Re-envisioning HL7 International

Prioritized Recommendations by Principle

Global Interoperability is no longer simply desirable but is essential. We need to become a dynamic organization that is focused, globally relevant, agile, community-oriented and sustainable. As such we need to be ahead of the changing environment. COVID-19 has reinforced and accelerated the need to re-envision what we do, why we do it, and how we do it. To that end, HL7 International is unveiling the Re-Envisioning HL7 Strategy, centered around Five Principles that serve as anchors to the overall strategy. Following are the principles along with their supporting recommendations.

• **Principle 1 – Focus:** The future of HL7 is significantly dependent upon the ongoing development and adoption of HL7 FHIR. Thus, we must direct our primary efforts to focus on FHIR, though we will continue to support essential maintenance updates for other active standards.

  • **Recommendation 1**
    - Develop a plan for creating new products and services derived from FHIR (e.g., tooling, educational programs, etc.)
    - Transition CDA and V2 standards such as Labs, Public Health, etc. to FHIR
    - Work with the community to transition other HL7 families of products and artifacts to FHIR
    - Continue to advance the development and Implementation of critical FHIR-related activities including expanded FHIR use cases around the world as well as informative, consistent documentation.

  • **Recommendation 2**
    - Develop outreach and communication messaging to enhance the public perception that FHIR R4 is ready for wider implementation, while also explaining the role of the FHIR Maturity Model in advancing the maturity of new FHIR resources

• **Principle 2 – Global Relevance:** HL7 relies upon a global community. We must significantly grow our efforts around the world toward the adoption of meaningful changes that expands the adoption of HL7 FHIR and enables global interoperability.

  • **Recommendation 3**
    - Establish a task force to address both the Affiliate structure and relationship with HL7 International and the US Realm

  • **Recommendation 4**
• Demonstrate market penetration of FHIR globally with new communications and programs (including a FHIR Applications Showcase of available solutions)

• **Principle 3 – Agility**: Moving quickly and decisively is the hallmark of a modern standards organization. HL7 must keep pace with the needs of a rapidly evolving industry. The future HL7 must focus on outcomes and not process. There is a growing demand to increase our pace and efficiency of standards development. It is critical to our standards developers and to our stakeholders that we enhance our processes and the tools we adopt to drive those aspirations.

  - **Recommendation 5**
    - Streamline the TSC and related structures (steering divisions, product families, etc.)

  - **Recommendation 6**
    - Streamline all internal processes currently in place to develop and maintain HL7 products and services (project approvals, balloting, etc.)

  - **Recommendation 7**
    - Develop a new internal HL7 organizational structure that is more responsive to the five principles, including considering establishing two new internal divisions – one focused on Implementation and the other one on Global Outreach – in addition to the current Standards WG structure

*Principle 4 – Sustainability*: Current funding is insufficient to adequately address the current and future needs of the organization, such as advancing FHIR, achieving global relevance, and reaching a larger community. HL7 needs to maximize existing funding sources and identifying new sources to advance our vision and mission. To achieve this, HL7 must adopt a sustainable business model that relies on both a continuity of financial resources and adhere to recognized principles of business management.

  - Sustainability - New Funding Opportunities

    - **Recommendation 8**
      - Develop a comprehensive, integrated globally relevant revenue development/fundraising strategy across all organizational offerings

    - **Recommendation 9**
      - Develop and implement strategies to expand advocacy and communications efforts in all regions where HL7 is present
      - Leverage relationships and capabilities of organizational and individual members to increase awareness among policymakers of the critical role played by HL7 and HL7 FHIR in advancing interoperability

  - **Recommendation 10**
• **Recommendation 11**

  o Continue/increase virtual opportunities across all activities, with a global presence in mind, to maximize member and stakeholder engagement during/following the pandemic

  o Pursue and secure predictable, sustainable government funding (as a priority source among other sources) for HL7 and HL7 FHIR in all regions where HL7 is present to support continued open source activities and public availability of standards

• **Sustainability - ROI**

  • **Recommendation 12**

  o Update Accelerator agreements to ensure mutual benefit, including revenue sharing, is re-enforced, and create standardized documentation/processes to help new Accelerator organize and launch quicker and more efficiently.

  • **Recommendation 13**

  o Develop and implement policy to include appropriate indirect costs (e.g., > 20%) within all existing and new grants and contracts with government and nongovernmental entities, where possible

• **Sustainability - Education**

  • **Recommendation 14**

  o Expand education, training and certification portfolio to support and engage implementers, drawing from recommendations of the February 2020 report to the Board

• **Principle 5 – Community**: HL7 is formed by multiple communities. As a global organization, we must inspire our membership and expand our reach and engagement of broader communities to support the development and implementation of HL7 standards.

  • **Recommendation 15**

    o Aggressively pursue HL7 communities, distinguishing developers and users and create concrete outreach actions to bring new participants to these communities (research, measures, public health, quality improvement, decision support, query-able data, patient communities)