HITSP-ECO PRODUCT OFFERINGS

- **Introductory materials (background, overview and structure, process, etc.)**
  - HITSP mission, history, accomplishments, status, and future plans
  - High level explanation of how HITSP works within ONC, AHIC, CCHIT, etc.
  - Detailed explanation of how HITSP works to encourage and facilitate effective participation in the HITSP Interoperability Specification development process

- **Value statements**
  - Defines the value of HITSP and its products to each audience

- **HITSP Education (ECO) Messages**
  - An "ECO Message" is a short explanation of an HITSP value statement in the context of the listener. Some would use the term "elevator speech" or a "marketing message" for this concept. This document uses the term ECO Message to differentiate from message in a generic sense or in the context of interface messages of HITSP Implementation Guides.
  - The Education Committee will need to develop these messages over the first few months for early presentations and promotion activities.
  - Periodic development of new ECO messages will take place in conjunction with revised promotion plans or releases of HITSP work products.

- **HITSP products**
  - Provides general to detailed level descriptions of the HITSP Interoperability Specifications based on audience type. Each of the educational products for this theme might begin by "level setting" or telling the story from the most simple audience perspective – that of the consumer.

---

[1] "The Legend of Alternative Futures" from an anonymous author appeared in *Achieving Electronic Connectivity In Healthcare: A Preliminary Roadmap from the Nation's Public and Private – Sector Healthcare Leaders – Appendix C* and be accessed from *http://www.connectingforhealth.org/resources/cfh_aech_roadmap_072004.pdf*

Priorities will be established according to the status of an IS (i.e., Recognized. Accepted, etc.).

SECTION 5.0   METHODS AND MODES

The purpose of this section is to define the communication tools that will be used to support the goals, strategies, and priorities that have been identified in the HITSP-ECO Plan.

5.1   METHODS

A profile and stakeholder fact sheet will be established for each audience identified in Section 3.0 (HITSP Audiences); the fact sheets will outline the approach(es) that should be used to communicate the themes identified in Section 4.0 (Themes for Educational Products) and recommend the appropriate modes of communication (e.g., written communications (print and electronic), presentations, meetings, conferences, teleconferences, program documentation, special studies, white papers, other types of technical assistance, etc.).

5.2   MODES

The communication tools that can and will be used by the HITSP-ECO Committee will be influenced by several factors, including the audience(s) to be reached, theme to be communicated, availability of resources, frequency of use, expense, and return on investment. Consideration will also be given to whether the tool(s) should be static (e.g., a one-way presentation such as a fact sheet) or dynamic (e.g., two-way presentation such as a speech or interactive web cast), and whether the content is to be "pushed" or "pulled" (e.g., e-mail is pushed to a reader while website content is pulled by a reader).

The HITSP-ECO Committee anticipates building a multidimensional package of tools and recognizes that significant maintenance will be required to keep these resources up-to-date. A list of tools that will be considered by the HITSP-ECO Committee includes:

Fact Sheets
Fact sheets are short (one- or two-page) documents on specific topics (e.g., HITSP process, technical notes on Interoperability Specifications, etc.) that could be published to the HITSP website and distributed to interested parties. Issue briefs – slightly longer papers at three- or four-pages – could be developed as necessary.

Frequently Asked Questions (FAQs)
The current list of HITSP Frequently Asked Questions (FAQs) is available on the HITSP website is maintained on an ongoing basis; an input mechanism could be added to allow users of the website to suggest additional questions. As appropriate, the FAQs could be made available in print or as talking points for presentations.

Press Releases

Press releases are brief, timely statements announcing significant HITSP events or accomplishments that are written in a non-technical voice with an intended audience of the press and general public. HITSP press releases are coordinated through ANSI and submitted for review and approval, as appropriate, to ONC [see Section 8.0 – Consistency and Quality of Content].

Articles in Industry Publications

Timely articles on HITSP activities are an excellent way to reach many industry participants through the print media. The HITSP-ECO Committee will explore and identify key publications in the field and reach out to develop a strong relationship. The placement of single articles and, possibly, even a regular column in a related publication will be explored.

PowerPoint Presentations / Speakers Bureau

Presentation templates and standard presentation files are being finalized and will be posted to the HITSP website for use by HITSP members.

A library of presentations – from a short introduction to a detailed presentation on a specific topic (i.e., medication management, etc) – could be compiled and made available for utilization by both HITSP members as well as external parties.

An organized speaker's bureau will provide speakers to act as HITSP advocates in presentations before any interested audience.

An extension of the presentation library could be a potential "train the trainer" resource.

Case Studies / Success Stories

A series of case studies and "success stories" could be developed to demonstrate accomplishments or lessons learned via the actual implementation of interoperability standards; multiple formats (print, audio or video) are possible.

Participation in Health IT Events

Building on past experiences at the HIMSS Interoperability Showcases and other related events, HITSP could leverage a significant presence in industry events (X12, WEDI, AHIMA, etc.), vendor fairs, and regional or state societies.

Depending on resource availability, HITSP could also sponsor its own event (conferences, seminars, or other in-person events, or electronic forums such as webinars, audiocasts, etc.). Any of these events could be recorded and saved for distribution on the HITSP website, or through CDs, podcasts

(see below), etc. Recording provides a relatively low-cost way to offer access to content for individuals that are unable to attend a "live" event.

Specific program challenges include a lack of established forums in which the diverse range of key audiences and stakeholders come together to communicate and exchange ideas. Modes of communication that address these challenges include:

− **In-person events**
Conferences, seminars, and other in-person events require significant time and effort, but offer the best opportunity for interaction between audience and presenters. Considerable planning efforts are involved, and discussion topics are decided well ahead of time. This type of event may be scheduled and held on a periodic (e.g., annual) basis.

− **Webinars**
Webinars are audio/video events presented over the Internet that allow virtual participation from anywhere in the world. Both live audio and video presentations are included, and the audience can ask questions online and receive answers in real time. Given the online nature of the webinar, presenters can manage their discussion from any facility with web access, avoiding the high costs of hotel stays and transportation commonly associated with in-person events. Because they can be coordinated in a relatively short period of time, webinars offer opportunities for timely presentations and topics of discussion.

− **Audiocasts**
Audiocasts are live broadcasts, either via phone or internet, that offer audio-only presentations and audience interaction. As with webinars, they can be coordinated quickly, and excluding video can offer significant cost savings.

− **Satellite broadcasts**
Satellite broadcasts are videocasts that are distributed over a satellite network. Generally viewed in auditoriums at facilities which have broadcast receiving capabilities, they can reach a large number of people depending on the satellite network used, and can increase the geographic reach of presentations by allowing local attendance. Many hospitals have such receiving facilities, as well as government entities. These can be one-way or interactive.

− **Podcasts**
Podcasts are audio or video presentations recorded and available for downloading onto an iPod or MP3 player for viewing at leisure. They are topic specific and provide a way to distribute presentations to a large number of people who will download the presentation. The podcast can be stored on a website for downloading.

–   **Cable Programs and Public Television**
    A "This is HITSP" video could be developed for broadcast on cable or public television stations, thus reaching a very public audience that might not normally receive other HITSP-ECO content.

HITSP Website

The new HITSP website (to be launched March 31, 2008) will provide a powerful tool for both internal and external HITSP-ECO initiatives:

–   **External (public) HITSP portal**
    The outward-looking face of HITSP, the external HITSP portal (www.hitsp.org) provides access to HITSP products, information about work under development, and general information about the Panel and its organizational structure.

    As additional tools are developed, a well-organized library of HITSP-ECO content will be provided for both member and non-member use, as appropriate.

    Search engine optimization will be an important part of the web strategy, driving traffic to the website by cross-referencing links with other related sites.

    Blogs written by HITSP members or industry experts could be linked from the HITSP website (Note: this concept is subject to further exploration by the HITSP-ECO Committee in consultation with the HITSP project team and administrating organization).

–   **Internal (members only) HITSP portal**
    The internal HITSP portal provides Panel members with a repository of work-in-progress and internal communication tools and lists. Status reports, contacts, workgroup meeting minutes, etc. are available in this central portal. Work-in-progress HITSP-ECO offerings will also be placed here for review and comment by Panel members.

    Eventually, web tools such as Wikis and other collaborative methods could be provided to facilitate more effective collaboration. (NOTE: Wikispaces are simple and easy web-base method to build open communities and collaboratively edit content online. An example of a WIKI space devoted to HITSP (unofficial) can be found at http://hitsp.wikispaces.com/).

Other Electronic Communications

–   **HITSP RSS Feeds**

RSS feeds are a "push" method to get quick headlines out to subscribers and allow them to peruse more detailed links if they wish. These feeds send out brief descriptions of topics to those who subscribe via RSS readers, and allow them to determine if and when they want further information. A HITSP-specific RSS feed can offer a relatively easy way to inform interested parties about important events and significant activities.

– **E-mail Blasts & Listservs**
A somewhat older technology, periodic HITSP e-mails could be distributed to interested parties. Transmittals generally are time sensitive and offer short announcements of significant events. While the lists can be topic specific, there is a danger of this becoming known as spam.
Listservs are collaborative email lists that individuals can subscribe and receive all emails sent to the listserv. This generally allows discussion on a number of topics. While valuable internally, external listservs may become cluttered with extraneous discussions. Listservs can be moderated, but they are best used when limited to a specific topic.

– **e-Learning Modules / Tutorials**
A "HITSP for Beginners" / "HITSP 101" tutorial that contains a simple explanation of all of the technical work that is being done by the Panel could be developed as an e-Learning module (reference www.StandardsLearn.org for an example) or other type of tutorial.

SECTION 6.0 HITSP EDUCATION RESOURCES

The purpose of this section is to identify the resources (internal and external) that will be required to implement the HITSP-ECO Plan.

6.1 CURRENT RESOURCES

The most significant resource now available to HITSP is its staff and volunteers. Given the broad level of expertise found in this group, careful consideration will be given by the HITSP-ECO Committee to ensure that appropriate resources develop, review and approve the themes and ECO products for each target audience. While Subject matter experts are suitable to review specific technical subject matter; a board member, committee chair, or ONCHIT representative may be necessary to review and approve content conveyed via mass media to a larger group.

A considerable number of education and outreach initiatives have already been undertaken:

- More than seven events were dedicated to HITSP at a recent Healthcare Information and Management Systems Society (HIMSS) conference. Participants received pertinent information about the Panel and its work products. At every level, questions were answered, from newcomers who are trying to find out the basics, all the way to seasoned veterans.

- A new book "Roadmap to EHR System's Interoperability: The HITSP Implementation Guide" is being prepared for HIMSS publication in June 2008 [see Section 5.2 - Tools of Communication].

The outreach effort has been funded by other established HITSP budgets. Members of the project team, in particular ANSI and HIMSS, have been investing in HITSP-ECO efforts as well. As a result, some level of scrutiny is required to ensure proper stewardship over the limited funding available.

6.2 NEW RESOURCES / NEW FUNDING OPPORTUNITIES

As the HITSP interoperability standards continue to evolve, increased exposure and publicity is essential to increase adoption. By establishing strong partnerships with key members of the media, HITSP can leverage the established presence of some key publications and media outlets. This includes both healthcare-specific and more generic technology publications. Further emphasis can be given towards online publications and information disseminating websites. By leveraging existing media outlets, HITSP can keep costs to a minimum – a key to ensuring proper stewardship of funds.

.

As more organizations become aware of the new standards, concerns and questions will be raised over how they specifically apply to a business entity and its specific needs and practices. HITSP should invest resources towards handling these issues. This can be done by leveraging existing resources, such as expanding the use of the HITSP website, as well as new tools, industry specific websites and publications.

HITSP's is open to the incorporation of new collaboration tools as a HITSP resource, including social networking and Wikis. However, HITSP is proceeding cautiously. While having the ability for multiple people to contribute to a single website is a huge collaboration boost, there is an added responsibility of ensuring the information posted is accurate and trustworthy. As a result, strict governance over official collaboration tools should be defined.

Subject matter experts from the Perspective and Domain Technical Committees must be identified as efforts towards implementation increase. Their expertise is essential in ensuring compliance with defined standards and policies, and promoting the wide-scale adoption of HITSP work products. These individuals might also be called upon to support proposed HITSP-ECO activities relating to technical work (e.g., tutorial or presentation development, "train the trainer" initiatives, consideration of academic or peer-reviewed publications, etc.).

SECTION 7.0   COORDINATING PROCESS

This section summarizes the proposed strategy for coordinating internal and external resources to achieve the goals and objectives of the overall HITSP-ECO Plan. The proposed coordinating strategy includes four major components:

- Defining a set of guiding principles for HITSP-ECO efforts

- Identifying and describing the roles and relationships of internal resources, including the coordinating committees, technical committees, project team, and staff

- Identifying and describing the coordinating opportunities with external resources, including other national initiatives (such as AHIC 2.0, CCHIT, HISPC, etc), national professional and trade associations, and other relevant industry groups

- Identifying, developing and delivering a series of guidance documents and templates for use by internal resources and external partners when communicating about HITSP

7.1   GUIDING PRINCIPLES

In order to ensure consistency, accuracy and appropriateness of the HITSP-ECO efforts, the Committee has recommended a preliminary set of guiding principles to serve as a reference point for all education-related content development and delivery. It is expected that the guidelines defined below will be augmented as various other HITSP-ECO needs, audiences and/or tools are identified.

Some of the guiding principles are overarching in nature, pertaining to the work of the HITSP-ECO Committee and addressing the education and outreach responsibilities of the organization as a whole. Others are directed to internal resources – such as the Domain and Perspective Technical Committees – to ensure that an education and outreach component is included in their work plans.

Examples of these guiding principles include:

- HITSP is committed to ensuring that a comprehensive and coordinated education plan is in place in order to assist with and support the needs of the industry to better understand, adopt, and implement the recognized and accepted harmonized interoperability specifications developed by HITSP.

- Education and outreach are intrinsic to all components of the organization and should be part of the organization's planning and resource allocation process.

- Education and outreach should be driven by priority audience needs, simplified themes, topics and ECO messages, effective and efficient methods and modes of delivery and measurable outcomes and impact on the industry.

- HITSP-ECO efforts must be measured for quality and impact on the health care industry with a set of pre-defined metrics and an ongoing monitoring and maintenance effort on the part of the organization [see Section 8.2 – Metrics].

- HITSP Technical Committees should incorporate into their internal project development work-plans an ECO component. Educational themes, topics and ECO messages should be prepared during the development of a project so that ECO resources are available as needed during the rollout and launch.

- HITSP must rely on a combination of technical expertise (e.g., subject matter experts from the responsible Technical Committee(s)) and expertise in the areas of education and communication to ensure that content is being developed and published in a format that is appropriate for the intended audience.

7.2   HITSP INTERNAL RESOURCE – ROLES AND RESPONSIBILITIES

The HITSP-ECO Committee will endeavor to balance the demands and expectations placed on its internal resources (staff and volunteer) to develop and deliver education-oriented products without creating an undue burden or distracting from other HITSP work efforts.

7.2.1   HITSP Internal Resources

The HITSP-ECO Committee will rely on the following internal resources for:

- content development and delivery
  - existing and new HITSP-ECO Committee members with specific education and outreach expertise
  - existing and new Technical Committee members with subject matter expertise
- communications / public relations support
  - ANSI staff
  - HIMSS staff
  - others, as appropriate

In addition, the HITSP-ECO Committee will be responsible for the implementation and maintenance of the Plan, with support from staff resources and others [see Section 8.4 – Evaluation Strategy].

7.2.2   Technical Committees

The HITSP-ECO Committee will work with the Domain and Perspective Technical Committees to ensure:

Cross-participation
Technical Committees will be encouraged to participate in the HITSP-ECO Committee.

Cross-communication
Periodic HITSP-ECO updates will be provided to Technical Committees and standing joint sessions with all Technical Committees will be scheduled during face-to-face meetings.

Other assistance and participation
Technical Committee members will be invited to participate in the preparation and delivery of HITSP-ECO efforts, balancing their availability, HITSP-related priority work and appropriateness for different audiences.

The HITSP-ECO Committee will work closely with the Technical Committee leadership to identify and act upon educational opportunities such as webinars, conference participation, and others. The HITSP-ECO Committee will lead, collaborative or assist, as appropriate, with developing and harmonizing standard educational product materials that are consistently used by HITSP members at various venues.

7.2.3   Other HITSP Committees (Coordinating Committees)

As with the Technical Committees, all other HITSP Committees will be called upon for assistance and coordination in the identification, development and delivery of educational products for the various HITSP audiences that are related to their respective work. This includes the Foundations Committee, Harmonization Readiness Committee, CCHIT Joint Working Group, and International Landscape Committee.

7.3   HITSP EXTERNAL PARTNERS – ROLES AND RELATIONSHIPS

HITSP external partners will also play an important role in the delivery of HITSP ECO messages.   Some of these external partners are current members of HITSP, others are not but represent important stakeholders. Coordination with these partners will provide an expanded access to otherwise harder to reach audiences. Among these partners:

- National Initiatives, including AHIC 2.0, HISPC, NHIN, CCHIT, State Alliance for e-Health
- National Professional and Trade Associations such as the American Medical Association, American Hospital Association, American Dental Association, American Nurses Association, American Association of Health Plans, American Medical Informatics Association, American

Health Information Management Association and others

- National organizations including WEDI, eHealth Initiative, the Markle Foundation, and others
- National standard development organizations, such as X12, HL7, etc

The HITSP-ECO Committee will coordinate with these and other national and regional membership and professional organizations to advance shared education and outreach goals.

7.4   GUIDANCE AND TEMPLATES FOR RESOURCES AND PARTNERS

As referenced in Sections 5.0 (Methods and Modes) and 8.0 (Quality, Evaluation and Maintenance Process), the HITSP-ECO Committee will develop a set of guidance and template documents for use by all parties supporting HITSP-ECO efforts. These tools will facilitate the development of educational-related content that is consistent, reliable and accurate, while also maintaining the integrity of the HITSP brand. They will be developed by the HITSP-ECO Committee in consultation with experts in publishing, communications, clinical practice, government affairs and information technology.

SECTION 8.0   QUALITY, EVALUATION AND MAINTENANCE PROCESS

This section of the HITSP-ECO Plan introduces a quality, evaluation and maintenance process for all public-facing materials of HITSP. The objective is to ensure a consistent "look and feel" for all HITSP-developed editorial and educational materials.

8.1   CONSISTENCY AND QUALITY OF CONTENT

As a multi-stakeholder coordinating body, HITSP produces technical documents, business cases, papers, brochures, press releases, educational content, training materials and other public-facing collateral that have received contributions from, edited, and revised by many different individuals.

The introduction of a comprehensive editorial review process will help to ensure the quality and consistency of each type of communication across all of the Panel's work efforts. These materials must balance the accuracy of technical content with language that is easily understandable by target audiences that may not have an understanding of the Panel's process, terminology, or work product.

An editorial team will review for content, clarity, spelling, grammar, and punctuation all public-facing documents developed by the HITSP-ECO Committee. The team, comprised of a small number of HITSP-ECO Committee representatives, will be administered by ANSI and supported by ad hoc working groups of subject matter experts that are engaged for particular projects.

8.1.1   Educational Product Approval Process

Sections 4.0 and 5.0 of this plan detail the development of HITSP-related educational products to support a theme and the modes and methods for delivering/communicating a given educational product.

As educational products are developed by various constituents, the editorial team will review all key points to ensure overall consistency on a policy level. Moving forward, the editorial team will review existing materials to determine whether, and how, content must be modified to ensure ongoing consistency with new or modified educational products.

The editorial team will also examine HITSP-ECO products – in particular, press releases and articles – for the purpose of ensuring that any statements made by HITSP follow the terms of the Panel's contract with the Office of the National Coordinator (ONC). As appropriate, ANSI will interface with the ONC to obtain approval for release of appropriate public documents. There is an existing document that describes the approved process for publication of press releases and related articles.

8.1.2 Brand Management

The HITSP brand must be consistently implemented across the Panel's activities and work products. "Look and feel" issues are critical to overall brand perception, whether the target audience is knowledge-able (e.g., within the healthcare community) or a lay audience (e.g., consumers, journalists, etc.).

This branding effort carries through both editorial and educational content for the print and web, including marketing and collateral materials, logos, websites, letterhead products, press releases and media kits, reports, presentation templates, contributed articles, speeches, meetings and special events, and advertising.

All public-facing content that has been authorized by the HITSP-ECO Committee for mass media and/or mass distribution must be reviewed by the editorial team for brand consistency before it is released, published, or presented. Editorial review of articles and speeches will be handled on a case-by-case basis, depending upon scope, breadth of coverage and target audience.

ANSI shall serve as brand steward, making sure that all applications of the brand are well executed and keeping the brand strategy on target on a day-to-day basis. The HITSP project manager and/or HITSP Secretariat will be responsible for representing issues identified by the project team and/or the HITSP Board to the brand steward.

To help achieve consistency in HITSP's communication efforts and materials (including but not limited to press materials, brochures, speeches, and presentations), the brand steward will produce a Style Manual for use across the Panel. The Style Manual will review use of the electronic templates; grammar and formatting techniques; prescribe technical requirements and usage parameters for logos and the Panel's name; provide guidelines for other publications and collaterals, and more.

8.2 METRICS

Metrics will be established to help the HITSP-ECO Committee evaluate the effectiveness of the Panel's modes and methods. As much as possible, these metrics will be used to determine the return on investment that is resulting from execution of the HITSP-ECO Plan. Measurements will capture data on both process and outcome – the former is expected to be easier to collect than the later.

8.2.1 Quantitative (Baseline) Metrics

The first stage in the strategy is to understand what baseline information currently exists. The initial data to be collected will capture data regarding marketing material (e.g., production costs, distribution channels, response rate); presentations (e.g., production costs, frequency, usage, costs, response rate); web analytics (overall traffic; navigation patterns, unique visitors; time spent on specific pages), etc.

For new tactics, baseline metrics will be established and monitored against to determine the relative success of an activity.

As HITSP moves forward with the implementation of this Education Plan and the deployment of new communication strategies, the appropriate web analysis and other tools will be utilized to determine the overall quality and effectiveness of the Panel's communication efforts.

8.2.2   Qualitative Metrics

A more challenging task will be the evaluative of qualitative metrics regarding the success of a particular educational product. Templates, for example, may be developed to collect feedback whenever a representative of the HITSP provides an official presentation. This information will be used to: provide feedback to the speaker; help the HITSP-ECO Committee understand the value of the information that is being presented, and to solicit topics of interest for future communications.

In other cases, it could be that qualitative methods such as surveys, focus groups or interviews are necessary. Often, a combination of tools is required. For example, focus groups can provide insight into the kinds of questions to ask on a survey or help to analyze response data.

8.3   MAINTENANCE

8.3.1   Maintenance of and Access to the Resources Created in this Plan

Logos, templates, and other key deliverables identified in this plan will be made available for use on all official HITSP communication via the members-only section of the HITSP website (www.hitsp.org). The editorial team shall assume responsibility for the ongoing maintenance of these resources, as required.

8.3.2   Maintenance of the Plan

The HITSP-ECO Plan is subject to evaluation and revision on a continual basis. The HITSP-ECO Committee will reexamine the recommendations outlined herein on an annual basis; if appropriate, amendments will be proposed and vetted by the full Committee.

8.4   EVALUATION STRATEGY

Using data collected via the metrics defined in Section 8.3, the HITSP-ECO Committee will determine which strategies are working best, which require refinement, and which should be abandoned.

The Committee will conduct continual tracking exercises, and will use these metrics to discuss and evaluate the effectiveness of the overall plan on a yearly basis.

SECTION 9.0   WORK PLAN AND TIMELINE

This section describes the proposed work plan and timeline – both short and long term – for the implementation of the HITSP-ECO initiative, identifying key milestones and targeted themes and methods to be used in communicating with each target audience.

9.1   RELATIONSHIP BETWEEN AUDIENCES, THEMES AND METHODS

The figure shown below describes the inter-relationships between the audiences, themes and HITSP-ECO products, and methods and modes:

Figure 1

Relationship of Audiences, Message and Offerings in the Development of the HITSP ECO Plan
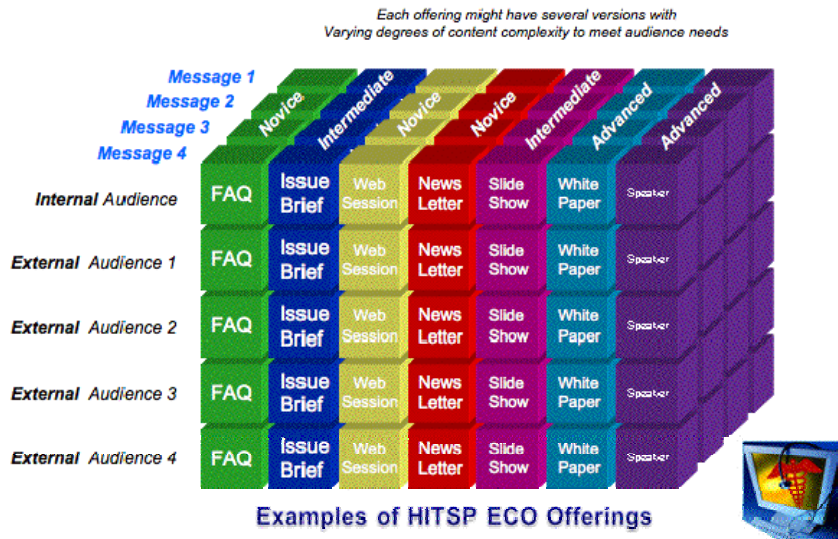
9.2 SHORT TERM AND LONG TERM PRIORITIES

The HITSP-ECO Committee has identified several initiatives that can be undertaken in the short term (within the next 12 months) and in the long term (beyond 12 months). The latter includes ongoing maintenance activities for current HITSP-ECO products.

The tables shown below describe the identified priorities by audience and short-term and long-term timeframe.

Table 2-A

Workplan and Timeline of Committee Administrative Activities – 2008-2009

Activity – Committee Administration	Lead WrkGrp	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09
Finalize HITSP ECO Plan	1 & 2[2]	▓	▓										
-- Edit, Draft Final Plan		░	░										
-- Implement/Maintain/Update Plan				░	░	░	░	░	░	░	░	░	░
Establish baseline ECO Information	1 & 2	▓	▓	▓									
-- Gather/Collect Outreach Information		░	░	░									
Development of Templates	1 & 2	▓	▓										
-- Identify Template Needs		░											
-- Develop/Disseminate Templates			░										
HITSP Process for Review/Approval of ECO-Related Activities	1 & 2		▓	▓	▓	▓							
-- Identify Key Steps, Develop Process			░	░									
-- Implement Process; Change/Adjust					░	░							
Development of Evaluation Plan	1 & 2		▓	▓	▓	▓	▓						
-- Identify Key Metrics			░	░									
-- Define Eval. Process; Draft Plan				░									
-- Implement Plan						░	░						

---

[2] Workgroups 1 & 2 have been merged as their work overlaps. This change was done after final adoption of the draft of this document, and the workgroup numbers have not been changed.

Form Collaboration Partnerships	1 & 2											
-- Identify Collaborative Groups												
-- Establish Collaborative Agreements												
Marketing Message Development	1 & 2											
-- Develop Marketing Messages												

Table 2-B

Workplan and Timeline – HITSP Internal Communications Activities – 2008-2009

Activity – Internal Audiences	Lead WrkGrp	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 08	Feb 08	Mar 08	Apr 08
Develop Plan to Improve Internal Communications	1 & 2		▓	▓	▓	▓	▓	▓	▓	▓	▓		
-- Assess Internal Audiences, Needs			░	░									
-- Assess Current Communic. Tools					░	░							
-- Identify Gaps, Improvement Opport.						░	░						
-- Draft Plan								░	░				
-- Review and Approval										░	░		
-- Continuous Improvement Process					▒	▒	▒	▒	▒				
Review Internal HITPS Library Structure, Make Recommendations	1 & 2					▓	▓	▓	▓				
-- Review/Catalogue HITSP Library						░	░						
-- Evaluate Library Structure/Accessibility								░	░				
-- Draft/Present Recommendations								░	░				

Table 2-C

Workplan and Timeline – HITSP External Communications Activities – 2008-2009

Note: Shaded cells are indicated as (G) for green and (■) for gray.

Activity – External Audiences	Lead WrkGrp	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 08	Feb 08	Mar 08	Apr 08
HITSP Website Initial Input	3	(G)											
HITSP Website On-Going-- Review/Provide Initial Input				■	■	■	■	■	■	■	■	■	■
-- Promote New Website								■	■	■	■		
-- Assess Site/ Ongoing Improvement				■	■	■	■	■	■	■	■	■	■
HITPS Newsletter	3	(G)	(G)	(G)	(G)	(G)							
-- Assess/Define Role/Value			■	■									
-- Develop Structure/Format/Content				■	■	■							
-- Launch Newsletter/Maintain							■	■	■	■	■	■	■
HITPS Calendar	3			(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)
-- Collect Initial Baseline Information			■	■	■	■	■	■	■	■	■	■	■
-- Develop and Publish Calendar				■	■	■							
-- Maintain/Update Calendar							■	■	■	■	■	■	■
HITPS Speakers Bureau	3	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)
-- Assess/Define Role/Value			■	■									
-- Identify/Recruit Speakers				■	■	■							
-- Launch Bureau; Maintain/Update							■	■	■	■	■	■	■
HITPS FAQs	3	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)	(G)
-- Identify/Document Initial FAQs Set							■	■	■	■	■	■	■

Activity – External Audiences	Lead WrkGrp	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 08	Feb 08	Mar 08	Apr 08
-- Draft/Review/Approve/Publish		░	░	░	░								
-- Maintain/Update/Add		░	░	░	░								
HITPS Fact Sheets/Issue Briefs	3	G	G	G	G	G	G						
-- Identify/Document Initial Set		░	░	░	░	░	░						
-- Draft/Review/Approve/Publish		░	░	░	░	░	░						
-- Maintain/Update/Add		░	░	░	░	░	░						
HITPS Articles, Summaries	3		G	G	G	G	G	G	G	G	G	G	G
-- Identify/Document Initial Set			░	░									
-- Draft/Review/Approve						░	░						
-- Submit for Publication/Publish							░	░	░	░	░	░	░
HITPS Case Studies/Story Boards	4		G	G	G	G	G	G	G	G	G	G	G
-- Identify/Document Initial Set				░	░								
-- Draft/Review/Approve/Publish					░	░	░						
-- Maintain/Update/Add							░	░	░	░	░	░	░
HITPS Webinars (Initial Series)	4	G	G	G	G	G							
-- Identify/Document Initial Webinars		░											
-- Schedule/Speakers/Materials		░											
-- Marketing/Dissemination		░											
-- Launch, Implement, Evaluate				░	░	░							
HITPS Webinars/Events (Ongoing)	4						G	G	G	G	G	G	G
-- Identify New Topics/Document					░		░		░		░		
-- Schedule/Speakers/Materials							░	░	░	░	░	░	░

Activity – External Audiences	Lead WrkGrp	May 08	Jun 08	Jul 08	Aug 08	Sep 08	Oct 08	Nov 08	Dec 08	Jan 08	Feb 08	Mar 08	Apr 08
-- Marketing/Dissemination							▒	▒	▒	▒	▒	▒	▒
-- Launch, Implement, Evaluate							▒	▒	▒	▒	▒	▒	▒
HITPS Outreach - Non-HITSP Events	4		G	G	G	G	G	G	G	G	G	G	G
-- Identify Opportunities			▒	▒		▒		▒		▒		▒	
-- Propose/Document/Plan Participat.			▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒
-- Implement/deliver			▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒
HITPS External Library of Resources	4		G	G	G	G	G	G	G	G	G	G	G
-- Review/Catalog			▒	▒									
-- Evaluate Library Structure/Access				▒	▒								
-- Draft/Present Recommendations						▒	▒						
-- Ongoing Review/Improvement								▒	▒	▒	▒	▒	▒
HITPS Annual Conference	4				G	G	G	G	G				
-- Assess Purpose/Scope/Feasibility					▒	▒							
-- Make Recommendations/Start Process									▒	▒			

Table 3
HITSP-ECO Plan - Long Term Milestones

TIMEFRAME ➡ AUDIENCES ⬇	LONG TERM (>12 MONTHS)
COMMITTEE (ADMINISTRATIVE)	▪ Conduct evaluation of plan (once a year) ▪ Periodically update plan (once a year)
INTERNAL TO HITSP	▪ Implement strategy for improving internal communications
EXTERNAL TO HITSP	▪ Ongoing review and update/ improvement of HITSP website ▪ Maintenance of all HITSP education products (presentations, FAQs, Fact Sheets, etc) ▪ Continue preparation and publication of newsletter, new fact sheets, issues briefs and other ▪ Consider organizing HITSP conferences or events that support ECO goals ▪ Consider possible implementation of HITSP RSS, Blogs, Wiki, other outreach methods ▪ Consider the development and implementation of a train-the-trainer strategy ▪ Build or expand on partnership relationships with external organizations, including health care educational institutions ▪ As appropriate, expand upon outreach efforts to provide HITSP-developed articles for publication in relevant industry or peer review journals

# ANNEX 1   PANEL MEMBERSHIP

Membership in the HITSP is open to all affected parties and includes representatives from the following categories of organizations:

- **Standards Development Organizations (SDOs**), including those accredited by the American National Standards Institute (ANSI), those under the Institute for Electrical and Electronics Engineers (IEEE) with a focus on healthcare and health informatics, and those that serve as U.S. Technical Advisory Groups (TAG) under the International Organization for Standardization (ISO) with a focus on healthcare and health informatics

- **Non-SDO Stakeholder Organizations**, including health care providers and clinicians, safety net providers, vendors that develop health IT products, healthcare purchasers/employers, healthcare payers/health insurers, public health organizations, clinical and health services researchers, and national organizations with a broad representation of stakeholders with an interest in healthcare information technology standards

- **Governmental bodies**, including federal, state and local agencies and coordinating bodies with responsibilities for healthcare information technology in the public sector

- **Consumers**, including consumer organizations with an interest in health information technology standards

Membership statistics as of February 2008:

Standards Developing Organizations (SDOs)	Non-SDOs	Government Bodies	Consumer Groups	Project Team Members (non-voting)	Total
23	**313**	34	16	12	**398**
6%	**79%**	4%	4%	3%	**100%**

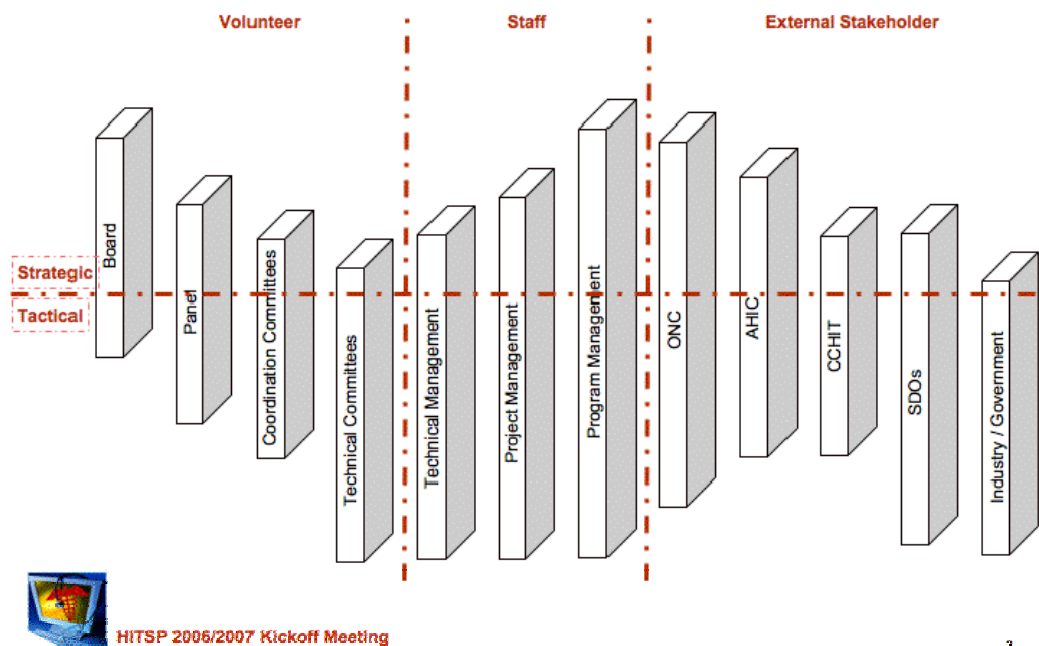## ANNEX 2   HITSP ORGANIZATIONAL STRUCTURE
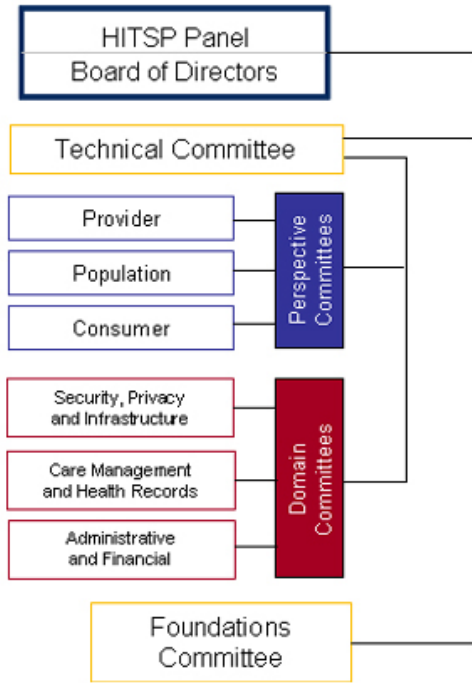
ANNEX 3 – ORGANIZATIONS AND THEIR RELATIONSHIPS

In section 3 this document introduced HITSP audiences and their relationships. The following diagrams identify the groups, their relationships to each other, and their communication lines.

**Focus of Contribution Among HITSP Spectrum of Participants**

The diagram breaks HITSP audiences into the HITSP volunteer groups, the HITSP staff groups (part of ANSI), and the external groups. Note that some external stakeholder constituents are not represented individually but are grouped into "industry/government".

The horizontal line divides the level of *strategic* role from a *tactical* role for each group.

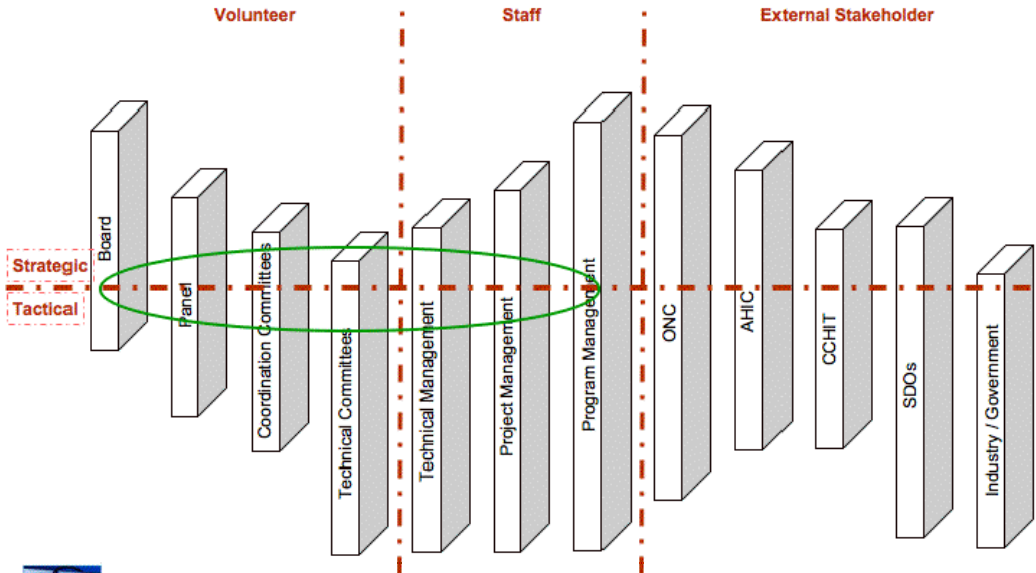## External HITSP Communication

HITSP 2006/2007 Kickoff Meeting
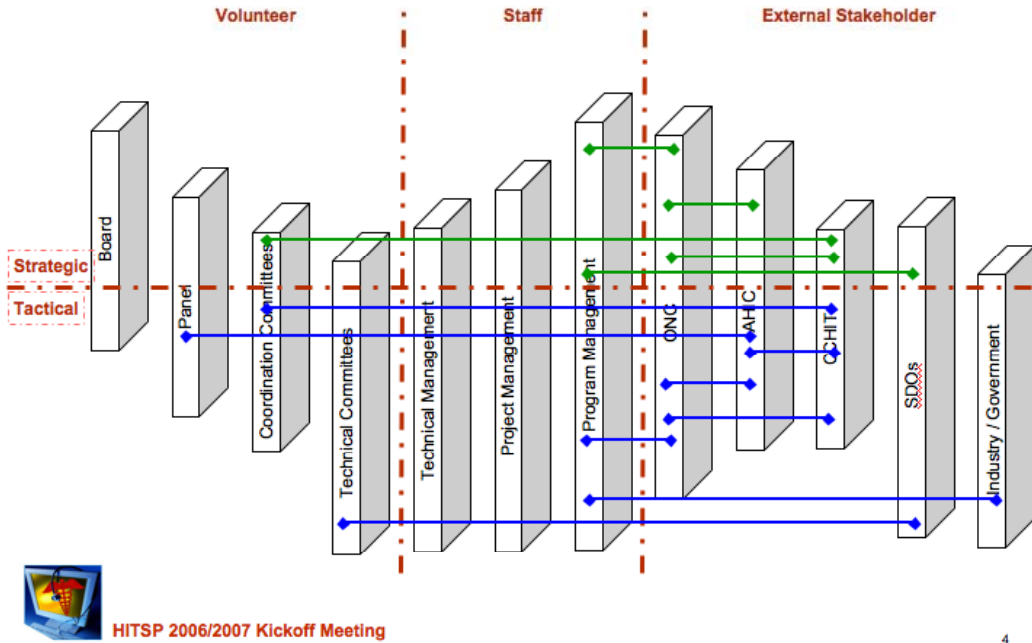
The horizontal lines in this diagram show major reporting relationships between the group. The Office of the National Coordinator provides management of the ANSI contract for HITSP as well as organization for the American Health Information Community. The *use cases* developed by AHIC provide direction for the HITSP panel. HITSP technical committees provide implementation guides for the Certification Commission for Healthcare Information Technology.

Internal HITSP Communication

HITSP 2006/2007 Kickoff Meeting

5