



Multi-Stakeholder Initiatives

The Model That's Changing Health IT



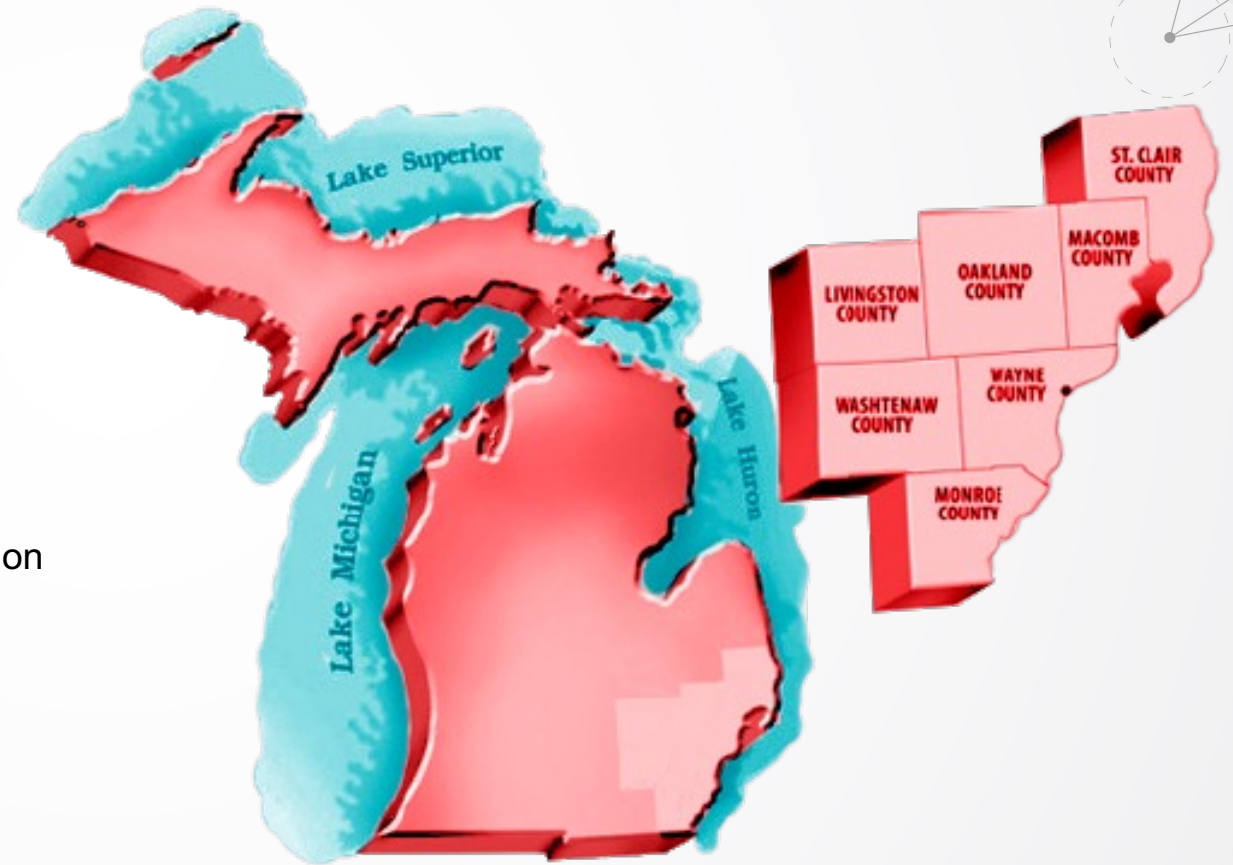
Southeastern Michigan ePrescribing Initiative (SEMI)

SEMI by the Numbers*

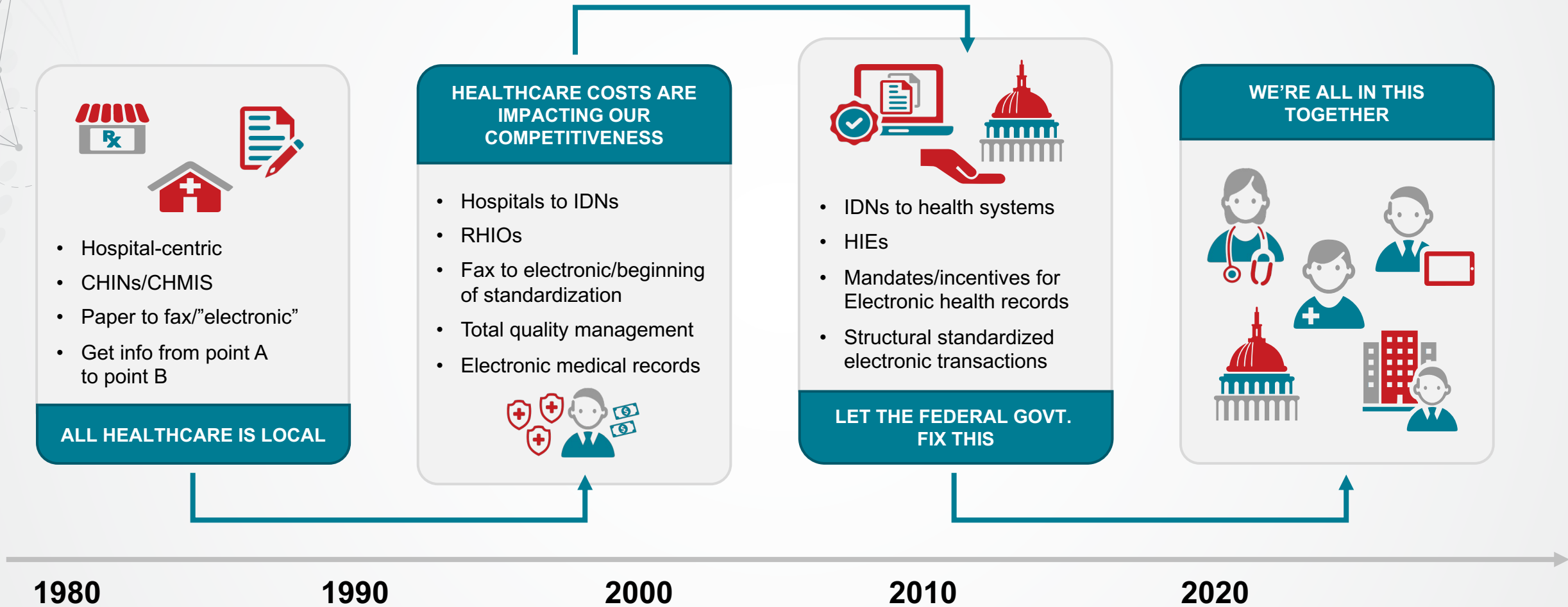
- 8,000 ePrescribers
- 1M ePrescriptions per month
- \$119M drug cost savings
- \$11M prevented health care costs
- 6 Top 10 Surescripts SafeRx awards

Prescribing Behavior**

- 7.6M moderate to severe drug-to-drug alerts
- 2.1M (28%) resulted in prescription change or cancelation
- 1.3M medication allergy alerts
- 343,000 (27%) resulted in prescription change or cancelation
- 11.4M dispensed prescription history lists downloaded by physicians
- 28% of the time physicians changed a prescription when presented with a formulary alert



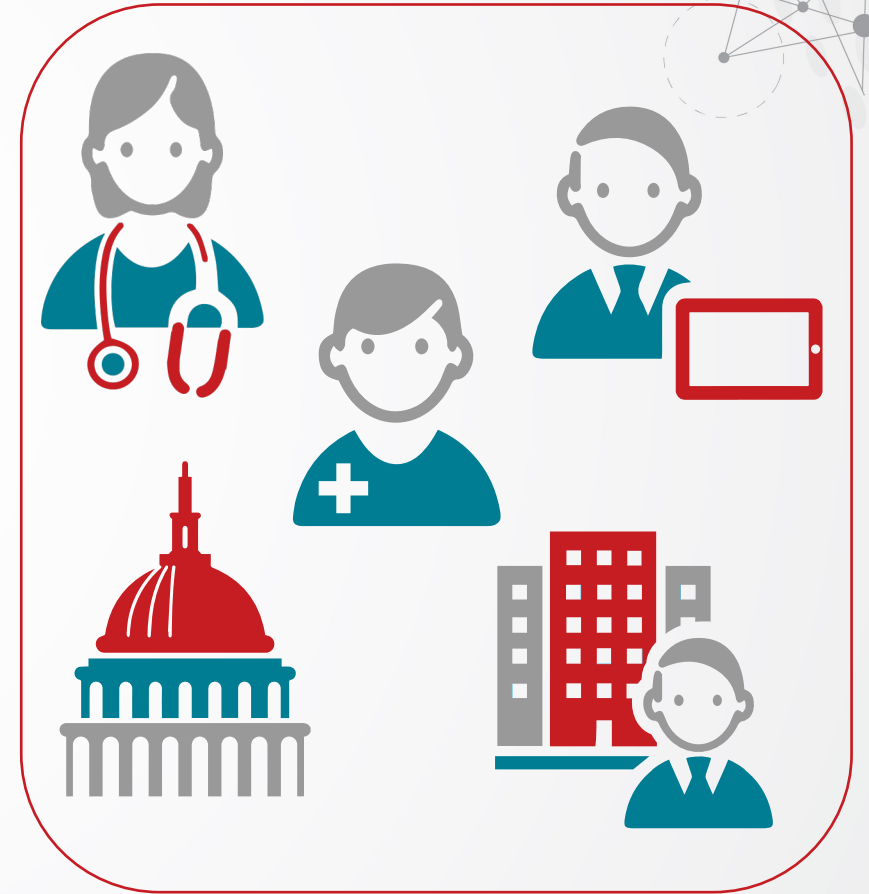
Eras of Attempting to "Fix" Healthcare



What Is an MSI?

MSIs are collaborations between businesses, civil society and other stakeholders that seek to address issues of mutual concern.

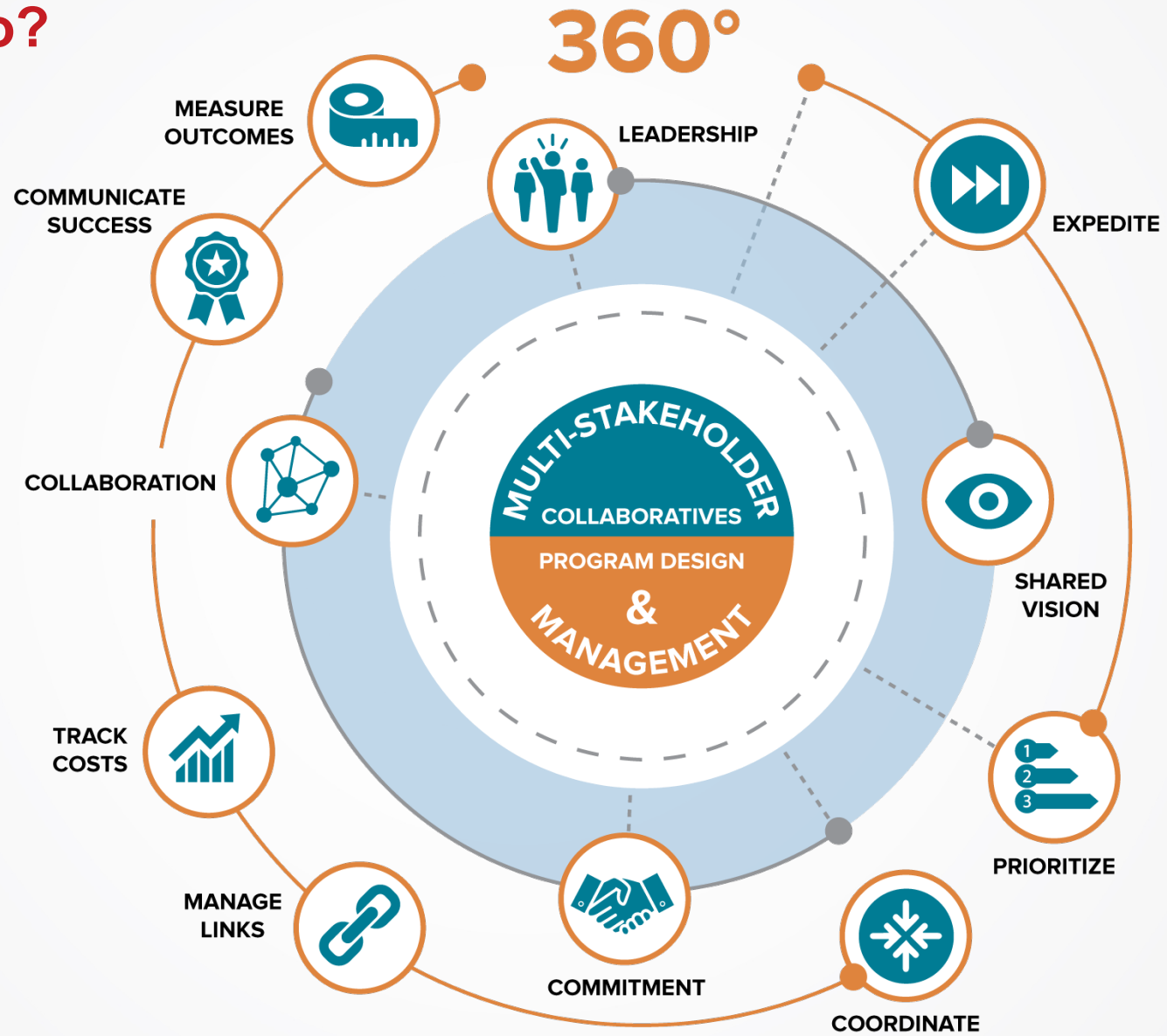
- Found across almost every industry
- Allows for competitors to put aside competition to solve big underlying issues that negatively impact all stakeholders
- Can be structured in myriad ways
- Can augment the strength of policy levers and influence future policy



MSIs in Healthcare

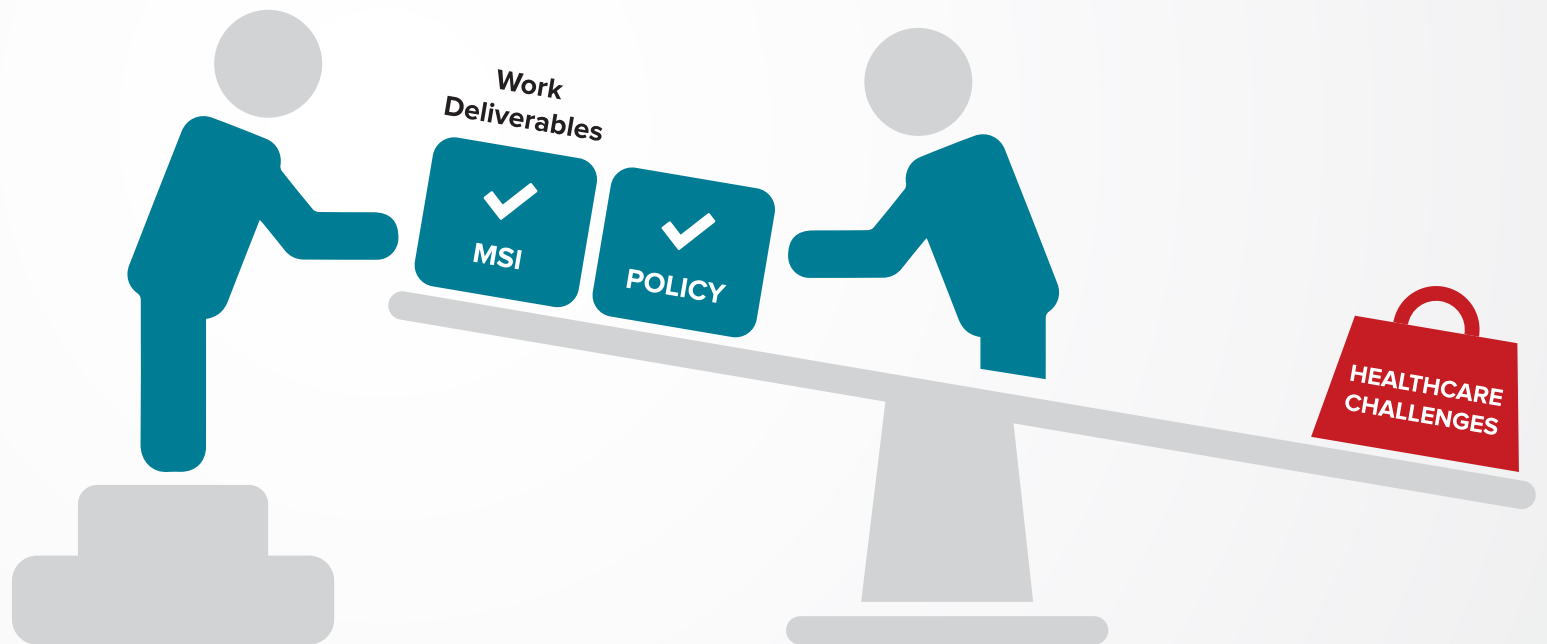


What Do They Do?



Why Are MSIs important?

- Uniquely able to identify and solve complex problems through bringing multiple perspectives and skill sets together
- Solutions developed by MSIs can help solve common business problems helping all stakeholders operate more efficiently and with more analytical power
- MSI solutions can also contribute to the greater good (eg, better data at the point-of-care contributes to better patient care)
- The work of MSIs can help policy makers better understand where policy can play a role in solving issues and whether certain standards should be named in relevant policies



Use in Standards Development



How Are MSIs Improving Standards Development?

Traditional Standards Development Process

Workgroups of volunteers fit this work into their normal day-to-day responsibilities.

Individuals carve out time from their personal and work schedules to contribute intermittently and unpredictably.

Progress is made, but slowly.

Individual writers or SMEs focus full time on a specific area, funded by interested organizations.

Often challenged to be all things for all people.

Work can happen offline without debate and may be delivered back without reaching consensus or handling objections.

No or minimal member fees.

New Standards Development Process

Volunteers are paired with fractional paid staff. Members agree to prioritize and pay for specific work.

One or two recognized leaders (“Champions”) are among stakeholders who advocate for the work and for the changes that will occur as a result. These leaders also contribute in-kind services and funding.

A committed team with diverse perspectives creates the work’s focus, moves the work forward during lulls, and drives decisions despite challenges.

Dedicated resources support an effective cadence of project and public calls that allow the community to process feedback ahead of standards or decision-making processes.

Focus can be sharpened to address/surmount specific business or technical challenges.

An open process and use of testing enable feedback to occur during the writing process and ensuring feedback is provided earlier in the build process.

Member fees are sufficient to procure necessary resources to deliver quality artifacts and to maintain momentum.

Critical Success Factors



**RECIPE FOR
SUCCESS**

Member Champion

- Need one or more champions passionate about the cause
- Willing to be highly visible and strongly advocate for change
- Ideally champions will already be an acknowledged industry leader or employed by a well known & respected organization



Expectations and Value Proposition

- Participants in MSIs aren't joining for purely altruistic reasons
- Successful MSIs have a solid value propositions which may include benefits like:
 - Early access to solutions
 - Building skill sets integral to the member organization
 - Influencing policy through the work
 - Creating use cases directly related to major challenges for member organization
- Alignment of member goals with MSI goals
 - There will be tension between the scope of the MSI and specific member needs and desires



Dedication to Solving Big, Important Problems

- Members must commit their time and resources to participation for the MSI to be successful
- Maintaining a vision of the MSI mission is critical
- Understanding and acceptance that the work will be hard, there will be disagreements and challenges



Broad & Diverse Membership

- Recruit members from a variety of organizational types and individuals with a variety of expertise
- Make sure you have the “right” participants
- The mix of idea generators and doers is important
- The mix of personality types is also important.
 - It’s important to coalesce behind emotionally intelligent leaders
- Need to continually evaluate which voices are missing or aren’t being heard



Member Commitment

Members must be willing to:

- be active doers
- participate in governance by volunteering for steering or operating committee
- be reliable in meeting deadlines



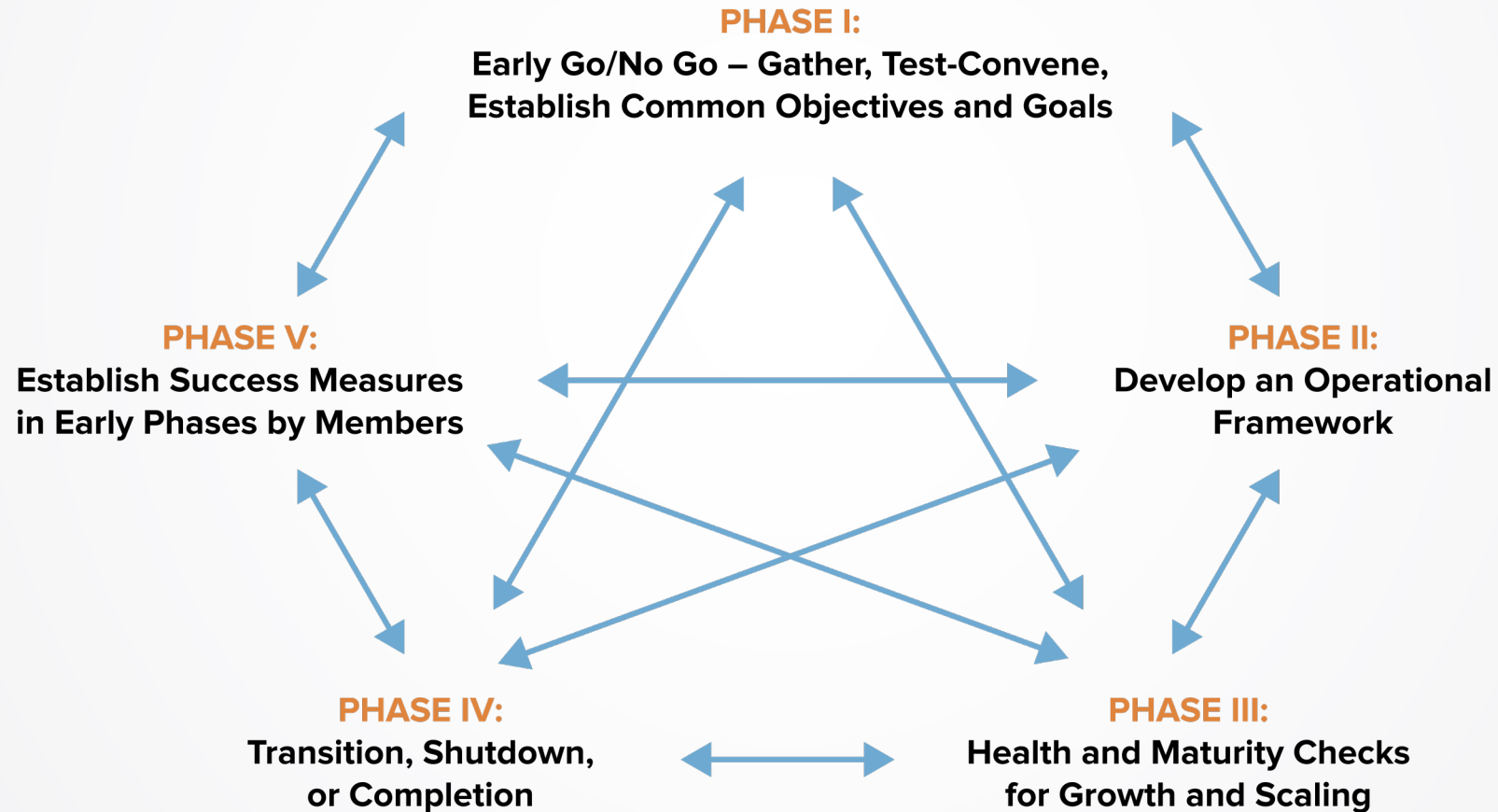
Experienced Program Management

- Setting a governance structure and sticking to it is critical
 - Infrastructure to help members overcome disagreements, set priorities and identify resource needs
 - ensures member resources are being allocated based on member-agreed processes
- Not every member needs to attend every MSI meeting, ensuring the right stakeholders are invited to right meetings is the result of experience program management
- Serve as designated pesterer to follow up on assigned action items from meetings
- Encourage ownership by members
- Overseeing and assigning support personnel as needed (notetakers, facilitators, writers, etc)



MSI Lifecycle

OVERVIEW OF ITERATIVE MSI PHASES & MILESTONES



Key Takeaways

- MSIs will be critical to solving the most complex challenges in healthcare
- MSIs are important but not easy
- Before joining or starting an MSI
 - Assess and evaluate existing MSIs that align with your organization's strategic needs
 - Determine what level or membership is realistic for your organizations
 - What staff will be dedicated to participate?
 - What technology or tools are you willing to donate/offer?
- If an existing MSI isn't addressing the challenges you feel strongly need to be solved, consider starting an MSI
 - Identify possible initial funding sources
 - Identify possible industry orgs like HL7 to be a "home" for your MSI
 - Identify the best membership and governance models
 - Run the numbers, create a budget and roadmap to sustainability



Thank You

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