CHIME INTERNATIONAL™
presents

CIO SUMMIT

16-19 April 2024

Møller Institute, Cambridge

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As the healthcare technology leader, with a strong commitment to security and data privacy, Philips creates smart, scalable & sustainable clinical and operational solutions for enterprise imaging, integrated diagnostics, patient monitoring and care management, therapeutics, and end-to-end service line delivery. Our solutions have a goal of accelerating speed to diagnosis and treatment while improving patient outcomes, health equity, and staff experience through:

Live, predictive patient insights. Support care teams with advanced monitoring, predictive analytics, precision diagnostics, and workflow automation for clear and actionable patient pathways, better experiences, personalized care and improved patient outcomes.

End-to-end service line efficiency. AI-enabled solutions support the clinical and operational flex and flow of complex conditions, specialties and your service lines. Liberate data across systems and applications through secure, vendor-neutral and cloud-capable solutions.

Your productivity partner – helping to deliver better care for more people.

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CIO SUMMIT

Contents

Welcome from Jane Dwelly
Vice President CHIME International

Dear Digital Health Leaders,

I welcome you to this third CHIME CIO Summit. My colleagues at CHIME and I are looking forward to working with you all over the next four days as we take you through the Summit agenda. This is designed to give you the knowledge and inspiration to be the best digital health leader you can be; now and in the future.

CHIME has supported digital health leaders like you for over 30 years; at first in the US and for the last ten years, internationally. You are joining a global movement of people who are passionate about using digital health to transform patient care and population health. By sharing experiences, learning and insights, CHIME supports digital health leaders everywhere to make a difference in their healthcare organisations and to the patients they serve.
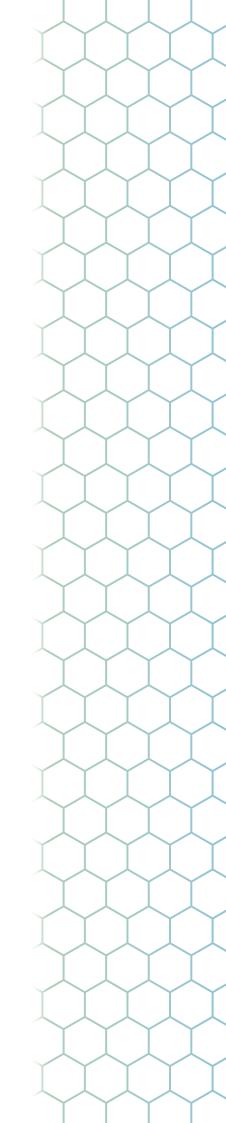
We bring people together through our global network of digital health leaders; we train and educate healthcare professionals in post; and we recognise seniority and experience through our examinations and accreditations. We are here to help you be the leader that uses digital health to transform health and care.

We believe digital health has the power to transform the way we plan and provide patient care. This means making services more efficient, treatments more effective and supporting our workforce to do be excellent. The opportunity to use digital health to deliver exceptional patient care is a duty and a privilege and the onus is on digital health leaders, like you, to innovate constantly, be brave in your ambition to revolutionise patient care, and look forward to a world where health systems use technology to focus on wellness more than treating disease.

I hope this Summit is worthwhile, engaging and hugely enjoyable. You will make new friends, build your network and discover some new truths about yourself and your impact. There will be laughter, time to think and reflect, and a celebration of this unique gathering of digital health care leaders.

Thank you for being here and thank you for all that you do for the good of world health.

What is CHIME International?

CHIME is a professional membership organisation for digital health leaders. It was formed in 1992 in the US to support the emerging cohort of Chief Information Officers working in healthcare organisations. Since then it has grown to more than 5000 members internationally across 52 countries, and plays a central role in the professionalisation of digital health leadership.

CHIME International (**www.chimeinternational.org**) supports digital health leaders across the professions working outside North America.

We offer:

1. A global network
2. Professional education programmes taught online and in-person
3. Access to CHIME's international accreditation programmes

Housekeeping

Create your CHIME account

To access your year of complimentary CHIME membership, navigate to the webpage to the right and use the password "revolution" to access the page. From here, create your account and log-in to access exclusive resources and content.

Digitell Podcast

Look out for the new CHIME International sponsored podcast "DigiTell", hosted with flair and engagement by Florence Nightingale Foundation scholars Antonia Brown and Becky Thomas, the founders of The Leadership Log podcast.

Social Media

Let your network know about your summit experience! We'll be posting on X, LinkedIn and Instagram throughout the week with the hashtag #CHIMEleaders.
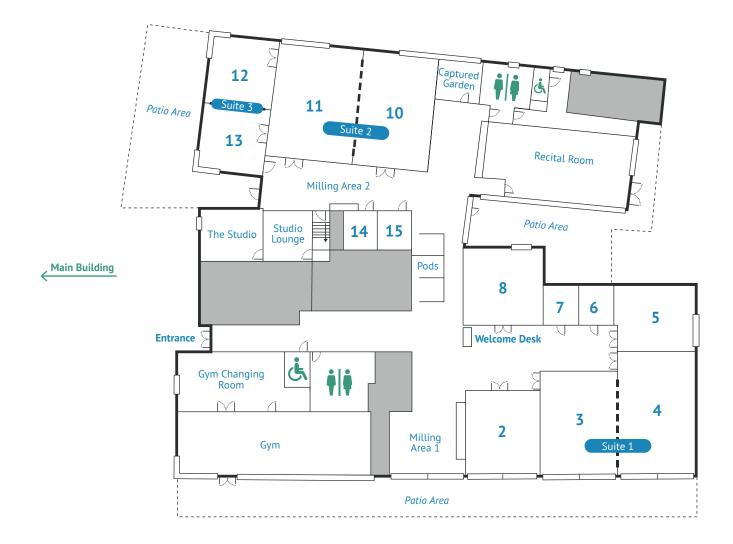
File sharing

After the Summit, resources and slides can be found in Box. Scan the QR code to access the folder. After the summit you will be emailed a link to access the files.

Map of Study Centre

Patio Area

12

Suite 3

11
Suite 2

10

13

Captured Garden

Recital Room

Milling Area 2

Patio Area

The Studio

Studio Lounge

14   **15**

Pods

Main Building

Entrance

8

7   **6**

5

Welcome Desk

Gym Changing Room

2

3

Suite 1

4

Gym

Milling Area 1

Patio Area

Agenda

Time	Tuesday 16 April - Suite 1	Presenter
13:00 - 13:30	Welcome and introduce the faculty	Jane Dwelly
13:30 - 14:00	Gift of a day	Jane Dwelly
14:00 - 15:00	Welcome to the revolution	Tim Zoph
15:00 - 15:30	**Break**	
15:30 - 16:15	Case exercise - Vision	Tim Zoph
16:15 - 16:30	**Break**	
16:30 - 17:30	Building… and sustaining effective digital teams in the NHS	Doug Stewart
17:30	Adjourn	
18:30	Dinner and quiz	

Time	Wednesday 17 April - Suite 1	Presenter
08:30 - 08:40	Programme recap and agenda	Jane Dwelly
08:40 - 10:00	Leadership communications one	Jane Dwelly
10:00 - 10:10	**Break**	
10:10 - 11:10	Organisational value	Ade Byrne
11:15 - 12:15	Industry hour	
12:15 - 13:15	**Lunch**	
13:15 - 14:30	NHS England workshop on digital education	James Freed
14:30 - 15:00	**Break**	
15:00 - 16:00	"Finding a new cadence": Innovation practices enabling next generation digital technology	Tim Zoph
16:00 - 16:40	Faculty Q&A	
16:40	Adjourn	

Agenda

Time	Thursday 18 April - Suite 1	Presenter
08:30 - 08:40	Programme recap and agenda	Jane Dwelly
08:40 - 09:40	Digitally enabled patient care	Aaron Hillman
09:40 - 10:00	**Break**	
10:00 - 11:30	Leadership communications two and exercise and coffee	Jane Dwelly
11:30 - 12:40	Industry hour	
12:40 - 13:30	**Lunch**	
13:30 - 14:30	The CIO perspective	Debbie Loke
14:30 - 14:40	**Break**	
14:40 - 15:30	Exercise: congratulations you're the new CIO	
15:30 - 16:00	**Break**	
16:00 - 17:00	Less software, more data	Tim Zoph
17:00 - 17:30	Faculty Q&A	
17:30	Adjourn and gala dinner (drinks 18:30, dinner 19:00)	

Time	Friday 19 April - Suite 1	Presenter
08:30 - 08:40	Programme recap and agenda	Jane Dwelly
08:40 - 09:30	Coaching for leaders	Nick Hopkinson
09:30 - 10:30	**Break plus video exercise**	
10:30 - 11:30	Life balance	Tim Zoph
11:30 - 12:00	Programme capstone	Jane Dwelly
12:00	Adjourn	

Doug Stewart | Chief Clinical Information Officer, Central &
North West London, CHIME Faculty
doug.stewart1@nhs.net

Learning objectives:

- Reflect on the journey of the CCIO so far.
- Understand the importance of distributed digital leadership: The Office of the CCIO.
- Know how to use a strengths-based approach to build your Digital MDT.
- Understand why UXD is the key to keeping productivity honest.

Synopsis:

It has been nearly a decade since the 'Strengthen and Grow the CCIO' recommendations of the Wachter report were first made. This was a pivotal moment in the history of clinical informatics and invited NHS Trusts to be bold; to create positions for clinicians in Digital leadership with 'appropriate authority and resource'. Whilst the CCIO position is now thankfully a common sight, for many organisations, digital clinical change often remains limited within the scope of that singular role.

The increasing complexities of health and care make it more important than ever to be able to design support around user needs. That means recognising possibility and change through the skills and capabilities of the many and not just one person. Which is why even in these financially constrained times, we should recognise digital leadership is a team sport and the CCIO as the keystone to building effective digital teams.

Jane Dwelly | Vice President International CHIME, CHIME Faculty
jdwelly@chimecentral.org

Learning objectives:

- Identify the ways in which you can communicate effectively at all stages of a project.
- Understand the role of storytelling as a technique for introducing and sustaining change.
- Recognise the rise of informal, conversational communication led by digital.
- Practice Public Narrative as an organisational structure for your communications.
- Assess when to use agile communication to allow you and your team to discuss progress.

Synopsis:

Digital health leadership is essentially 'unscripted', due to the nature of this work you cannot make concrete plans for how an implementation or digital health project will unfold, and yet you need to lead with confidence and authority.

- Discussion of the rise of informal communication.
- Communication calibration and the empathetic leader.
- Storytelling as a lever for introducing change.
- Working with type one and type two thinking (fast and slow).
- Using the Public Narrative structure to shape your story.

References:

- Marshall Ganz: What Is Public Narrative: Self, Us & Now. Published by Harvard.
- Daniel Kahneman: Thinking, Fast and Slow. Published by Penguin.
- David Gurteen: Conversational Leadership. Published online.
- Patrick Lencioni: The Advantage. Published by Jossey-Bass.
- Gillian Tett: Anthro Vision. Published by Random House.
- Robin Dunbar: Grooming and Gossip, and the Evolution of Language. Published by Faber.

Adrian Byrne | Ex-NHS CIO and Acute Digital Specialist,
CHIME Faculty
mail@adebyrne.com

Learning objectives:

- Explore organisational vision and strategy.
- Understand value assessment and management.
- Understand service management.

Synopsis:

The realisation of value from digital investment is the ultimate goal in any digital transformation. We will discuss techniques for demonstrating this value, and also some examples of where we have typically gone wrong in the past.

Organisation value cannot be achieved without a good user experience. What does goodlook like from a perspective of engagement and prioritization of programme?

In the next iteration of strategy, we will all have to include patient digital services to improve lives for the patient, the citizens and the care professionals who serve them. Sometimes cost of service provision does not land where the benefits land. How can we drive forward a service that delivers benefits for all and does not just tick boxes. A discussion about an approach to personalized health care.

Quality in health and care equals good clinical experience and quality patient outcomes. Quality is delivered through complex interrelated efforts, not simply through the deployment of technology. However, the deployment of technology is a requirement for a good experience.

References:

- McKinsey and company, "Introducing the next-generation operating model".
- Model Health system, "Supporting NHS teams to provide high quality patient care and continuous improvement".
- KLAS Research, Arch Collaborative.
- Robert M. Wachter, The Digital Doctor: Hope, Hype and Harm at the Dawn of Medicine's Computer Age, published by PubMed central.
- Derek Wanless, "Securing our Future Health: Taking a Long-Term View" (2002).
- Professor Peter Kopelman, "The Wanless review: 17 years on: How the current state of the NHS differs from Wanless' vision".

Tim Zoph | Healthcare adviser, innovator, industry CIO,
CHIME Faculty
tim.zoph@gmail.com

Learning objectives:

Setting the Stage:

- Engage in a discussion on pivotal healthcare innovations.
- Reference: Omaha Children's notable achievements.

Understanding Innovation:

- Differentiate between Disruptive Moves and Traditional Efficiency Improvements.
- Dive into Clayton Christensen's definitions.

Making the Case for Innovation:

- Discuss the evolution of new care delivery models, generative AI, and consumer-centered experiences.
- Reference: One Medical Evolution and McKinsey's projection on the New Market Opportunities for next-generation care delivery models.

Disruption from Within:

- Learn from the transformation stories of industries outside healthcare.
- Grasp what healthcare can infer from these stories.

Criteria for Successful Innovation in Healthcare:

- Highlight characteristics such as Comprehensive, Focused, Scalable, Accessible, and Collaborative.

Kickstarting Innovation:

- Introduce the Dual Transformation Model: Balancing current optimisation with future innovations.
- Understand leadership engagement for rapid transformation, focusing on Sharp Healthcare Ventures.
- Debate the CIO's new demands and role expansion in the current era.
- Explore the importance of accelerators in prioritising healthcare innovation.
- Discover ways to collaborate effectively with the technology industry.
- Emphasise ethical considerations in innovation, using Dandelion AI as a case study.

Adopting the Right Mindset:
- Address the challenges posed by fear and risk in innovation.
- Reference: McKinsey's analysis on the influence of leadership risk mindset in advancing innovation.

Showcasing Recent Innovations:
- Offer a guide on transitioning theoretical knowledge into actionable real-world solutions.
- Equip leaders with strategies for seamless implementation in their setups.

Synopsis:

In the dynamic world of digital health, healthcare is being reshaped by groundbreaking innovations and data-driven decisions. This lecture dives into the heart of these changes, making the intricate world of healthcare innovation both understandable and accessible. Attendees will explore the core concepts of innovation, learn the importance of balancing present needs with future visions, and gain practical insights into implementing new strategies in their organizations. This session is essential for healthcare leaders aiming to stay ahead in the evolving digital landscape.

References:

- Omaha Children's notable achievements (Setting the stage).
- One Medical Evolution and McKinsey's projection on the New Market Opportunities for next-generation care delivery models (Making the case for innovation).
- McKinsey's analysis on the influence of leadership risk mindset in advancing innovation (Adopting the right mindset).

Recommended reading list:

- "Framers: Human Advantage in an Age of Technology and Turmoil", Authors: Kenneth Cukier, Viktor Mayer-Schönberger, Francis de Véricourt.
- "The Power Law: Venture Capital and the Making of the New Future", Author: Sebastian Mallaby.
- "How Innovation Works: Serendipity, Energy and the Saving of Time", Author: Matt Ridley.
- "Dual Transformation: How to Reposition Today's Business While Creating the Future", Authors: Scott D.Anthony, Clark Gilbert, and Mark W. Johnson (April 2017).
- "Fear factor: Overcoming human barriers to innovation.", Authors: Laura Furstenthal, Alex Morris, and ErikRoth (June 2022).
- "The Hard Truth About Innovative Cultures", Author: Gary P. Pisano, Harvard Business Review (January-February 2019).

Module 5 | Digitally enabled patient care

Aaron Hillman | Sr. Director of Marketing, CHIME Faculty
aaron.hillman@philips.com

Learning objectives:

- Examine fellow attendee's thoughts about how others in the NHS are thinking about how to drive patient care through digital solutions including AI.
- Discuss how healthcare systems and vendors are working together to create a better future for patients and clinicians.
- Understand a framework to draw their own conclusions and to continue questioning the system and process to find a better way forward.

Synopsis:

A wealth of data and a poverty of insights. How are healthcare organisations looking to improve their patient care while addressing all of the challenges of our time – workforce shortages, influx of patients, disparate systems and lack of funding? In this session, we'll spend time talking about how you, as the next generation of healthcare IT leaders, use the tools you have to drive better care for the patients and better working environments for staff across your organisations.

References:

- **Tara Donnelly, "In the Future, Patients Won't Go to the Hospital—It Will Come to Them", published by Wired.**
- **Oscar Boldt-Christmas, Rebecca Kannourakis, Madeline Maud, and Drew Ungerman, "Virtual hospitals could offer respite to overwhelmed health systems", published by McKinsey & Company.**
- **Virtual Wards - NHS website.**
- Mary Dixon-Woods, Charlotte Summers, Matt Morgan, Kiran Patel, "The BMJ Commission on the Future of the NHS: The future of the NHS depends on its workforce", published by BMJ.

Debbie Loke | CIO, University Hospitals of Derby and Burton,
CHIME Faculty
debbie.loke@nhs.net

Learning objectives:

- Understand the changing role of the CIO and relationships with other digital leaders (CNIOs, CCIOs, CAOs).
- Understanding the conflicts between strategic development and smart foundations with a focus on Digital Maturity.
- Have a greater understanding of the challenges with large multi-year transformation programmes, such as an EPR deployment.
- Understand how different leadership styles and governance can influence large-scale change.

Synopsis:

The role of a CIO continues to change due to a greater need for transformation and a digital revolution bringing changes in the way we use digital and data.

Being equipped with the skills to support significant transformation programmes, keep the existing infrastructure running and understand the quick wins and pitfalls in both is critical, as are the relationships you forge to embed that change.

Leadership and governance are critical to delivery. Having an agile approach to both will help you keep your teams empowered, engaged and motivated to embrace change and drive positive transformation - clinically led, operationally delivered and digitally enabled.

References:

- "Leading agile transformation: The new capabilities leaders need to build 21st-century organizations" by Aaron De Smet, Michael Lurie, and Andrew St. George; McKinsey & Company; 1st October 2018.

On the NHS website:
- **What Good Looks Like**
- **DMA (Digital Maturity Assessment)**

On **klasresearch.com**:
- KLAS EPR usability

"Less software, more data": The power of data in shaping the future of digital healthcare and precision medicine

Tim Zoph | Healthcare adviser, innovator, industry CIO, CHIME Faculty
tim.zoph@gmail.com

Learning objectives:

Introduction to Data in Healthcare

- Understand the digital revolution's trajectory in healthcare.
- Recognise data's transformative capacity in healthcare evolution.

Visionary Perspective on Data's Primacy in Healthcare

- Examine how data has revolutionised other industries.
- Explore the facets of real-time monitoring, predictive analytics, personalised medicine, and population health management.

Strategies for Effective Use Case Selection

- Discern the significance of addressing pertinent challenges.
- Navigate steps for integrating data, from identifying healthcare delivery gaps to ethical considerations.

Value Determination and KPI Optimization

- Master the art of tailoring KPIs to the healthcare milieu.
- Appreciate the significance of continuous evaluation and long-term impact studies.

Championing Data Governance and Quality

- Decode the essentials of data governance.
- Delve into the imperatives of data quality and strategies ensuring data integrity.

Emerging Landscape of Generative AI in Healthcare

- Grasp the fundamentals of Generative AI.
- Investigate its myriad applications, from drug discovery to enhancing patient engagement.

Navigating the Risks of AI Integration

- Understand the potential biases and ethical concerns in AI deployment.
- Embrace strategies for ensuring AI integration's security and ethical soundness.

Translating Theoretical Insights into Organizational Actions

- Cultivate a data-driven organizational culture.
- Forge fruitful collaborations and design comprehensive roadmaps for data-centric evolution.

Synopsis:

Digital healthcare stands at the threshold of a transformation, driven less by software and more by data's unparalleled potential. This lecture unravels the monumental role of data in shaping the future landscape of healthcare, with inspirations from various service sectors, emphasising the criticality of informed use case selection, rigorous KPI establishment, robust data governance, and the promise and pitfalls of generative AI. Participants will depart with a holistic understanding of data's multifaceted impact on healthcare, ready to spearhead data-driven innovations in their organisations.

Recommended reading:

- **The AI Revolution in Medicine: GPT-4 and Beyond,** Authors: Lee, P., Goldberg, C., & Kohane, I. (2023).Pearson.
- **Power and Prediction: The Disruptive Economics of Artificial Intelligence,** Authors: Agrawal, A., Gans,J., & Goldfarb, A. (2022). Harvard Business Review Press.
- **The Power of Experiments: Decision Making in a Data-Driven World,** Authors: Luca, M. & Bazerman,M. H. (2020). MIT Press.
- **Beyond Hype: Getting the Most Out of Generative AI in Healthcare Today,** Authors: Berger, E. &Dries, M. (2023). BCG.
- **A Hippocratic Oath for Artificial Intelligence Practitioners,** Author: Etzioni, O. (Date of Publication).Tech Crunch.
- **Why AI Will Save the World,** Author: Andreessen, M. (2023). A16z.
- **Artificial Intelligence in U.S. Health Care Delivery**, Authors: Sahni, N. R. & Carrus, B. (2023). New England Journal of Medicine. MCKINSEY & COMPANY.
- **AlphaFold2 and its applications in the fields of biology and medicine,** Authors: Yang, Z., Zeng, X.,Zhao, Y., & Chen, R. (2022). Nature.
- **The economic potential of generative AI: The next productivity frontier,** Publication Date: June 14,2023 | McKinsey & Company.
- **BLUEPRINT FOR TRUSTWORTHY AI IMPLEMENTATION GUIDANCE AND ASSURANCE FOR HEALTHCARE,** Publication: Coalition for Health AI. Version 1.0. Date: April 04, 2023.

Meet the Faculty

Adrian Byrne | Ex-NHS CIO and Acute Digital Specialist

Ade has many years of experience as a CIO, and will be bringing his expertise to explore how organisations can realise value when investing in digital solutions.

Aaron Hillman | Sr. Director of Marketing

Aaron will be providing his perspective from working at Philips and discussing how providers and vendors can work together to improve patient care and safety.

Debbie Loke | CIO, University Hospitals of Derby and Burton

During her time as a CIO, Debbie has led the delivery of many digital programmes across her organisation. She will be bringing her unique insights and experience around implementation to the agenda.

Doug Stewart | CCIO, Central and North West London NHS Foundation Trust

A nurse by background and CCIO for the past nine years, Doug will be speaking about the clinical voice in digital health.

James Freed | Deputy Director, NHS Digital Academy

James Freed leads the NHS Digital Academy, an organisation dedicated to supporting teams in health and care to deliver more value tomorrow than they did today.

Jane Dwelly | Vice President CHIME International

With a background in journalism, NHS and government communications, Jane teaches how leaders can adapt their communication style for impact and authenticity.

Nick Hopkinson | Executive Coach for Digital Leaders

Having worked extensively as a CIO for numerous NHS organisations Nick now works with current and aspiring digital leaders to help them achieve their ambitions.

Tim Zoph | Healthcare adviser

Tim is a healthcare adviser, innovator, and accomplished industry CIO with expertise in technology strategy, innovation practices, and solution delivery. His sessions focus on how to utilise data and incorporating innovative technology.

Membership Benefits

FEDERATION *for* INFORMATICS PROFESSIONALS

CHIME members are eligible to apply to the FEDIP register

Access to professional content and resources updated monthly

Early bird rates for CHIME programmes and events

Invitations to CHIME International member events

Access to CHIME accreditation programmes - Certified Healthcare CIO and Certified Digital Health certifications

Access to open educational events and programmes

Ability to take part in industry advisory sessions, in-person and online

CHIME Digital Health Accreditation

LEADER | CDH-L

EXECUTIVE | CDH-E

International CHCIO Certified Healthcare CIO

CDH Leader

Suitable for people who have progressed to leadership positions in a healthcare organisation and have around eight to 10 years' experience. A version for digital nurses is also available.

CDH Executive

Suitable for people working in C-Suite roles such as CIO and CCIO or equivalent.

CHCIO

The Certified Healthcare CIO accreditation is awarded to individuals working at a recognised CIO level for at least three years.

Upcoming Events

Radical Health Festival | Helsinki, May 2024

The future of health and care lies at the intersection of prevention and precision. It's a paradigm shift that requires vision, leadership, change management and the critical need to be radical.

Digital Health Leadership Academy for Nurses and Midwives | Breadsall Priory, 1-4 July

The CHIME digital health leadership academy for nurses and midwives is a unique four-day educational and networking event for digital nurse, midwife and AHP leaders.

CIO Summit | Cambridge, 10-13 September

Invite your colleagues to join us for the next CIO Summit. The course teaches the professional attitudes and skills that every CIO needs to deploy as an exemplary leader.

Fall Forum | San Diego, 5-8 November

At CHIME24 Fall Forum, digital health leaders from around the globe will convene to brainstorm, problem-solve, and develop initiatives to advance healthcare using the latest tools and resources. Come shape the future of healthcare with us at CHIME24 Fall Forum!

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EPR Implementation Services with Global Reach: Empowering Healthcare Everywhere.

Who We Are

At ROI International, we understand that the adoption of an Electronic Patient Record (EPR) system marks a crucial step forward in enhancing patient care and operational effectiveness. Our services are designed to skillfully guide you through the complexities of healthcare IT, ensuring a seamless transition from the initial planning stage to post-go-live support, and beyond.

Why Choose Us

Global Mobility
Our reach is borderless. We recruit and compliantly deploy top talent anywhere in the world to support healthcare institutions globally.

Deep Experience
For over 25 years, we have remained committed to providing innovative solutions that improve patient care and organisational stability.

Customized Solutions
Our approach aligns with your unique goals and challenges across multi-facility networks and specialised physician practices.

System Agnostic
We collaborate seamlessly with the industry's foremost EPR platforms, ensuring a versatile and unbiased approach to healthcare IT solutions.

Industry Recognized
We are multi year KLAS award winner.

Our Services

System Selection

EPR Implementation Strategy

Data Migration

Integration

Testing

Training

Legacy Support

Go-Live Support

Upgrades & Optimisations

Staffing Support

Data Archiving & Decommissioning

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Contact:

Jane Dwelly
Vice President International CHIME
jdwelly@chimecentral.org

chimeinternational.org

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