3. Organizational Purpose

Vision

Accelerate technology-driven health transformation by aligning public and private initiatives to support Colorado's commitment to become the healthiest state in the nation.

Mission

To promote the expanded use of Health IT in Colorado, the Office of eHealth Innovation will:

- Establish an open and transparent statewide collaborative effort to develop common policies, procedures, and technology approaches that will enhance Colorado's Health IT network;

- Promote and advance data sharing by reducing or removing barriers to effective information sharing;

- Support health innovation and transformation by enhancing Colorado health information infrastructure; and

- Improve health in Colorado by promoting the meaningful use of Health IT.

Goals and Objectives

The tactical goals and objectives for the Office of eHealth Innovation for the first 18 months are as follows:

1. Collaborate with key leaders throughout Colorado to advance the adoption and integration of technology to improve health.

   o The Office of eHealth Innovation will establish an Organizational Charter, which will include a communications plan and rules of engagement for the Office in early 2016.

   o The eHealth Commission will be established in early 2016.

   o The Office of eHealth Innovation will provide information to the eHealth Commission on the current-state of health IT services and concept of Shared Technology Services in Colorado in early 2016.

   o The eHealth Commission will establish guidelines on necessary workgroups to advise the eHealth Commission, including how stakeholders can participate on those workgroups in early 2016.
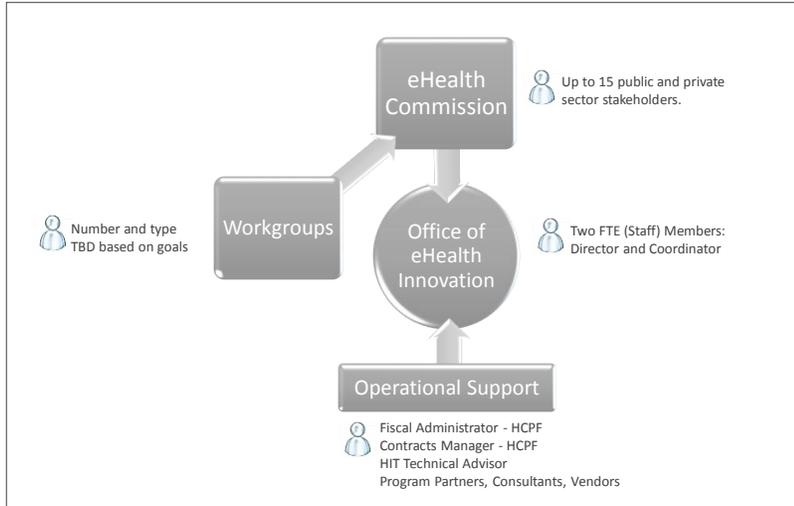
- Stakeholders representing consumers will be included on workgroups, as appropriate.
  - o The Office of eHealth Innovation will define the rules of engagement for organizations that will provide common technical services for use by entities throughout Colorado by September 2016.

2. Identify strategies that will promote data sharing and remove barriers to health information sharing.
   - o The Office of eHealth Innovation will define a strategic support model related to the operations of the Office through contractors to assist with project management, strategic planning, solicitation development, and HIT consulting by September 2016.
   - o Develop an HIT Strategic Plan for the Office of eHealth Innovation that aligns with the strategic initiatives established by State Agencies, Colorado State Innovation Model (SIM), the state's health information exchanges, and other related initiatives by December 2016.
     - The HIT Strategic Plan will include strategies and regulations that Colorado could adopt to remove barriers to effective health information sharing.
     - The HIT Strategic Plan will include options for metrics on how technology-driven health transformation support Colorado's commitment to become the healthiest state in the nation.
   - o Develop an HIT Roadmap for the Office of eHealth Innovation by June 2017.
     - The HIT Roadmap will provide options for metrics on how initiatives defined in the HIT Roadmap promote data sharing.

3. Serve as a central point to coordinate and distribute funding for Colorado's Health IT priorities.
   - o By leveraging existing funding provided through ARRA HITECH, the Office of eHealth Innovation will maximize federal funding by selecting qualified organizations to implement projects already defined to meet federal funding criteria by September 2016 to implement those projects by September 2017.
   - o By leveraging existing funding provided through SIM, the Office of eHealth Innovation will maximize federal funding by selecting qualified organizations to implement projects already defined through the grant by December 2016 to implement those projects by December 2017.
   - o The Office of eHealth Innovation will establish the process for solicitations and contracts for Health IT projects by June 2016.
     - All contracts to selected qualified organizations will contain provisions to ensure the timely implementation and operations of Health IT projects.
     - All contracts to selected qualified organizations will contain provisions to ensure the sustainability of Health IT projects.
   - o To leverage future funding, the Office of eHealth Innovation will begin to identity potential funding sources for projects on the HIT Roadmap by March 2017.

Organizational Diagram

Communication flow between the organization's three primary groups is as follows:

Organizational Structure
Who we are

eHealth Commission — Up to 15 public and private sector stakeholders.

Workgroups — Number and type TBD based on goals

Office of eHealth Innovation — Two FTE (Staff) Members: Director and Coordinator

Operational Support — Fiscal Administrator - HCPF; Contracts Manager - HCPF; HIT Technical Advisor; Program Partners, Consultants, Vendors

14

Organizational Functions

In order to advance the state's HIT initiatives, the Office of eHealth Innovation will perform the following functions: 1) provide a shared state-wide HIT strategy, 2) administer the fund designation process, 3) advise on common technology (HIT) standards, 4) ensure sound fiscal and contracts management, and 5) use operational support to facilitate transparency via ongoing communications. As depicted in meetings with the SDE Action Committee in 2015, the OeHI will provide the following functions:

Organizational Functions
What we do

Office of eHealth Innovation
(Advised by eHealth Commission)

Strategy/Governance	Administrative	Technology	Fiscal Admin (HCPF)	Operational Support
• Develop common HIT Strategy and long-term goals.	• Streamline procurement process.	• Establish common technology framework*.	• Serve as fiscal intermediary by executing funding recommendations	• Communicate and publish findings, recommendations, criteria, processes, reports and other outputs.
• Ensure technology roadmap aligns to strategic goals.	• Establish criteria for qualified organizations.	• Communicate HIT data quality and integration standards	• Administer and track distribution of funds.	
• Encourage alignment and collaboration across state health agencies.	• Provide financial oversight.	• Identify use case priorities.	• Report out on funds available, committed, and disbursed.	
• Establish culture of innovation.	• Manage provider contracts.	• Build technology roadmap		
	• Enable accountability mechanisms for fund recipients.			
	• Create HIT ecosystem policy and incentives			

*The Office will NOT build IT infrastructure.

13

9

Roles, Responsibilities and Accountability

While full time staff members in the Office of eHealth Information (OeHI) are formally accountable for decision-making and outcomes, the Commission will be consulted on / advise the OeHI on the tasks identified below. Where accountability largely lies with HCPF for fiscal administration of grants and contract management, the Commission will have visibility into these processes.

	Tasks Within OeHI Organizational Functions	eHealth Commission will Provide Recommendations to Assist OeHI
	Strategy and Governance	
1	Develop HIT Strategic Plan and Long-Term goals for OeHI	✓
2	Align with state agencies HIT Strategic Priorities	✓
3	Co-creation of HIT Strategic Projects through the HIT Roadmap	✓
4	Identify budget plan/sources of funding for HIT Projects	✓
5	Serve as Community Point of Contact for HIT Strategic Plan	
6	Facilitate cross-organization feedback	✓
7	Engage public and private sector stakeholders	✓
8	Lead Office, eHealth Commission, and Workgroup Meetings	
9	Identify workgroup members	✓
10	Foster a culture of innovation, collaboration and transparency	✓
11	Report to Governor's Office	
12	Set goals for State HIT Coordinator and OeHI Director	
	Administrative / Fiscal Administrative	
13	Create HIT Policies and Incentives	✓
14	Define Qualified Organizations criteria (when applicable)	✓
15	Define and enable accountability mechanisms for fund recipients	✓
16	Administer OeHI Solicitation and Contract Process	
17	Administer procurement process	
18	Craft solicitation documents (e.g., RFP, RFI)	
19	Review requests for grants and solicitation responses	✓
20	Evaluate contractors and grant awardees	✓
21	Select contractors and grant awardees	
22	Communicate grant awards	
23	Manage contractors and grant awards	
24	Provide Financial Oversight for OeHI and HIT Projects	
25	Administer and track distribution of funds	
26	Report out on funds available committed and disbursed	
	Technology	
27	Establish Common Technology Framework (i.e., "rules of engagement")	✓
28	Create common HIT data quality and integration standards	✓
29	Build Common Health IT Roadmap	✓
30	Identify shared use case priorities	✓
31	The OeHI will not Directly Build HIT Infrastructure	
	Operational Support	
32	Provide Communication Support	
33	Communicate and publish findings, recommendations, criteria, processes, reports, and other outputs	