



Healthix Board of Director Meeting Minutes
March 9, 2022 | 4:00pm-5:30pm

Board Attendees via telephone:

- David Cohen, MD, Healthix Chair
 - Anup Vidyarthi, The Stepping Stones Group
 - David Leventhal, Pfizer
 - Charles King, Housing Works
 - Michael Bouton, MD, NYC Health + Hospitals
 - Robert Chaloner, Stony Brook Southampton Hospital
 - Irene Koch, Hospital for Special Surgery
 - Art Gianelli, St. Luke's Hospital
 - Marc d. Paradis, Northwell Health
 - Larry McReynolds, NYU Lutheran Family Health Centers
 - David Schimel, New York Medical Staff Leadership Council
 - Matthew Siegler, NYC Health + Hospitals
 - Michael Guarino, IPA of Nassau/Suffolk Counties, Inc.
 - Alexander Izaguirre, PhD, MBA, NYC Health + Hospitals
 - Fred S. Sganga, Long Island State Veterans Home
 - Donna Rey, 1199SEIU Benefit and Pension Funds
 - Paul Casale, MD, New York Quality Care ACO
 - Tom Early, Nassau Queens Performing Provider System
- Absent:** Louise Cohen, Primary Care Dev. Corp.

Healthix Management:

- Todd Rogow, President and CEO
- Vivienne Destefano, SVP Corporate Affairs
- Tom Moore, SVP, Innovation
- John Guastella, SVP, Finance & CFO
- Nick VanDuyne, SVP, CIO
- John Chow, CISO
- Magdalena Mandzielewska, Privacy Officer, Senior Director of Compliance
- Maureen O'Connor, VP Customer Experience
- Kathleen Kahn, VP Business Development/Operations
- Kaitlin Flaherty, Executive Assistant

Call to Order: The meeting was called to order at 4:00pm

Action Items:

Approve Minutes from October Board Meeting: The meeting minutes of December 2021 were approved.

Approval of DOH Policy Revision: The Board unanimously approved the revision

Report of the Chairperson

Dr. Cohen waived his report in lieu of a discussion of the Board Retreat presented by HMA.

Healthix Board Retreat

Cara Henley, Senior Consultant for HMA, provided a report following the Board Retreat held on February 23rd. The retreat focused on the goal of achieving a better understanding of how Healthix is perceived in the NY health care market and developing a strategy to support Healthix's ongoing value and sustainability. The Board identified three imperatives for immediate consideration:

1. Perfect the public utility
2. Develop tools to support the maturing value base reimbursement landscape
3. Explore data monetization

An additional strategy identified was the need for a concerted marketing and communication strategy to improve the organization's value to key stakeholders.

Josh Rubin, HMA Principal, discussed the key themes and take-aways from the retreat. Healthix needs to focus more deeply on core offerings for its customer base. The organization should also focus on its role as a public utility and perfect the services that support that role. In the coming year, Healthix is facing a financial imperative to solidify its value proposition. Finally, it is important for Healthix to diversify its offerings and funding streams beyond Medicaid and NYeC. HMA created a targeted timeline with potential funding sources. The immediate need, with funding from NYeC and the DOH, is to perfect the public utility. Users should be able to receive and exchange accurate and timely health data from Healthix.

The group discussed some concrete, short term recommendations. Healthix should engage a firm to develop a communication and marketing strategy to target stakeholders around the value propositions and services it provides. Next, focus efforts on the development of "tool kits" aimed at supporting a broad group of entities participating in value-based payment models. Continue monitoring and strategy development that tracks with the 1115 Waiver. And finally, conduct a "proof of concept" environmental assessment to determine viability of a potential data monetization strategy. This funding stream should be explored further over the next 2 years.

HMA will continue to work with the Healthix team to develop a work plan for each imperative and initiative identified by the Board. This will outline the activities and metrics to track success in achieving goals. The workplan will serve as a guiding framework for Healthix in monitoring priorities. Finally, as it is a "living document" it can be altered and adjusted as needed. Mr. Rubin provided some potential metrics for the Board. Dr. Cohen stressed the importance of incorporating the health plans into the Waiver.

Mr. Schimel asked if Healthix has considered creating dashboards to disseminate to users which would report on their usage, which could help users make a connection between the data they receive and Healthix. Mr. Rogow stated that Healthix does have that information and can leverage it; however, the main issue he sees is with large IDNs. In those use cases, Healthix does not have visibility into who the users are. Until Healthix has information about those users, these reports would not be effective. Mr. Schimel also suggested undertaking a legal and regulatory assessment to better understand what Healthix is allowed to do in terms of ownership and utilization of data in terms of monetization.

Mr. Guarino stated that it is more important for C-Suite members of organizations to understand the value, rather than individual users. He also added that Healthix data should be easily viewable and presented in a clearer manner. Ms. Koch added that it is important to interview customers to find out where the data is going and its usage to better understand its value. Mr. Rogow highlighted the importance of understanding who the userbase is, as Healthix is somewhat blind in this area. Improving this will help Healthix improve its result on the NORC survey and earn more funding. Ms. DeStefano highlighted the work Ms. O'Connor's team has been doing in this area. Mr. Rogow added that it is difficult to create quantifiable results for the survey.

DOH Policy Approval

Ms. Mandzielewska presented a policy revision that there is no requirement for the consent for to include the name of the QE but may instead refer to SHIN-NY only.

Dr. Cohen motioned to approve the policy change and it was unanimously approved by the Board.

NYeC Goals, Funding, and New CEO

Mr. Rogow shared 2021 Goals & Funding compared with 2022. Many of the goals are within reach, based on work done the previous year. However, the Heartbeat Monitor funding may be difficult to achieve, as all QEs are struggling with this metric. Customer satisfaction will also be a challenge, with a lot of funding at risk. The biggest difference in 2022 is an assumption in the reduction of I&I funding. However, NYeC has an additional \$8 million to allocate across all QEs, with

an additional \$5 million which was held back in 2021. Mr. Rogow stated Healthix's stretch goal is to close the gaps permanently so the organization can transition from building the data foundation to providing greater services.

Mr. Guastella presented the preliminary financial results for 2021 and noted that the year-end audit is still underway. Healthix had budgeted revenues from the main NYeC Contract of \$18,723,397 and finished the year with actual revenues of \$19,113,308. The initial budget was 85% of the prior year, however the actual contract amount was only 6% lower, and even with \$1.5 million of Usage & Satisfaction not being achieved, Healthix able to exceed the budget for this line item. Healthix earned significantly less than the expected with respect to revenues from I&I grants. The revenue for partnerships underachieved and has been put into maintenance mode for 2022 and afterwards. Participant fee and SOW revenue exceeded budget primarily due to work on an H+H SOW. Expenses were below budget, however there were unbudgeted costs in 2021, such as \$289,000 for the Terminology Services Project. Before the onetime gain on the PPP loan forgiveness, Healthix' operating income was slightly below budget. However, with the PPP loan forgiveness, Healthix had an actual net income of \$4,062,262.

Mr. Rogow provided some information about David Horrocks, the newly appointed CEO of NYeC. Mr. Horrocks has an extensive background in the HIE space. He comes to NYeC after serving as the CEO of CRISP in Maryland. Mr. Rogow believes he will be a positive figure for New York State.

Dr. Cohen adjourned the meeting at 5:07pm

Approved