

# HL7 International 3-Year Plan

36th Annual Plenary  
Working Group Meeting

Charles Jaffe  
HL7 CEO  
[cjaffe@hl7.org](mailto:cjaffe@hl7.org)

Viet Nguyen  
HL7 CSIO  
[viet@hl7.org](mailto:viet@hl7.org)

Dan Vreeman  
HL7 CSDO  
[dan@hl7.org](mailto:dan@hl7.org)

Diego Kaminker  
HL7 DCSIO  
[diego@hl7.org](mailto:diego@hl7.org)

**HL7**<sup>®</sup>  
International

# Our Foundation:

## *Core Principles and 2022-2024 Strategic Goals*

### Focus

Advance the global adoption of HL7 FHIR, while maintaining other HL7 standards currently in use

### Agility

Optimize HL7 processes and make HL7 more approachable and simpler to be engaged in

### Global Relevance

Ensure all our products and services have global relevance and reach a global market

### Community

Expand HL7 reach beyond our traditional communities to include implementers and consumers

### Sustainability

Pursue diversification and expansion of our funding sources to increase long-term sustainability of the organization

# From Principles to 3-Year Plan

From the **Principles** and the detailed Re-envisioning Task Force(s) **Recommendations**, we developed **10 overarching Strategies**

- S01 - Leverage and expand the success of the HL7 FHIR Accelerator program
- S02 - Increase quality, value, and reach of HL7 education offerings
- S03 - Create a platform to enable discovery and testing of HL7 specifications
- S04 - Pursue new communities
- S05 - Empower patient participation and patient-awareness/friendliness of our standards
- S06 - Work proactively in global outreach
- S07 - Develop and execute a contributor engagement program
- S08 - Extend our portfolio of standards advancement projects through external funding
- S09 - Migrate legacy web platform to a modern content management system
- S10 - Continue HL7's "flywheel" activities that perpetuate our momentum

# HL7 International 3-Year Plan: Outline

The Plan is organized by this framework

## Each **Strategy**:

links to the **Recommendations** on which it is based

has a responsible person from one of HL7's 3 divisions

has a corresponding **Business Plan**

## HL7 3-Year Plan

Principles



Recommendations



Strategies



Business Plan

# Components of Each Strategy's Business Plan

## **Description**

Summary description of the strategy, including value proposition

## **Customers**

Target customer segments, market, and competition analysis

## **Partners**

Key partners providing in-kind support, funding (seed or recurring), or on whom we depend

## **Activities**

Activities to be performed under this plan

## **Resources**

Personnel and infrastructure resources (including role, time allotment, and cost estimates)

## **Budget Requests for 2023**

Budget needs for 2023 funding

## **Revenue**

Planned revenue streams that this plan influences (creates or depends on)

## **Roadmap**

3-year roadmap specifying planned achievements in each year

## **Risks and Mitigations**

Analysis of key risks (related to cost, schedule, etc) and mitigation approaches

## **Metrics**

How we will monitor and evaluate success: impact, sustainability, global outreach

## **Discussion**

Issues needing strategic input by the Board



**Ride with us into the future...**

# 3 years from now...we'll be able to say:



We are a vibrant, diverse, global and continuously-welcoming community



We have a complete portfolio of role-based courses and certification tracks



We have an active portfolio of grant/contract funding complementing other revenues



We have a place to understand and test every HL7 Implementation Guide



We have a network of training partners



The robust HL7 FHIR Accelerator program catalyzes standards development and use

# 10 Strategies for Becoming the Re-envisioned HL7

S01

## Leverage and expand the success of the HL7 FHIR Accelerator program

SID (Viet Nguyen)

### Program Management

Based on the best practices learned through our experience, we will develop a standardized and sustainable *Accelerator Blueprint* as the model to grow our community and support the adoption of FHIR around the world.

### Anticipated Outcomes

Establish and apply the ***Accelerator Blueprint*** as the model for going from a nascent idea to a thriving group

**Increase revenue** through the HL7 FHIR Accelerator program with new groups and efficiencies to existing ones

**Expand** the Accelerator portfolio by proactively pursuing new domains

**Increase HL7 membership** by demonstrating its value to HL7 FHIR Accelerator participants who are not yet

S02

## Increase quality, value and reach of HL7 education offerings

SID (Diego Kaminker)

### Education

Create new education programs to increase the value (through **credentialing**), volume (through **partnering**) and quality (through **certifying education providers**) of HL7 Education

### Anticipated Outcomes

**HL7 FHIR Credentialing:** improve employability of credentialed individuals, assist hiring organizations via a recognizable marker

**HL7 FHIR Certified Education Provider:** increase the value for participants through recognized expertise of their educators

**HL7 Partnering Program:** expand training opportunities for the industry, and increase value for the Partners because of HL7 evaluation and further co-branding or recommendations (link from our pages)

S03

## Create a platform for discovery and testing of our specifications

SID (Diego Kaminker)

### The FHIR Foundry

Create an open platform (the **FHIR Foundry**) where anyone in the world can **discover**, **test/try**, and **install** (reference) implementations of the HL7 specifications.

#### Anticipated Outcomes

**Outreach and Discovery:** the Foundry is the recognized place for discovering reference implementations for FHIR specifications

**Continuous Testing:** the Foundry enables implementers to test apps and servers against reference implementations and test engines with robust sample data *at any time*.

**Standards Rigor:** Over time, standards development includes Foundry-deployed reference implementation software as part of QA and Publication processes.

S04

## Pursue new communities

SID (Diego Kaminker)

### Outreach

We will proactively reach new communities and leverage opportunities in the industry. Our first focus will be creating events featuring networking opportunities and new content tailored for our growing audience.

FHIR in  
the Sky

FHIR - The Future of  
Interoperability. Now!

FHIR Data Science  
Institute @ HL7

AMIA/HL7 FHIR App  
Competition

Open Data on FHIR

Cybersecurity for FHIR

### Anticipated Outcomes

**Outreach:** expanding interest in HL7's standards to a broader audience

**Implementation:** support implementers by focusing on key uses, innovations, best practices, and widely available tools

**Advance standards:** add new perspectives and bridge the gap between standards development and implementation

S05

## Empower patient participation and patient-friendliness of our standards

SID (Diego Kaminker)

### Patient Empowerment

We seek to reinforce HL7's commitment to proactively involve patients and caregivers in the full life cycle of standards development and implementation. HL7's vision is broad – for everyone to access the health data they need when they need it – and we want to underscore the importance of their perspective throughout the process, including work on use cases that support active creation, access, and use of one's own data.

### Anticipated Outcomes

**Expanded participation** of patients and representation of patient interests in HL7 activities

**Enhanced patient-friendliness** of HL7 specifications

S06

## Work proactively in global outreach

SID (Diego Kaminker)

### Truly International Reach

We aim to improve the vitality of our affiliate network and expand our partnerships through deliberate outreach, targeted communication, and developing shared services available for use in their local programs.

#### Anticipated Outcomes

**Strengthened Affiliate relationships** and new Affiliates added

**Regional partnerships** serving as incubators for deepening knowledge and interest in HL7 standards

**Robust collaborations** worldwide

**New resources for implementation** being adopted and adapted by Affiliates

S07

## Develop and execute a contributor engagement program

SDD (Dan Vreeman)

### Contributor Engagement

The individuals of HL7's global community fuel our collective progress. We must inspire, expand, and engage with an ever-broader set of stakeholders to support development and implementation of HL7 standards.

Community Development

Continuous Improvement

Intrinsic Motivations

HL7 Informatics Internship

#### Anticipated Outcomes

**Improvements on community development metrics**

Increased HL7 membership retention

**Post-internship participation** and leadership within the community

SDD (Dan Vreeman)

## Standards Advancement Through External Funding

We will continue delivering on our existing funded portfolio, while cultivating and expanding externally funded activities through grants, contracts, and cooperative agreements

### Anticipated Outcomes

Continued success in **accomplishing HL7 key initiatives** with external support

**Sustainable financial management** of projects funded through external support

**Increased collaboration** with funding organizations whose objectives align with HL7's mission

S09

## Modernize our web platform

SDD (Dan Vreeman)

### Modern Web Platform

The current hl7.org web platform and associated applications are cumbersome, difficult to maintain, and fail to convey that HL7 is at the leading edge of health IT innovation. We need to revamp and re-imagine our web platform on a modern, open-source content management system.

#### Anticipated Outcomes

**Better user experience** and onramp from “what’s HL7 about?” to using our standards and contribution in the community

**API-enabled updates** to our public standards portfolio (Jira and registry.fhir.org integration)

Improved **accessibility**, **performance**, **security**, **findability**, and **reusability** of web content

Operations (Mark McDougall) + SDD (Dan Vreeman)

## Core "Flywheel" Activities

HL7's core activities serve as the organizational circulatory system that sustains our vital momentum. Although not directly addressed in the recommendations, we include them here for completeness and consideration with an approach more towards monitoring and optimization than wholesale new strategies.

### Anticipated Outcomes

HL7 **continues and optimizes its core business process** of standards development supported by infrastructure, personnel, and events

HL7 **continues and optimizes** its core operational services (accounting and finance, education, events management, HR, IT, legal, marketing and communications, member services, etc.)

# Here today. *Towards tomorrow.*

[hl7.me/plan](https://hl7.me/plan)

## HL7 International 3-Year Plan

Becoming the re-envisioned HL7

### Our Foundation

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Here today. *Towards tomorrow.*

Join us tomorrow Q4 for a Listening Session  
*(Maryland Ballroom B)*

Webinars for others in the HL7 community who couldn't join us today will be hosted soon