



District of Columbia Health Information Exchange Policy Board

Recommendation on Restructuring the DC HIE Policy Board's Subcommittees

I. SUMMARY

This memo recommends restructuring the DC HIE Policy Board's subcommittees to better align with current District priorities, stakeholder needs, and strategic initiatives. On December 1, 2025, Subcommittee Members of the DC HIE Policy Board conducted a work session to review the current committee structure and critically examine what is working well and what is not. Subcommittee members propose a more agile, responsive model that: 1) replaces the Stakeholder Engagement Subcommittee with a quarterly HIE User Group; 2) merges the Operations, Compliance and Efficiency (OCE) and Policy Subcommittees; and 3) establishes time-limited Technical Expert Panels (TEPs) and Workgroups to address emerging needs.

II. PROBLEM STATEMENT

The existing subcommittee structure – Stakeholder Engagement, OCE, and Policy – has provided foundational support for the Board's work. However, as the District's HIE landscape has changed – DC HIE participation has grown to over 17,000 users from over 1,000 organizations, HIE's infrastructure has matured from an ideation and development phase to maintenance and operations – this structure has become less effective in addressing time-sensitive, project-specific needs and supporting the District's evolving digital health priorities and whole person care initiatives.

III. BACKGROUND

The current subcommittee structure was established following a strategic planning process initiated in 2018. At the September 20, 2018, DC HIE Policy Board meeting, members voted to adopt recommendations from a dedicated workgroup. This led to the creation of three subcommittees:

- **Stakeholder Engagement Subcommittee**, focused on promoting HIE value and sustaining stakeholder involvement.
- **Policy Subcommittee**, responsible for providing guidance on public policy initiatives that support HIE participation and sustainability.
- **Operations, Compliance, and Efficiency (OCE) Subcommittee**, renamed from the original Designation Subcommittee, and tasked with supporting HIE registration and designation processes and recommending best practices for data quality and exchange.

These subcommittees were designed to support both short-term implementation and long-term strategic goals with annual reviews and cross-collaboration mechanisms built into their governance.

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Appendix A presents a visual of the current subcommittee structure and additional details about each subcommittee's role.

Over time, the HIE Policy Board's Subcommittee structure provided a transparent space for stakeholder input and monitoring of the DC HIE. As the work has advanced and the HIE matured, subcommittee members found that there is more overlap across the three subcommittees compared to six years ago. Subcommittees have paired up where work overlaps and OCE, in particular, recruited a time limited technical expert panel to inform transitions of care data element documentation and exchange. Subcommittee Members began raising questions about whether the original purpose of the subcommittees was still relevant and the extent to which it needed to evolve.

On December 1, 2025, the Board Chair and DHCF staff convened a small workgroup of Subcommittee Members of the DC HIE Policy Board to reflect on what is working well, identify challenges or duplications, and ensure continued support of the District's current priorities, emerging opportunities, and strategic focus areas.

Subcommittee members discussed:

- Continued relevance of each existing subcommittee – or identify where responsibilities should shift, consolidate, or sunset;
- Whether any standing subcommittees should transition into time-limited workgroups;
- New FY26 initiatives that may require a dedicated workgroup; and
- How to develop a refreshed subcommittee and workgroup structure.

IV. DISCUSSION

Subcommittee members provided the following feedback on the current roles of each committee, what has worked well, and pain points:

- **Stakeholder Engagement Subcommittee:**
 - Regularly reviews and provides feedback CRISP outreach and education materials, including one-pagers and newsletters
 - Historically provided feedback on evaluation measures
 - Not enough HIE user representation
 - Scheduled time conflicts with clinical schedules
- **OCE Subcommittee:**
 - Engaged in activities that inform oversight and accountability.
 - Conducted annual reviews of HIE glossary
 - Provided guidance on data quality and operationalizing standards in the HIE

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- Engaged subject matter experts through a technical expert panel to guide operationalizing transitions of care data element standards and inform the development of provider-facing data quality scorecards
- **Policy Subcommittee:**
 - Informed development of and updates to the DC HIE rule
 - Advised DHCF of the development of HIE Rule Policy Guidance
 - Reviewed and provided recommendations on operationalizing 42 CFR Part 2 rule updates in the HIE
 - Meetings do not occur regularly due to lack of meaningful agenda items or tasks. While a regular subcommittee may not be needed, there remains a need for a venue to review national and local policy and sustainability

Across all subcommittees, members expressed a desire for:

- Increased stakeholder buy-in and engagement
- More in-person collaboration opportunities
- Upcoming new initiatives require targeted, time-bound collaboration
- Greater agility and dynamic workgroup structure to enable quick response and ensure alignment with District priorities and stakeholder needs

The group came to a consensus to propose the following structure, which is visualized in **Appendix B**. The workgroup proposes the creation of two major committees: 1) DC HIE User Group; and 2) a merged Policy and OCE Subcommittee. HIE Policy Board members can choose between serving on one of these committees. Each committee will require representation to report up to the full Board.

- **Committee #1 DC HIE User Group**
 - Replaces the stakeholder engagement subcommittee
 - Held quarterly, but on a date occurring prior to the HIE Policy Board meetings
 - Serve as a forum for HIE users, including providers, that is collaboratively organized by DHCF and CRISP DC. This shared responsibility can help engage more people and gain support in product development
 - Focuses on gathering direct feedback on HIE tools, input on real-world operational needs, review upcoming tool enhancements, and share utilization insights.
 - Group may also be asked to provide input on messaging for HIE newsletter and website updates about the tools.
 - Membership should include different users and levels of maturity
- **Committee #2 DC HIE Operations and Policy Committee (OPC)**
 - Combines the current OCE and Policy subcommittee

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- Held at least once a quarter on a date occurring prior to HIE Policy Board meetings
- Reviews and triages priorities/needs and accordingly establishes Technical Expert Panels (TEPs) and workgroups, as needed.
- Continuing core functions, such as monitoring utilization and data quality metrics, and assessing policy/regulatory implications

This proposed structure, visualized in **Appendix B**, streamlines governance, clarifies roles, and maintains flexibility to respond to emerging District needs.

V. RECOMMENDATION(S) FOR BOARD ACTION:

Adopt the following new subcommittee structure for the DC HIE Policy Board, specifically:

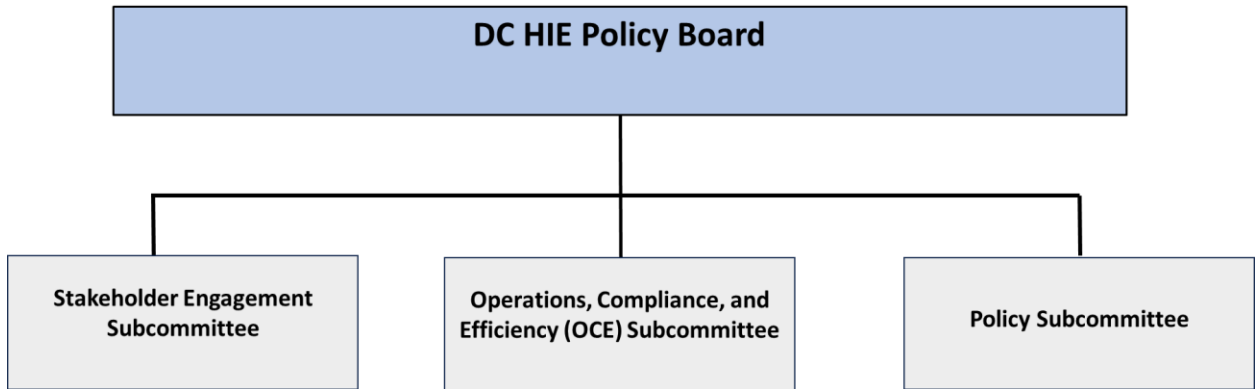
1. **Sunset the Stakeholder Engagement Subcommittee and establish a quarterly DC HIE User Group** to ensure consistent, actionable feedback from end-users
2. **Merge the OCE and Policy Subcommittees** into a single, ad-hoc body responsible for triaging strategic needs and convening appropriate TEPs or Workgroups
3. **Allow the new Operations and Policy Committee (OPC) to create TEPs and Workgroups** as needed to address specific initiatives, with clearly defined objectives, timelines, and membership criteria.

This restructuring will be proposed for a formal vote at the next Policy Board meeting in February 2026.

Committee Members: Mr. Justin Palmer; Ms. Gayle Hurt; Dr. James Crowe; Ms. Alice Leiter; Ms. Donna Ramos-Johnson; Dr. Mary Awuonda; Dr. Darryl Stewart; Dr. Eric Marshall; Mx. Deniz Soyer.

APPENDIX A – Current HIE Policy Board Committee Structure

The current subcommittee structure (October 2018 – present) includes three standing groups, each with distinct responsibilities:

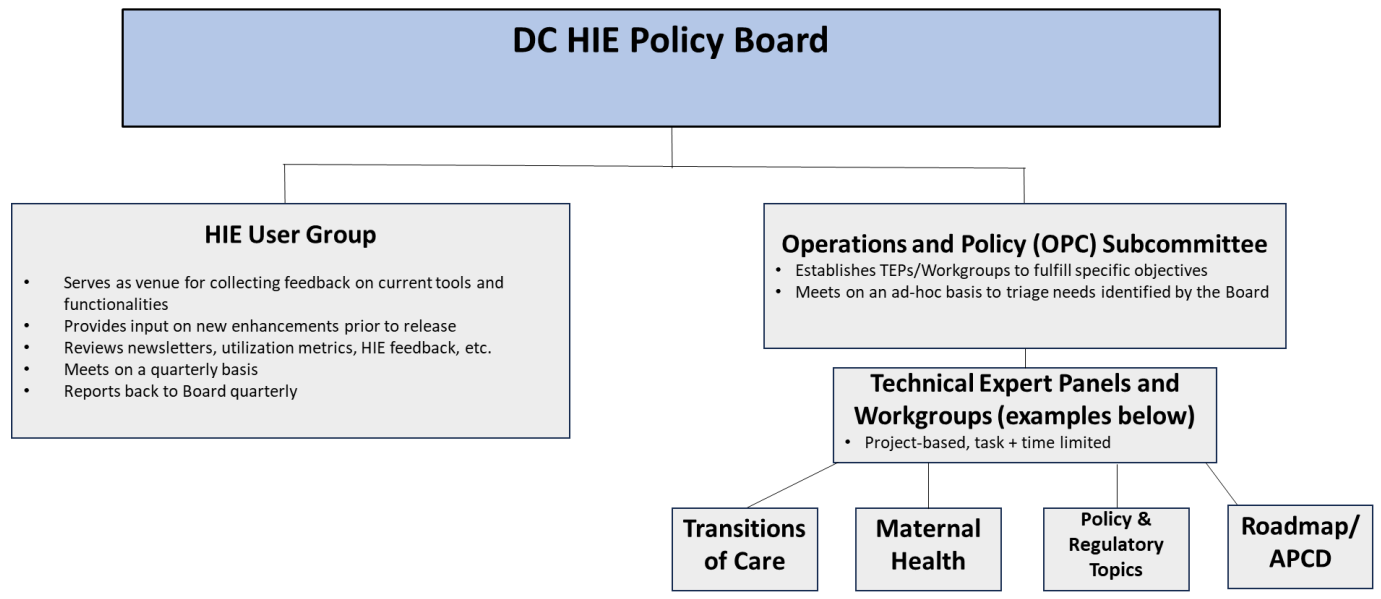


- **Stakeholder Engagement Subcommittee:** Charged with promoting the value of the DC HIE by initialing, establishing, and maintaining engagement with identified stakeholders. Its focus is on long-term operational and financial sustainability through outreach and relationship building.
- **Operations, Compliance, and Efficiency (OCE) Subcommittee:** Provides recommendations on best practices and standards to improve technical compliance and operational efficiency across DC HIE entities. It supports consistent operations and helps guide implementation of HIE tools.
- **Policy Subcommittee:** Advises on the development of HIE-related policies and analyzes the impact of regulatory and legislative trends. It plays a key role in shaping the policy environment to support secure and sustainable health information exchange.

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APPENDIX B – PROPOSED HIE Policy Board Committee Structure



Workgroups vs. Technical Expert Panels (TEP)

- **Workgroup:**
 - Cross-stakeholder group that helps shape strategy and priorities
 - Input on goals, use cases, stakeholder needs, and practical constraints
 - Discussion, feedback, ideation, review, and recommendations on priority use cases and stakeholder needs

- **TEP:**
 - Subject-matter expert body that provides specialized technical guidance and validation
 - Ensures proposed solutions align with standards, workflows, and feasibility
 - Recommendations on technical specs, standards, mappings, and architecture