

2020-02-05 WGM



Present	Name	Affiliation
x	Walter Suarez Walter Suarez	HL7 Chair
x	Calvin Beebe Calvin E. Beebe	HL7 Chair elect (vice chair)
x	Floyd Eisenberg Floyd Eisenberg	Treasurer
x	Melva Peters Melva Peters	Secretary
	Ed Hammond William E. Hammond	Chair emeritus
x	Peter Jordan Peter Jordan	Affiliate Director
x	Diego Kaminker Diego Kaminker	Affiliate Director
x	Ken Kawamoto Kensaku Kawamoto	HL7 Director

Present	Name	Affiliation
N	Austin Kreiser Austin Kreiser	TSC Chair
N	Janet Marchibroda Janet Marchibroda	HL7 Director
x	Viet Nguyen Viet Nguyen	HL7 Director
x	Dave Shaver Dave Shaver	Appointed Director
N	Julia Skapik Julia Skapik	HL7 Director
N	Micky Tripathi Micky Tripathi	Appointed Director
x	Andrew Truscott Andrew Truscott	Appointed Director
x	Chuck Jaffe Charles Jaffe	CEO
x	Wayne Kubick Wayne Kubick	CTO
x	Mark McDougall Mark McDougall	Executive Director
x	Karen Van Hentenryck Karen Van Hentenryck	Assoc. Executive Director

Agenda Topics

Time	Agenda Item	Meeting Minutes from Discussion
9:45 - 9:47 AM	Roll call/agenda review - Walter	Walter called the meeting to order at 9:54 AM. Attendees introduced themselves. The agenda was reviewed.
9:47 - 9:50 AM	Approval of consent agenda - Walter <ul style="list-style-type: none"> • Minutes • CEO report • CTO report • NCPDP SOU • Recommended Board appointed committee rosters and appointed liaisons • HIMSS SOU • FHIR Community Process 	<u>MOTION</u> by Melva: To approve the consent agenda; seconded by Andy. The motion carried unanimously.

Time	Agenda Item	Meeting Minutes from Discussion
9:50 - 10:15 AM	CEO/CTO Updates - Chuck/Wayne	<p>Chuck raised the BPM/FHIR Award. There will be a single award annually, given to an organization that has demonstrated innovation and interoperability via use of standards. Viet suggested that the award name not be specific to FHIR but be more generalized to HL7.</p> <p>Andy asked if there would be other awards with other groups.</p> <p>Walter suggests we create an award strategy for the organization. Andy suggested an Interoperability chair that comes with a stipend.</p> <p>Need to clarify that this award is given to an organization, not an individual.</p> <p><u>ACTION ITEM:</u> Walter will set up a small committee to develop an award strategy.</p> <p><u>MOTION</u> by Calvin to approve the HL7 OMG award; seconded by Andy. The motion carried unanimously.</p>
10:15 - 10:45 AM	C-suite contracting model - Walter/Andy	<p><u>ACTION ITEM:</u> Walter will a pull together subset of the Board, to include our treasurer, CEO and CTO to work on this and come back in San Antonio to explore the options.</p>

<p>10:45 - 11:15 AM</p>	<p>Treasurer's report - Floyd</p> <p>Treasurers Report 2020 Feb 5 final.pptx</p> <p>2019 yearend summary financials as of Jan 15 2020.xlsx</p> <p>2020 Budget approved by the Board on Nov 4 2019 with updated 2019 data Jan 9.xlsx</p>	<p>Floyd provided the Treasurer's report, including trending information, highlight of 2019, the Board approved 2020 budget.</p> <ul style="list-style-type: none"> • Memberships have declined but are levelling off. We had fewer org members though they paid higher dues. • WGM attendance is trending upwards. • Revenue from webinars, and distance learning is increasing • Highlights include increased org membership revenue, DevDays and WGM have exceeded budget and distance learning exceeded budget. <p>Highlights of 2020 budget were discussed.</p> <p>Discussion topic: Should HL7 fund a portion of the Board retreat travel. Suggested motion that HL7 restore covering 3 nights of hotel room and tex expenses only for 15 Board members and 1 additional night for 5 EC members who attend the AC retreat, and 1 additional night for 2 Board members attending the TSC retreat, totalling up to 2 room nights costing \$20k. Andy does not support a blanket policy of covering everyone but to cover expenses for Board members needing support for board meetings. Dave does not support this proposal as the NYC venue is too expensive.</p>
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		<p>Andy suggests discretionary fund for this type of assistance and that requests go through the Finance Committee.</p> <p><u>MOTION</u> by Floyd: To establish a discretionary fund of \$20k to fund Board members needing assistance with 2020 Board retreat expenses, with requests being triaged by the Finance Committee; seconded by Calvin. FC to access whether we can extend to other meetings during 2020. The motion carried with 1 negative vote and 1 abstention.</p> <p><u>MOTION</u> by Ken: That the cost of Board retreat venues be considered and costs be kept reasonable; seconded by Andy. The motion carried unanimously.</p> <p><u>MOTION</u> by Melva: To accept the Treasurer's report; seconded by Diego. The motion carried unanimously.</p>
11:15 - 11:45 AM	BREAK	

<p>11:45 AM - 12:15 PM</p>	<p>Strategic priorities for 2020 - Walter</p>	<p>Walter review the current strategic plan and goals: Image/vitality/standards.</p> <p>Walter's top 5 priority areas:</p> <ul style="list-style-type: none"> • Enhance and expand the relationship between HL7 International and its affiliates. • Policy and policy advocacy to expand beyond the US. • Simplification of our internal processes (being more agile) • Diversification of our portfolio of products and services • Sustainability - pursuing new partners and relationships to achieve new ways of securing revenue to sustain the organization. <p>Calvin suggested that the Board focus on the need for additional human resources to do the work that is being brought in by the Accelerators. We need a program for bringing in new and younger people to the organization.</p> <p>Peter feels the most pressing issue at the moment is producing FHIR IGs. We need professional tooling to achieve what we need. Peter also noted that affiliates would like assistance with the FHIR community process and the tools used for balloting</p> <p>The Chile representative noted they want innovation. Diego noted that it is difficult to teach</p>
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		<p>people how to create IGs. Community rather than governance is importance.</p> <p>Diego noted that government need to understand they can create a whole platform of IGs using FHIR. They couldn't do that in the past.</p> <p>Melva indicated we've made it easy to publish a profile, but when you look at those, there is no way to tell whether it is being used or has been vetted. People may feel they can and should use profiles that are really not useful.</p> <p>Saudi Arabia is trying to create a national standard. Like many other countries that have not used standards as broadly in the past, they have jumped to FHIR.</p>

<p>12:15 - 1:00 PM</p>	<p>Implementer report/strategy - Wayne</p> <p>HL7 Supporting Implementers20190507.docx</p>	<p>Wayne reported that he'd been tasked by the Board to conduct a study on whether and how we can reach the implementers. David Pyke was hired to survey the community to determine what they wanted.</p> <p>David Pyke presented the results/report:</p> <ul style="list-style-type: none"> • Conducted 13 interviews with key influencers • Created survey that was completed by over 600 individuals. • Respondents felt that HL7 is seen as the best source for and learning about standards • Should be creating an accreditation program for FHIR • Low interest in V2 and CDA • HL7 as consultant was low but as source for finding consultants was high • Certification program was seem as a strong entry to the market and a growth opportunity • People like online courses but more interactive training • Distance to travel to in-person training was seen as a barrier. • For FHIR, use recognized experts to training • Only 2/3 of respondents use CHAT • The affiliate relationships needs to move to a
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		<p>symbiotic one, not a dependent one.</p> <p>Training</p> <ul style="list-style-type: none">• HL7 is the knowledge leader but knowledge transfer isn't seen as a strength<ul style="list-style-type: none">○ Move from volunteer engineers training the best can to professional trainers○ Change from onsite and WGM training to regional training using partnerships○ Create a curriculum to take people from first steps to knowledgeable experts○ Create a comprehensive○ Centralized course materials would be created by HL7 International. Country specific training done by individual countries. Some affiliates feel this should not be a requirement if <p>HL7 International must have branding that says here is the approved materials. If the affiliates don't want to use that,</p>
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	<p>fine, but they can't claim that it is HL7 branded training.</p> <p>Dave asked if this would be growing the customer base. Certification seems to have the most leverage for HL7. He also noted that the current educational materials are in the public domain. So for-profit consultant can use the materials. Are we trying grow revenue or support current implementers.</p> <ul style="list-style-type: none">• Make the market aware that HL7 international not only does training but is the best place to learn• Curriculum development would be approximately \$15k• Cost per course developed is estimated at \$7,500• Cost per accreditation exam developed is \$12,600• Create accredited consultants• Marketing needs to be stronger <p>Affiliates</p> <ul style="list-style-type: none">• Current affiliate agreements do not reflect the mutually effective relationship between HL7 International and affiliates. Affiliates should evolve from dues paying orgs to HL7 International partners. <p>Viet thanked David Pyke for his work. There is a growing desire for this training. It is an</p>
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		<p>opportunity we do not want to miss.</p> <p>Melva was expecting more about the implementer support other than training. FHIR Foundation is missing from this. There was a board project led by Hans on certification. We need to consider that work before moving forward</p> <p>Catherine Chronaki likes the consulting certification. How do we create capacity for Accelerators? Explore relationship with academic institutions, the market and government. Create pilots in each.</p> <p>Wayne noted that one thing that came across in the report was not to take away the things they get for free. The key thing the FHIR Foundation does it to bring together things that go beyond HL7. There should be no competition from the FHIR Foundation.</p> <p><u>MOTION</u> by Viet: To accept the Implementer Support report; seconded by Floyd. The motion carried unanimously.</p> <p>Calvin suggests we have FC to review the report.</p> <p><u>ACTION ITEM:</u> Executive Committee will identify concrete recommendations and develop action plan for review at the May Meeting.</p> <p><u>MOTION</u> by Viet: To have finance committee do an analysis of the proposed budget and then</p>
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Time	Agenda Item	Meeting Minutes from Discussion
		create a Board taskforce to develop a plan based on the report; seconded by Melva. The motion carried unanimously.
1:00 - 1:50 PM	LUNCH	
1:50 - 2:00 PM	Group photo of 2020 Board of Directors	

<p>2:00 - 2:30 PM</p>	<p>More agile process for standards projects not intended for ANSI approval - Wayne</p>	<p>Objective: Define a strawman process for an alternative standard project delivery process that is rooted in Agile methodologies.</p> <p>Desired outcome: Simpler, alternative standards process with uncompromised product quality</p> <p>Interview findings:</p> <ul style="list-style-type: none"> • Rigid ballot cycles • Varied delivery processes • Limited operational planning • Unknown participant capacity • Lack of delineation between delivery and maintenance <p>Insights:</p> <ul style="list-style-type: none"> • Inconsistent voice of the customer • Unknown project success metrics • Cannot quality of quantify project impact • Projects don't map to strategy • Teams not balanced across project management, clinical/admin/business, and technical expertise • Opportunity to reimagine validation <p>Agile process will be difficult for a volunteer organization but may work for Accelerators who are willing to fund the work</p> <p>Report Feedback Themes:</p>
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		<ul style="list-style-type: none"> • Domains of practice - clarify as evolution and extension of WG • Volunteer nature of HL7 <ul style="list-style-type: none"> ◦ Prescriptive processes may turn off existing members; cannot expect capacity commitments ◦ Current processes may deter new members; burn out existing members • Project team structure <ul style="list-style-type: none"> ◦ Previous attempts to define roles not successful ◦ Domain (not project) selects liaison; filled roles as approval criteria • Delivery lifecycle concerns <ul style="list-style-type: none"> ◦ projects are open; dedicated does not mean paid <p>Wayne's observations:</p> <ul style="list-style-type: none"> • Application of select agile principles can improve HL7 standards processes in some cases <ul style="list-style-type: none"> ◦ Continuous logging and triage; upstream vetting & feedback ◦ Clarifying roles; selective prioritization, alternative vetting ◦ Relax rules for informative docs; redefine some STUs
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		<ul style="list-style-type: none"> • Need to offer flexibility and vary consensus for different types of communities • Desire to accommodate lightweight publication with less onerous requirements in some cases • May initially pilot some of these recommendations for an alternative, streamline process with entry criteria and apply others to existing processes. <p><u>ACTION ITEM:</u> Wayne, Austin and Jean will define areas where we can pilot some of these ideas.</p> <p><u>MOTION</u> by Floyd: To accept the Agile Process report; seconded by Ken. The motion carried unanimously with one abstention (Calvin)</p>

<p>2:30 - 3:00 PM</p>	<ul style="list-style-type: none"> • HL7 Latin America and The Caribbean • Support for other LMIC countries 	<p>There are challenges in some of the countries to create an affiliate, even though they use the standards. The suggestion is to form a collaborative that would be representative and engage all of the countries in Latin America and the Caribbean. Work is underway to describe this initiative. It will be reviewed and discussed among the members of the collaborative and look at how to organize it with the support of HL7 International, when to announce, launch, etc.</p> <p>Wayne noted that Grahame spoke at the International Council about his conversation with WHO. They are interested in seeing FHIR adopted across the world. They want to make a strong statement of support. These countries don't have the human capital to set up an affiliate and have suggested that HL7 come up with a model, with perhaps the Latin American/Caribbean being a pilot that can be extended, would be ideal.</p> <p>In addition to WHO, InterAmerican National Bank is important and funds initiatives in the Latin American market. World Bank is another major funder and have provided funding to Latin American countries. PAHO is also a major funder.</p> <p>Melva asked who is involved in moving this forward and how does ADDC and the affiliates fit in. Can affiliates be involved? This will not be an affiliate. AbdulMalik is leading a project</p>
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		in Africa and that should be reviewed. Walter is leading this effort with input from Wayne and Catherine. Grahame noted he and WHO rep talked about WHO helping HL7 set up an international council with input around strategy. Grahame noted that ministries of health don't always want to deal with affiliates but with HL7 International itself.
3:00 - 3:30 PM	<ul style="list-style-type: none"> HL7 IT policy developments in the US & abroad affecting HL7 	The PAC's 2020 strategies are to expand internationally. Waiting for two final rules to come out. Expectation is that they will be released and published during HIMSS. We expect to see FHIR 4.0 named in the both the ONC and CMS rules.
3:30 - 4:00 PM	BREAK	
4:00 - 5:00	<ul style="list-style-type: none"> Strategic partnerships 	Working on a number of strategic partnerships, including with NCPDP, HIMSS, etc. One of Walter's goals is to identify opportunities for these partnerships in the US and abroad.
5:00	Adjourn	Motion by Melva at 4:37 pm to adjourn.