



HL7 STRATEGIC PLAN

An Overview and Next Steps

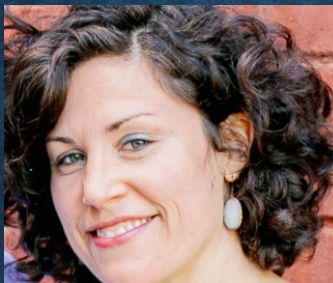
Julia Skapik, MD, MPH, FAMIA

Chuck Jaffe, MD, PhD

01/28/2025



PRESENTERS



Julia Skapik

HL7 Board Chair



Chuck Jaffe

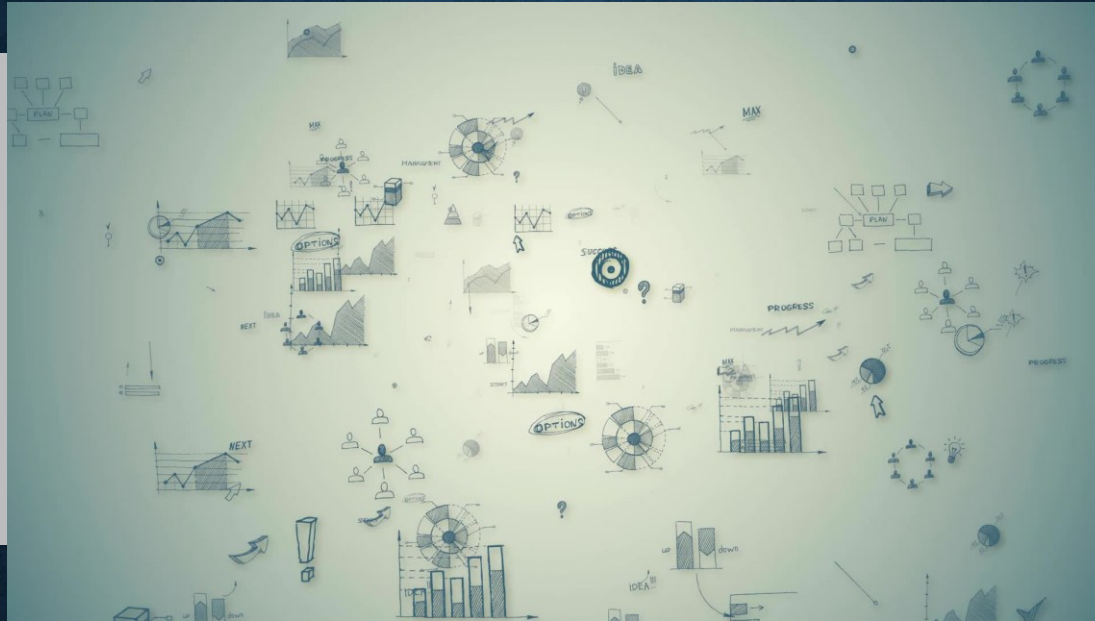
HL7 CEO

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THANKS TO STRATEGIC PLAN TASK FORCE

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- **Lenel James**
- **Line Sale**
- **Paul Knapp**
- **Virginia Lorenzi**
- **Marjorie Rallings**
- **HL7 ELT Members**





STRATEGIC PLAN: BACKGROUND

STRATEGIC PLAN DEVELOPMENT

- Work started at the HL7 Board Retreat in July 2024
- Stepwise process used to develop strategies and actions:
 - Analyze Strengths, Weaknesses, Opportunities, and Threats
 - Establish Goals and Objectives
 - Develop Strategies to Achieve Goals and Objectives
 - Create Action Plans to Operationalize Strategies
 - Acknowledge Budget and Resources are Required for Execution
 - Develop Mechanisms for Governance, Evaluation and Control

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MISSION, VISION AND VALUES


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A world where every individual has secure, timely, and accurate access to essential health information, empowering them to make informed decisions anytime, anywhere.

Adopted By the HL7 Board, December 2024

UPDATED VISION





To create and promote the adoption of innovative interoperability standards that improve health and well-being while fostering a diverse and inclusive global community.

Adopted By the HL7 Board, December 2024

UPDATED MISSION



- **Innovation & Impact:** Driving innovative, impactful solutions that meet user needs and create a clear path to interoperability and functionality in health informatics.
- **Collaboration & Consensus:** Fostering global cooperation and building consensus, respecting differences, and working toward shared goals for data interoperability.
- **Integrity & Excellence:** Upholding the highest ethical standards and striving for excellence in all aspects of standards development, implementation, and support.
- **Inclusivity & Global Reach:** Promoting diversity and inclusion in a global context, ensuring our work serves diverse populations and health systems worldwide.

CORE VALUES



STRATEGIC PLAN OVERVIEW

STRATEGIC PLAN



Strategic Vision contains strategies that HL7 can use to advance its goals



Actionable Strategic Framework contains action plans and approach to governance and budgeting



STRATEGIC VISION

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HL7 International Strategic Framework: 2025

The framework's five strategic themes outline who we are, where we will focus, and how we will move forward to deliver our Vision: a world where every individual has secure, timely, and accurate access to essential health information, empowering them to make informed decisions anytime, anywhere.

To meet the needs of all our stakeholders we will...



Expand and Diversify Membership: Grow global participation, engage diverse stakeholders, and simplify HL7's membership model for inclusivity and unity.



Enhance Membership Value: Assess and improve HL7's value proposition to meet member needs and ensure satisfaction across all levels.



Reimagine Global Membership: Harmonize benefits, pricing, and engagement globally, addressing financial and cultural considerations for a unified approach.



Measure and Sustain Impact: Track satisfaction, growth, retention, and engagement metrics, ensuring continuous improvement and financial sustainability.

Unified Membership Model



Strengthened Brand and Market Position



To optimize our global voice we will...



Expand Membership: Grow HL7's global reach by diversifying membership across regions and organizations while simplifying structures.



Enhance Value: Improve HL7's value proposition by addressing member needs, boosting satisfaction, retention, and engagement.



Harmonize Globally: Implement a unified global membership model balancing equitable benefits with local legal and cultural considerations..



Measure Success: Use metrics to track satisfaction, growth, engagement, and revenue, ensuring continuous improvement and alignment with goals.

Digital Transformation and Process Improvement



Business Model: Refactor and Diversify Revenue



To reinvent HL7 Internal Operations we will...



Streamline and Automate Processes: Current state assessment, document workflows, and leverage AI for efficiency, quality, and reduced workloads.



Establish Process Improvement Infrastructure: Implement systems to enhance process effectiveness and reduce administrative burdens.



Foster a Culture of Continuous Improvement: Empower staff and community members to lead improvements, modernize technology, and support ongoing evaluation of processes.



Measure Success and Impact: Track metrics like stakeholder satisfaction, workload reduction, and productivity increases.

Maintain Our Mission



To nurture and maintain HL7 we will...



Update Standards Regularly: Review and refresh the HL7v2, HL7v3, HL7 CDA, HL7 FHIR, and related standards.



Provide Support: Offer implementation toolkits and technical help for effective adoption of HL7 standards.



Encourage Feedback: Create channels for users to share feedback and improve standards based on real-world use.



Promote Education: Offer training and certifications to boost understanding and use of HL7 standards.



Highlight Success Stories: Showcase case studies to demonstrate the value of HL7 standards in interoperability.



See the whole story at: hl7.org/stratplan



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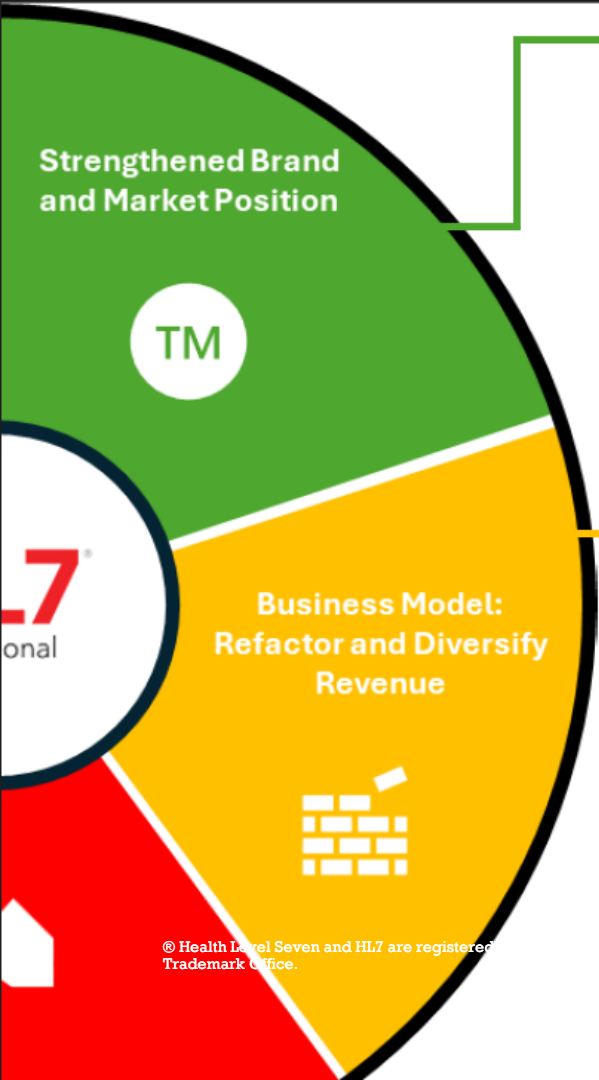
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Digital Transformation and Process Improvement



HL7
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To increase revenue we will...



Refine HL7's Value Proposition and Market Alignment: Define stakeholder needs, core competencies, and future opportunities to ensure HL7's aligns with our mission and market relevance.



Establish a Business Development Framework: Create the infrastructure to pursue new revenue opportunities and support financial sustainability.



Evaluate and Optimize Portfolio: Assess initiatives for value, cost-efficiency, and stakeholder needs to prioritize high-impact activities.



Track and Improve Metrics for Success: Include revenue, market perception, stakeholder engagement, and mission alignment, with regular reviews and updates to guide strategy.

ACTIONABLE STRATEGIC FRAMEWORK

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ACTION PLANS



**ACTION PLAN 1:
DEFINING HL7'S
VALUE IN
ALIGNMENT
WITH A
REFACTORED
BUSINESS
MODEL**



**ACTION PLAN 2:
PROCESS
TRANSFORMATION AND
CULTURE OF
CONTINUOUS QUALITY
IMPROVEMENT**



**ACTION PLAN 3:
STRENGTHEN
CORE
OPERATIONS**



**ACTION PLAN 4:
ENHANCING
MEMBERSHIP
CARE AND
REENVISIONING
THE GLOBAL
MEMBERSHIP
MODEL**



**ACTION PLAN 5:
GLOBAL
STRATEGIC
PARTNERSHIPS,
COMMUNICATI
ON AND
OUTREACH**

Action Plan 1: Defining HL7's Value in Alignment with a Refactored Business Model

This effort will center on: one, the value proposition of HL7 to bring benefit to member organizations, with an emphasis on both real and perceived member value, drawn upon relevancy of work, enhanced ability to participate, and enhance engagement, retention, and member satisfaction; and two, maturing HL7's business model and revenue streams to be more resilient and less dependent on membership funds and federal US grants.

Action Plan 2: Process Transformation and Culture of Continuous Quality Improvement

Having grown from a grassroots effort into a global standards body, this action plan's focus is on fostering consistent, efficient, and transparent processes supported by modern tools (such as AI) across the entirety of HL7: the volunteer community, HL7 internal operations, and HL7-managed communities (e.g. accelerators)

Action Plan 3: Strengthen Core Operations

Focused on sustainment and enhancement of ongoing initiatives related to standards development, the Implementation Division, maintenance and support of existing standards, and accelerator programs, this action plan will explore will assess process improvement, revenue, community growth, and marketplace support of HL7 products.

Action Plan 4: Enhancing Membership Care and Reenvisioning the Global Membership Model

This effort will center on the value proposition of HL7 to bring benefit to member organizations, with an emphasis on both real and perceived member value, enhanced engagement, retention, and member satisfaction and a community-wide effort to redesign the membership model to support broadened global and community engagement at the international level through harmonized and equity-based benefits and cost structure.

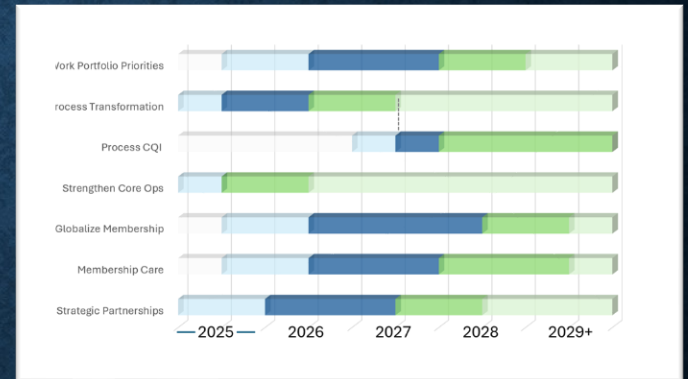
Action Plan 5: Global Strategic Partnerships, Communication and Outreach

This plan will drive key collaborations and engagements with peer organizations, identify and develop new revenue-generating product offerings, and allow for national, regional, or global capabilities to benefit HL7 stakeholders. By remaining true to our core competencies, this plan will amplify HL7's impact and presence across initiatives, enhancing our influence, broadening our communications, and marketing, and engaging key influencers and consumers.

GOVERNANCE, WORKPLANS AND BUDGETING

Key Principles:

- **Mapping key milestones**
- **Creating metrics and dashboards**
- **Budgeting across multiple years**
- **Accountability by board, executives and staff**



STRATEGIC PLAN: NEXT STEPS

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PUBLIC FEEDBACK CYCLE

- <https://confluence.hl7.org/display/SVPR/Strategic+Vision+Public+Review+Home>
- Feedback requested by March 15



TIPS FOR GATHERING FEEDBACK

- Each workgroup, accelerator or HL7 body can set up a confluence page for feedback
- Discussion in a workgroup meeting may be helpful– Strategic Plan Task Force is happy to present an overview and answer questions
- A markup version could be shared with participants

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