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A Message
From HSX Leadership

We are excited to share with you our first annual report for HealthShare Exchange (HSX)!

What Annual Report would be complete without some comparison to where we ended the previous year?

As HSX closed out 2019, we instituted an entirely new HSX leadership team, added more than 100 organizations to our HIE, moved into a newly renovated work space and headquarters with an open concept design for collaboration, and signed a new agreement for a more scalable technology platform. We were excited about HSX’s future and potential, looking forward to growing and expanding our HIE services and membership, creating increasingly more value and benefit for our community, and enabling the acceleration of healthcare innovation to benefit patients and their caregivers. Commitment to fulfilling our mission and vision of delivering health information to enable preventive and cost-effective care, improving quality of patient care and continuing to strengthen the community trust to foster further collaborations across our region was going to continue to guide our day-to-day priorities, projects and initiatives through 2020.

Now, as we look back on a challenging 2020, it is difficult to compare where we are today with our vision and plan. All changed in March 2020, when the first wave of COVID-19 hit the greater Philadelphia region and we immediately pivoted to a remote and virtual company as did many other organizations across the country. Literally overnight, telemedicine became the care model, with a surge of COVID patients stressing all area member hospital capacities. The healthcare industry was turned upside down, and public health-focused initiatives and navigating through the Pandemic became the major focus and main driver for HSX’s immediate goals and projects.

Despite this dramatic event and pivot, we can honestly say that our mission is still firmly intact and HSX is on course and continues to strengthen. While COVID sparked many new initiatives, others have continued on track and, in several cases, accelerated HSX to deliver critical data in ways we had not previously envisioned. Our HIE continues to grow: Data Analytics, Quality and Population Health services have expanded, and HSX MarketStreet partnerships have increased. This is due to many factors, but one in particular stands out as our foundation, keeping us going through this challenging year. That is, our dedicated team members, bolstered by our committed and supportive membership organizations, Board of Trustees, and
many workgroup volunteers who are, without a doubt, our strongest assets. With considerable support, collaboration and teamwork from our membership, we were able to navigate a year like no other and still mark some great achievements that we never could have envisioned at the beginning of the year. So, as we reflect on 2020, we simply want to restate our sincere thanks to the dedicated and committed people and organizations that support HSX.

As we begin 2021, this report would not be complete without specifically acknowledging our Board of Trustees who generously give their time to help HSX succeed and guide us. Thank you all for all you do. Also, special thanks to outgoing board members: Remy Richmond (CVS-Aetna), Allison Davenport (UnitedHealthcare) and Kaye Carr (MLH) for their service. Furthermore, we welcome Dr. Don Klingen (MLH), D’Andre Carpenter (Jefferson), Joe Bilson (Wills Eye), Robert O’Connor (CVS-Aetna) and Steve Carson (Temple) as new Board Members, and look forward to working with them in 2021 and beyond.

As we look ahead, there are several areas that we are excited about this year and into the future:

• Expanding and developing strategic partnerships with organizations including, but not limited to, the Pennsylvania Department of Aging to help seniors live better lives, and the American Diabetes Association to better manage this chronic disease.

• Continuing to work with the Philadelphia Department of Public Health and surrounding county and state public health partners on initiatives to fight COVID-19.

• Expanding our HIE reach through relationships with the New Jersey Health Information Network (NJHIN), the Pennsylvania Patient & Provider Network (P3N), the Delaware Health Information Network (DHIN) and other HIEs, as well as national exchange frameworks.

• Continuing to foster partnerships, alliances and collaborations across the HIE Community; driving more innovative solutions through HSX MarketStreet to name a few.

We look forward to maintaining our commitment to service to the community, our members and the region to fulfill our mission and vision. The entire HSX team is dedicated to continuing the work we began nine years ago - closing the gaps in care caused by data silos, lowering costs and improving the integration of data and systems to ensure patients receive the best possible care and live a healthier life.

Sincerely,

Martin A. Lupinetti
HealthShare Exchange President and CEO

Neil G. Lubarsky, CPA, CGMA
Retired Senior Vice President for Finance, Strategic Partnerships, Ventures and Innovation, Jefferson Health
HealthShare Exchange Board Chair and Treasurer

“We are grateful for our loyal membership and the support of our community. Thank you for everything you do to make HSX successful. More importantly, thank you for working on the front lines and behind the scenes during the pandemic, improving healthcare for millions and saving lives in the region.”

– Martin Lupinetti, President & CEO of HealthShare Exchange
2020 Financial Highlights

HSX is sustained and supported financially by our loyal membership organizations with annual subscription fees. In 2019 and 2020, we did not increase fees and felt it important to continue this for 2021 as we recognize the financial challenges the pandemic has placed on many of our members. This was made possible by successfully identifying and securing funding through available grants and other revenue opportunities in 2020. This is in addition to the PA Onboarding grants that HSX traditionally pursues.

The HSX financial outlook remains extremely healthy as we look to scale and expand the organization.

Since 2016, HSX has received over $9.2 million in state and federal grant funding.
Expanding the HIE to Improve Access to Data and Close Gaps in Care

What started in 2012 as one interface connection and one transaction of patient data between two provider organizations has grown to data sharing and aggregation across more than 450 organizations, covering the lives of over 12 million patients, with our members monitoring care for 6 million patients in real time. Every day, HSX exchanges millions of records to coordinate care for thousands of patients.

New Organizations Added to Our Membership

In 2020, HSX once again utilized available federal funds through the P3N Onboarding Grant to support the work required to onboard new organizations to the HIE. Some of these organizations were able to offset their costs via pass through dollars from the grant. We added over 100 organizations in 2019 and with a shortened time frame due to COVID-19, HSX still added 100 organizations to the HIE in 2020.

With most of the acute care healthcare providers participating in admission, discharge and transfer (ADT) data sharing across the region, HSX was focused on post-acute, ambulatory and other “downstream” organizations. Even so, we onboarded several large and prestigious specialty hospitals, including Cancer Treatment CA, Rothman, Wills Eye and Christiana Health DE. As patients transition throughout the complicated healthcare system, data flowing to support care transitions is key. During the onboarding season, HSX connected 27 post-acute organizations. Care teams at these organizations now have access to critical data when their patients transition to acute care or outside of the post-acute environment. Ambulatory and physician group organizations were also a focus.

“The pandemic demonstrated the importance of real-time access to patient data between providers, and the broad reach of HealthShare Exchange’s network was critical for our region’s response.”

– C. William Hanson, III, MD, Chief Medical Information Officer and Vice President, University of Pennsylvania Health System and HSX Board of Trustees Secretary

HSX Membership By the Numbers:

| Hospitals Acute & Specialty: 60 |
| Health Plans: 11 |
| Accountable Care Organizations and Integrated Networks: 8 |

| 334,000,000 | 141,000,000 | 57,000,000 | 28,000,000 |
| ENS Outbound Notifications | Inbound ADTs | ENS Inbound Inpatient ADT Messages | Outbound real-time ADTs to payers |

HSX processes more than 600 million messages per year on behalf of our members.
“HealthShare Exchange is fostering conversations within our industry that are helping us identify obstacles in data information flow and giving us opportunities to discuss how to overcome those challenges.”

- Joe Miller, Former AmeriHealth Caritas Executive and Chair, HSX Health Plan Advisory Workgroup
CMS/ONC Regulatory Changes

New regulations, including ADT sharing, placed more requirements on our members to share data with downstream organizations. HSX is working with our partner, Audacious Inquiry (Ai), to ensure the services that HSX provides through Ai meet the requirements.

Improved Technology, Services & Security to Support Growth

In 2019, HSX signed a new agreement for NextGen's next generation HIE system called Health Data Hub (HDH) to support our continued expansion and growth, and deliver new capabilities and scalability. Despite the distraction of COVID, HSX engineers continued to work with NextGen on the implementation to ensure a smooth transition. In addition, Ai, our Encounter Notification Service (ENS) tool, was upgraded to its latest version. All positions HSX well for expansion into the future.

Furthermore, we purchased a new data warehouse system to improve our ability to pull robust data for our membership and support many ongoing research and data analytics projects. Stella Prism was added as a new data warehouse to provide improved analytics and reporting capabilities.

To educate the HSX membership on the latest data sharing developments, emerging regulations and new innovations, we created the HSX University webinar series. Our initial sessions focused on CMS interoperability and ADT data sharing, compliance with new information blocking rules, the 21st Century Cures Act and HSX’s HITRUST CSF Certification. We will continue the HSX University series with sessions focused on sharing data with public health agencies and introducing some of the HSX MarketStreet partners, among other topics.
Geographic and Data Expansion

Philadelphia is an international destination for world class care and treatments. To address the frequency of patients coming to the region, HSX has been aggressively helping members attain more data and expand beyond the region since its inception through available trusted national and state-wide exchanges.

By the end of the year, we had expanded our ADT sharing with NJHIN. As a Trusted Data Sharing Organization (TDSO), HSX received New Jersey grant funding for onboarding organizations in 2019.

Expanding our connectivity with P3N through ADT sharing went beyond just emergency rooms in 2020. Inpatient ADTs from our main hospitals are flowing to downstream organizations throughout the Commonwealth. Adding to our connectivity already in place with the DHIN, HSX began receiving and sending data with NJHIN, eHX and Carequality. In 2021, we will focus on creating a national data exchange and gaining secure access to patients’ health data on a national basis.

Integrating Health Care Data for Community Benefit

HSX was formed to help providers and health plans improve and increase the quality of care to provide more benefit to the patient through data and information flow.

With data now flowing on 12 million patients between hospitals, health systems and health plans and services such as Encounter Notification driving better outcomes, HSX is entwined and supporting acute care and ambulatory care providers and lowering costs.

Research shows that long term disease management and maintaining a healthy population requires much more than an alert and EHR data flowing to providers and health plans. Care teams and clinicians are struggling to keep up with all the follow up that is needed for the very sick patients, let alone the ones who are maintaining.

This is complicated by the fact that Philadelphia has one of the largest populations of underserved citizens who routinely fall through the cracks. We recognize the part we can play in significantly improving lives and overall health of the community through the expanded use of data. We are doing this through innovative data services that connect and close gaps in care delivery and services.

To that end, HSX formed new partnerships and signed data use agreements with other non-profit organizations dedicated to improving health for the region.

New Strategic Partnerships in 2020

Pennsylvania Department of Aging
Pennsylvania Prescription Assistance Program (PACE)
Benefits Data Trust
American Diabetes Association
Philadelphia Department of Health
Pennsylvania Department of Health
5 AAAs (Area Agency on Aging)
The Pennsylvania Department of Aging works to ensure that older adults across Pennsylvania have access to quality services and support that help them age and live well.

Created in 1978, the department serves as the state unit on aging, advocating for the interests of all older Pennsylvanians, overseeing an array of benefits, services and programs that are made available through its network of 52 local Area Agencies on Aging (AAAs), which cover the Commonwealth’s 67 counties.

The department provides a wide array of services and programs intended to help older Pennsylvanians live and thrive in their homes and communities for as long as possible. These services include home-delivered and congregate meals, caregiver support, health and wellness services, personal assistance, senior community centers, Medicare enrollment counseling, transportation, job training, elder abuse prevention, PACE prescription assistance and more.

HSX and the Department of Aging are working together and have aligned to improve lives for seniors in the region. We have initiated programs in several areas of strategic importance to the Agency that will improve the health and well-being of older adults in Pennsylvania:

- Through our membership of AAAs for five counties, we are alerting those agencies when vulnerable seniors are receiving care or need assistance. This process also provides a lifeline for these seniors as they go back to the community, as their AAA enrollment is available to hospital discharge planners.

- We are providing urgently needed clinical data and identifying caregivers for seniors referred to the AAAs for protective services investigations.

- We are proactively identifying individuals who may be eligible for PACE, PACENet and many other social assistance programs, and working with Benefits Data Trust to reach out to these individuals shortly after they are discharged from the hospital (see detailed story below).

- Data from HSX's Clinical Data Repository will inform the PACE program's monitoring of drug appropriateness and medication safety at the point of care when PACE members get prescriptions filled.

- We are working with the department to identify indicators of other risks that may make seniors vulnerable to abuse or exploitation.
Extending Medical and Social Assistance Outreach for Eligible Pennsylvanians

Every day, hundreds of elderly men and women in the Greater Philadelphia area are hospitalized. As they leave the hospital, they may be given prescriptions for medications needed to treat a new diagnosis for a chronic illness, such as diabetes or heart failure, that they’ll live with the rest of their lives. These drugs may be necessary to maintain their health and to prevent their next health crisis.

For people on a fixed income or without any savings to fall back on, they may be forced to choose between filling their prescriptions and having enough food to eat or paying their utility bills. They may ration their medications or, even worse, not fill their prescriptions at all and wind up back in the hospital.

Many people in this position qualify for assistance programs that are readily available and would help them to make ends meet, such as the Supplemental Nutrition Assistance Program (SNAP) and the Low-Income Home Energy Assistance Program (LIHEAP). But there is a large gap between the people who are eligible for such programs and those who are actually enrolled in them. These programs have extensive outreach operations to try and find eligible individuals, but it's not just about identifying who they are. We also have to get them engaged. They need to be approached in the right way and at the right time.

HSX and its partner Benefits Data Trust (BDT) have a novel approach to engaging eligible people and helping them obtain health and basic assistance benefits that can make a real difference in their lives. In 2019, we worked with the Mercy Health System and Pennsylvania Department of Aging to engage people following a major life event—an emergency department encounter or inpatient hospitalization—and timing the outreach to occur shortly after discharge.

In doing so, we were able to submit applications for households, connecting them with annual benefits from 19 different assistance programs.

Making drugs more affordable for low-income seniors makes it more likely they will fill their prescriptions and be compliant with their physicians’ orders rather than resort to pill splitting, rationing or worse—not taking their medications at all. If we can remove the cost barrier, beneficiaries will be more compliant, healthier and less likely to be readmitted to the hospital for the same problem.

Through its efforts, BDT will be able to identify thousands of households per year who will be eligible for one or more of the 19 benefit programs they screen for. Each family BDT identifies as eligible for one or more of these benefits would receive on average $1,773 in assistance per year. This impact will be magnified each year as the activity continues identifying new eligible individuals and previously enrolled individuals continue receiving benefits.
“It's critical to coordinate and align health care and social services for the most vulnerable Pennsylvanians. HealthShare Exchange and Benefits Data Trust are taking unique approaches to engage eligible populations and ensure they are taking advantage of programs that help support their overall health and well-being.”

- Secretary Robert Torres, Secretary of Aging, Commonwealth of Pennsylvania
Addressing COVID-19 through Data Integration and Public Health Partnerships

COVID Strategy

COVID-19 has changed healthcare and our lives forever. It was hard to imagine the scenario we are in today, and even the best laid plans would have been insufficient to address this crisis. In March, HSX immediately moved to address the crisis by forming internal committees and holding meetings with public health officials and our Board. We formed a strategy - HSX COVID-19 CONTAIN (COntrol, Notification, Tracking, Activity, INtelligence) - to leverage key data, create workflows to assist care teams, use data for situational awareness and to consider the patient at the center of the crisis.

“We partnered with HealthShare Exchange in the early days of the pandemic and their data were a crucial supplement as we sought to understand the full impact of COVID-19 on the Philadelphia region.”

- Dr. Claire Newbern, Chief Epidemiologist, Philadelphia Department of Public Health

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Annual Report 2020
Use Cases & Data

Specific use cases were developed as an outcome of the CONTAIN strategy, leveraging HSX data to be helpful in fighting the pandemic. With the support of our Clinical Advisory Committee, Chief Medical Information Officer (CMIO) workgroup, public health officials from Philadelphia and Pennsylvania, and our Board of Trustees, HSX began to hard wire data into workflows to address the crisis.

Partnerships with the Pennsylvania and Philadelphia Health Departments led to data sharing agreements with HSX. We began to supplement state and local agencies with COVID-specific patient data to ensure a full picture of the pandemic and testing could be examined.

- eCR – Electronic Case Reporting
- Vaccine Tracking
- Nursing Home, LTC Connectivity Expanded
- PA LabCorp and Quest Data Agreements
- Contact Tracing – MPI
The Office of the National Coordinator for Health Information Technology (ONC) Strengthening the Technical Advancement and Readiness of Public Health via Health Information Exchange (STAR HIE) Program

In March 2020, the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) (Pub. L. No. 116-136, March 27, 2020) was enacted. The CARES Act responds to the COVID-19 (i.e., coronavirus disease 2019) outbreak and its impact on the economy, public health, state and local governments, individuals, and businesses. This cooperative agreement program is funded through funding from the CARES Act.

On September 30, 2020, ONC made initial cooperative agreement awards using funding from the CARES Act to support Health Information Exchanges (HIEs) under the Strengthening the Technical Advancement and Readiness of Public Health via Health Information Exchange (STAR HIE) Program. The STAR HIE Program supports innovative health information exchange services that benefit public health agencies and improves the health information exchange services available to support communities disproportionately impacted by the COVID-19 pandemic.

HSX was one of five HIEs selected to create innovative services that benefit public health agencies. HSX also received supplemental funding on January 19, 2021 from the STAR HIE Program: Improving COVID-19 Vaccination Data: Connecting Immunization Information Systems (IISs) to Health Information Exchanges effort to specifically support increased data sharing between jurisdictional IISs and HIEs. HSX received letters of support from over 25 of its partner organizations, including the Pennsylvania Department of Health and the Philadelphia Health Department. In addition to these noted partnerships, HSX has facilitated collaborative efforts with health department leaders from the Chester, Delaware, Montgomery, Bucks and Philadelphia counties.

The STAR HIE Program has supported HSX’s expanded participation in the following regional COVID-19 response efforts:

- COVID-19 Data Sharing: Providing data on COVID-19 positive patients based on clinical diagnoses and lab results, along with demographic information such as race and age that was missing from many of the lab results the health departments received from other sources.

- New Data Connections: We have initiated a number of new data feeds based on the priorities of our local health departments, and we are implementing new/emerging Health IT data standards such as Electronic Case Reporting (eCR) that proactively mines the Electronic Medical Record for reportable communicable diseases.

- Delaware Valley COVID-19 Registry: We will make this registry available to our public health partners and others to study the COVID-19 outbreak and response.

- Governance: Working with our members to allow the work we are doing on the COVID-19 response to continue after the end of the current public health emergency.
Assisting Care Teams and Patients Living with Chronic Disease

In 2019, HSX started providing population health services for health plans - called Comprehensive Primary Care Plus (CPC+) - to assist plans with requirements around HEDIS reporting. This was just the beginning of the services we could provide as CPC+ expanded in 2020 and is continuing to grow in 2021.

“Access to accurate, secure and real-time population health data – like that provided by HealthShare Exchange – is crucial in delivering quality clinical care for patients with chronic diseases like diabetes.”

- Greg Liptak, Vice President of Quality Improvement Services, American Diabetes Association

In addition, 2020 saw expansion into new territory.

**ADA Partnership**

HSX struck a unique partnership with ADA and unveiled a new quality improvement framework using HSX’s data sharing and analysis capabilities to support mid-Atlantic healthcare systems including HSX members Penn Medicine, Temple Health and Jefferson Health, as well as Hackensack Meridian Health in New Jersey and the Johns Hopkins Health System in Maryland to advance the quality of clinical care provided to 1,910,000 people with diabetes in the region.

This partnership is initially focused on improving care for people with diabetes and cardiovascular disease as part of a national initiative led by the American Diabetes Association (ADA) and the American Heart Association called Know Diabetes by Heart™, with a future goal to address other clinical diabetes challenges such as chronic kidney disease, eye health and health inequities.

Know Diabetes by Heart seeks to comprehensively combat the national public health impact of these diseases, which disproportionately affect minorities and are more prevalent in Philadelphia compared to all but three large U.S. cities. It will serve as a great benefit to people with diabetes who will have a more consistent experience in the healthcare setting and more adherence to ADA Standards of Care by their healthcare provider.

ADA and HSX are also supporting the Philadelphia Diabetes Prevention Collaborative, led by the Jefferson College of Population Health and the American Medical Association, as well as a Novo Nordisk-led global initiative called Cities Changing Diabetes, where more than 100 health, faith, business and community leaders from across Philadelphia are working together to develop new ways to try to change the trajectory of diabetes.
**Disease Management Framework**

We realized in 2020 that HSX could assist patients with many phases of living with chronic disease. Traditionally, HSX has been a supplier of clinical data and information for providers and plans, mainly in the acute care setting when the patient is very ill. Looking at the progression of disease and our unique partnership with the ADA, we realized that phases of disease progression were applicable to our business as well. We saw that we were providing services and there could be a basis for a framework, i.e., platform, which could be applied to any major disease with a large population.

From the time a patient questions the likelihood of their developing a condition through to them living with it, HSX is uniquely positioned to supply workflows that assist care givers, patients and support organizations in any phase.

Our ADA partnership provides the research and best practices necessary for us to build tools and hard wire workflow. As a result, we created Smart Alerting capabilities for our end users to use when a patient with heart disease and diabetes is discharged from the hospital.

---

**HSX Data, Programs and Services**

**RESEARCH AND EDUCATION**

- ADA Partnership
- Clinical Analytics

**PREVENTION**

- DPP – Preventing Diabetes
- Jefferson et al.
- Diabetes First – Clinical Protocols

**CARE**

- Diabetes Diagnosis Codes Going to Care Management Teams - Decision Support
- Diabetes Specific – Patient Panel
- Age, BMI, HT/WT, Risk Scoring
- MS Partners; Ai, Ping, Trek-IT, Empower

**SUPPORT**

- Referrals
- Manna – Customer Meals for That Patient
- Family Food – Education
- AAAs
- BDT
- MarketStreet Partners
Enabling Innovation Through Partnerships and Expanded Use of Data

HSX MarketStreet Expansion

HSX MarketStreet is the HSX subsidiary and marketplace for vendor collaboration and innovation. Innovative partners that are developing and supporting products, applications and services employing health data and/or healthcare integration began to sign on for services in 2020. Beginning in 2018 with a $750,000 grant from the Economic Development Association and culminating in 2019 with our first vendor partner, Patient Ping, work began to develop APIs and to test out our platform. Four additional vendor partner agreements were signed by the end of 2020 making it a significant year for the HSX MarketStreet business.

The platform allows secure, permissioned distribution of patient health information to and from providers and provider organizations, as well as individual consumers. Our new business unit was incorporated and in 2020 became part of our Board governance process. Now up and running, HSX MarketStreet is well positioned to support our members’ innovation and align with vendor partners well into the future.

“HSX MarketStreet has become a critical data sharing hub among the region’s healthcare partners and will enable further integration and collaboration in the future.”

– Ken Levitan, Interim President & Chief Executive Officer, Einstein Healthcare Netw

MarketStreet Vendor Partners: Quick View

Care Management and Alerting  Patient Authorized Release - Insurance  Patient Education and Management
HSX MarketStreet Vendor Spotlight: CareAlign

The integration of CareAlign into the HSX MarketStreet platform combines the power of data and technology within a single mobile application that gives providers a way to effectively use data across the patient continuum of care.

“With the distribution of patient care across multiple providers – even within a single hospital – it is critical that every member of the care team has access to the same information in real-time. This capability is important for both point-of-care decision-making as well as long-term patient care,” said Dr. Subha Airan-Javia, Founder and CEO of CareAlign. “This partnership will provide a platform for healthcare teams across the region to access HSX’s actionable data streams, enabling high-quality, coordinated patient care across multiple disciplines.”

The CareAlign technology supports clinical workflows by enabling care teams to collaborate within the same digital workspace in real time. This replaces the antiquated and inefficient work done on paper and ultimately ensures the highest level of care. CareAlign brings together data from various clinical information systems, electronic health records (EHRs) and medical devices into one seamless, clinically intuitive display that helps care teams understand a patient’s needs. Coupled with CareAlign’s one of a kind integrated rounding, handoff and task list, clinicians have what they need to provide the highest quality care.
Looking Ahead to 2021

As we look to the challenges ahead, HSX is well positioned to continue to expand and provide more robust data and services in support of our membership and community. Fighting the pandemic and public health projects continue in 2021, but we remain committed to the expansion of the HIE, growth of use cases and population health improvements. In addition to these initiatives, the HSX team is focused on driving strategic alliances and partnerships, health plan member value, national expansion, and alignment with emerging state and federal rules and regulations (i.e., Trusted Exchange Framework and Common Agreement). We are excited about the potential that we have together to improve care for millions of patients in our region.
HSX Board of Trustees

Neil G. Lubarsky, CPA, CGMA
Retired Senior Vice President for Finance, Strategic Partnerships, Ventures and Innovation, Jefferson Health
Chair and Treasurer

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President and Chief Executive Officer of Health Partners Plans (HPP)
Vice Chair

Ken Levitan
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Chief Executive Officer, Chestnut Hill Health System
Innovation Committee Chair

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Senior Vice President Population Health, Temple University Health System, President and CEO, Temple Center for Population Health, LLC

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CEO, UnitedHealthcare Community Plan of Pennsylvania

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Health Commissioner, City of Philadelphia Department of Public Health
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