



IHE INTERNATIONAL STRATEGIC PLAN

VISION Enable seamless and secure access to health information whenever and wherever needed.

MISSION IHE enables health systems and care delivery networks to adopt interoperable digital workflows that support evidence- and value-based health services. IHE develops workflow-based interoperability specifications and provides testing and validation capabilities that support the governance of health IT ecosystems as the foundation for health systems, care delivery networks and industry to improve health outcomes.

The IHE International Board has identified five strategic pillars that support the organization's vision and mission:

Key Strategies

1. Partner with care delivery networks and develop assets that enable them to deploy digital health interoperability.
2. Expand IHE's industry-leading conformance testing capabilities to support testing of IHE technical specifications at IHE Connectathons and Projectathons, as well as workflows defined by national and regional health system and care delivery network authorities.
3. Enable digital health solutions that operationalize evidence-based care at scale and promote their implementation.
4. Enable digital health workflows and analytics to support value-based health services at scale and promote their implementation.
5. Maintain a business model that promotes stakeholder engagement, leverages and enhances the value of IHE's work product, and ensures organizational sustainability.

Tactics

1. **In support of Pillar 1: IHE Partner Relationships:**
 - 1.1. Expand IHE's portfolio of interoperability specifications (IHE profiles), prioritizing emerging technologies and opportunities to enhance care.
 - 1.2. Create an implementation toolkit for IHE Deployment Committees documenting IHE's testing capabilities and guidance on using Connectathon and Projectathon testing to advance interoperability in health systems and care delivery networks.

- 1.3. Implement a knowledge sharing platform to support peer-learning, collaboration, and best practice sharing among IHE Domain and Deployment Committees.
 - 1.4. Offer a bundled portfolio of services for Connectathon and Projectathon hosting to enable IHE Deployment Committees to conduct conformance-testing events.
 - 1.5. Ensure that IHE Profiles are international in scope, referencing global specifications and code/value sets so that they provide global public goods.
 - 1.6. Strengthen the definition and adoption of IHE profile volume 4 national extensions to reflect their national or regional implementation requirements.
 - 1.7. Ensure that IHE's governance of IHE Domain and Deployment Committees enables low and middle-income countries to establish domestic digital health conformance testing using IHE's mature methodologies and tools.
- 2. In support of Pillar 2: Connectathon and Projectathon Testing:**
- 2.1. Expand IHE's suite of testing tools and services to support Connectathon and Projectathon testing, including testing management, automated validation testing for IHE specifications and extensibility for additional requirements specified by national and regional health systems and care delivery networks.
 - 2.2. Expand IHE's validation testing tooling and capabilities for IHE Profiles and specifications based on HL7 FHIR®.
 - 2.3. Operationalize and enable testing automation and reusability.
 - 2.4. Implement a standard iterative process for developing test scripts as a regular part of IHE specification development.
 - 2.5. Publish libraries of test scripts and synthetic test data sets in support of Connectathon and Projectathon testing.
 - 2.6. Partner with the World Health Organization as a trusted convener of digital health conformance testing.
- 3. In support of Pillar 3: IHE Leadership in Scaling Evidence-based Care:**
- 3.1. Develop and publish IHE specifications and testing infrastructure that support evidence-based care such as Computable Care Guideline (CCG), International Patient Summary (IPS) and Radiology AI Results (AIR).
 - 3.2. Engage with national and global health organizations focused on documenting evidence-based care pathways and scaling these in all global settings. For the donor-funded collaborators, assist these bodies in publishing conformance-testable CCG artifacts.
 - 3.3. Collaborate with centers of excellence for evidence-based care initiatives such as CCG authoring. Conduct regular events related to evidence-based guideline authoring, governance, and adoption.
 - 3.4. Develop testing management functionalities related to conformance-testing of digital health products operationalizing evidence-based care.
 - 3.5. Include evidence-based care as a regular track at IHE Connectathon events.
- 4. In support of Pillar 4: IHE Leadership in Operationalizing Value-based Health Services:**
- 4.1. Engage with global organizations focused on Universal Health Coverage (UHC) and participate in related international events.

- 4.2. Engage with organizations focusing on value-based health services and the data analytics needed to successfully drive its adoption and benefit realization.
 - 4.3. Develop artifacts that describe relationships between value-based health services and UHC goals, processes, and operational architecture, including value-based payment operational models.
 - 4.4. Collaborate with centers of excellence related to value-based health services. Conduct regular events related to value-based health services approaches, governance, adoption, and case studies.
- 5. In support of Pillar 5: Maintaining a Business Model to Ensure Sustainability:**
- 5.1. Establish membership and licensing models for IHE Deployment Committees and other users of IHE testing services that sustain IHE's support of these public goods.
 - 5.2. Create onboarding guidance to enable IHE Deployment Committees to adopt this new membership and licensing model.
 - 5.3. Establish an optional IHE Deployment Committee Connectathon hosting fee for a bundled portfolio of services.
 - 5.4. Develop and execute a plan to transition IHE International to be self-supporting for administrative, financial and other management services over the next three years.
 - 5.5. Develop and execute communication plans leveraging efficient use of budget to achieve targeted priorities.
 - 5.6. Develop and regularly conduct cost-benefit analyses related to the IHE fee structure and make adjustments accordingly for organizational sustainability.