Exceptional Leaders Transforming Health and Care
Vision: Exceptional Leaders Transforming Health and Care

Mission: To advance and serve healthcare leaders and the industry by improving health and care globally through the utilization of knowledge and technology

Values:

- Visionary leadership
- Tenacious collaboration
- Uncompromised innovation
- Unwavering excellence
- Quality execution
- Meaningful partnerships
- Honor/integrity
- Responsible resource stewardship

The College of Healthcare Information Management Executives (CHIME) is an executive organization dedicated to serving chief information officers (CIOs), chief medical information officers (CMIOs), chief nursing information officers (CNIOs) and other senior healthcare IT leaders. With more than 2,800 members in 51 countries and over 150 healthcare IT business partners and professional services firms, CHIME provides a highly interactive, trusted environment enabling senior professional and industry leaders to collaborate; exchange best practices; address professional development needs; and advocate the effective use of information management to improve the health and healthcare in the communities they serve.
Lasting connections rarely happen in an instant. They need to grow, get stronger and be integrated into the ecosystem around them. In 2018, CHIME made it our mission to build and strengthen connections across the entire healthcare sector to improve health and care. Not just in the U.S., but around the world. And not just among our CHIME members, but among a global network of people who share our vision. That means new and innovative ways of collaborating with partners in industry, in government, in other countries and more.

It also means a new way of imagining what we can, should and will be doing. Last year, we revised the CHIME Vision Statement from “Exceptional Leaders Transforming Healthcare” to “Exceptional Leaders Transforming Health and Care.” We split healthcare into two words and inserted “and” in between because the entire health ecosystem is now poised to improve health, all while still serving those in need of world-class care.

Technological advancements are accelerating at lightning speed, just as the healthcare landscape is undergoing profound changes. Artificial intelligence, machine learning, predictive analytics, robotic process automation, 5G networks - these technologies and more have the potential to revolutionize both health and care, helping the sick become well and keeping the well from becoming sick. They have the potential to make hospitals and health systems smarter and safer, including mitigating against the threat of cyberattacks. With value-based care drawing ever nearer, they can offer much needed efficiencies and cost savings. All of this means better health and care - if we do it right.

In this annual report, we share connections made and opportunities created to set us on the right path. These connections are still growing, still widening and still deepening. They are laying the foundation for a revolution in health and care.

Are we perfect? Absolutely not, but we are committed to making the necessary changes and improvements to see this vision fulfilled. 2018 was just the beginning. Thank you for being with us then, now and throughout this exciting journey.

Russell Branzell, FCHIME, CHCIO
CHIME President & CEO
WHO WE ARE
Exceptional Leaders Transforming Health and Care. Information technology is a linchpin in every contemporary hospital and health system, making CHIME’s 2,800-plus members trusted leaders in their healthcare organization. Whether it is inpatient care, remote visits, patient engagement or cost containment, IT is the underlying link that makes the system work seamlessly. CHIME members are committed to using their knowledge and expertise to transform health and care in their communities and beyond.

WHAT WE DO
As the highest-ranking IT executives within their organization or facility, CHIME members provide the strategic vision for how technology can be used to improve care. Our members are driven by a passion to improve the lives of all they serve, from providers to patients and many others.

WHERE WE MAKE AN IMPACT
CHIME has expanded to include members across the globe. Working together on healthcare’s most challenging problems, our members are sharing knowledge and best practices globally to accelerate a transformation that will benefit people everywhere.

WHEN IN A RAPIDLY CHANGING INDUSTRY
Healthcare’s ongoing transition to patient-centered and value-based care places enormous pressures on health systems in the U.S. and across the world as they try to adjust to these new models. Our members use their expertise to facilitate these transitions, all the while evaluating advanced, emerging and disruptive innovations that could improve care exponentially.

WHY WE DO WHAT WE DO
To save and improve lives, plain and simple. Our members recognize that technology is a tool that - with their vision and leadership - can be used to transform health and care.

HOW? BY MAKING A DIFFERENCE
Every day, everywhere, our members make a difference. This annual report illustrates the tremendous contributions CHIME members have made throughout the year.
ED KOPETSKY: ALWAYS AHEAD OF THE CURVE

About two decades ago, then-CHIME Board Chair Ed Kopetsky proposed an idea that changed the course in healthcare IT: Invite physicians to attend the fall forum. From that evolved the chief medical information officer and collaborations that have had a profound effect on healthcare IT and patient care.

“We never could have had the clinical automation that we had the last 10 years with CIOs only,” he said. “It had to be with clinicians. It was a critical success factor.”

Throughout his career, Ed has been ahead of the curve, recognizing needs and opportunities long before they were obvious. Now CIO of Lucile Packard Children’s Hospital Stanford and Stanford Children’s Health, he has been at the forefront of change at several prominent healthcare systems as well as in industry. A gifted leader, he was among the pioneering CIOs to become founding members of CHIME in 1992. His contributions to CHIME include board member (1996-1999) CHIME chair (1998) and CHIME Foundation Board member (2002-2005). After losing his son to an accidental opioid overdose in late 2017, he helped launch the CHIME Opioid Task Force in 2018, which he co-chairs.

For this and his many other contributions, he was named the 2018 John E. Gall Jr. CIO of the Year.

He sees his role, and that of other healthcare IT leaders, as a warrior for change and improvement in healthcare. “It is just what we do,” he said. “If you are just keeping the lights on, you are toast.”
LEADERS

LIZ JOHNSON: A GENUINE INSPIRATION

“Folks, I am going to be brutally honest.”

That is a familiar phrase for Liz Johnson, chief innovation officer at Tenet Health and a driving force at CHIME and in the industry. Her style as a leader is straightforward and insightful, in a tell-it-like-it-is approach that gets things done - whether that is at Tenet, where she helped position the health system to become a national model of healthcare reform during her tenure as CIO of Acute Care Hospitals and Clinical Informatics, or in Washington, D.C., where she and the Public Policy Steering Committee (PSC) educate decision makers to ensure healthcare IT is used to improve the delivery of care.

She is a passionate advocate for CHIME and CHIME’s members. Her contributions include CHIME Foundation Board chair (2018), PSC chair (2018), CHIME Board chair (2017), a founding member of the CHIME Opioid Task Force and more. In 2018, she was named a Lifetime Member in recognition of all she has done.

Liz was a valuable contributor to the fledgling Opioid Task Force in 2018 as members fleshed out the mission and first-year goals. Her deep understanding of healthcare IT, public policy and clinical systems helped the task force focus on opportunities offering the maximum impact in the shortest amount of time. As a presenter at the 2018 CHIME Advocacy Summit, she explained the complexities of federal regulations with ease and wit.

All accomplished with beautiful honesty.

TRANSFORMING

OMER AWAN: BUILDING A CULTURE FOR CHANGE

At Navicent Health, the IT staff led by then-Senior Vice President and CIO Omer Awan reimagined their place in the healthcare system. They embedded themselves in service lines to better understand the programs and get more involved in problem solving and decision making. They became more than managers and directors. Each one was empowered to be a solution partner, a valuable and welcome colleague who could take pride in IT-driven initiatives that benefited patients and the healthcare system.

“We didn’t just set goals; we changed the mindset,” Omer said. Thinking differently paved the way for initiating new and innovative solutions. “That acted as a catalyst for us to come up with so many other things.”

Omer won the CHIME Transformational Leadership Award in 2018 for changing the culture in his department and elevating the profile of IT within the C-suite, all accomplished during his two-year tenure as Navicent Health’s CIO. He continues to push for transformation across the system in the role of hospital chief information and digital officer, where he is charged with exploring the possible integration of disruptive technologies into existing systems’ functionality. The new position was created as part of Navicent Health’s strategic combination with Atrium Health.

“He is a tremendous asset to this organization, and we rely on him to carry us into the next phase of our digital strategy,” said Navicent Health President and CEO Ninfa Saunders, DHA.
SIMON LIN: COMPASSIONATE INNOVATION

Recovering from a burn injury can be an excruciating experience, with each change of dressing causing enormous pain. For children, simply anticipating that pain can be traumatic - which is why Simon Lin and his team at Nationwide Children’s Hospital in Columbus, Ohio, came up with a solution that doesn’t rely on potent drugs.

As Nationwide’s chief research information officer and CHIME’s 2018 Innovator of the Year, he collaborated with the Center for Pediatric Trauma Research and the Pediatric Burn Unit to develop a virtual reality app that immerses young patients in a game while clinicians remove and replace dressings. The game, which requires patients to wear a headset, distracts them while the headset shields their view of the clinical activities going on around them.

“Kids love games,” he said. “They are absorbed in games, whether on a phone or console, and especially by virtual reality because it is an immersed environment. The kids are distracted from their current environment into a virtual one. This is extremely effective for kids (experiencing) pain and anxiety.”

In a pilot test, patients who played the game during dressing sessions reported lower pain scores with no change in medication. The long-term goal is to be able to reduce or eliminate the use of pain medications such as opioids.

MYRA DAVIS: HELPING OTHERS EXCEL

If Myra Davis had to be described in one word alone, it would be caring. Senior vice president and CIO at Texas Children’s Hospital, she embraces her role as a team leader who furthers Texas Children’s mission to create a healthier future for women and children. Her passion for high-quality care and positive outcomes extends beyond patients and providers. A dynamic educator, she shared her philosophy of being a humble servant leader at several CHIME events in 2018.

Speaking at a 2018 Leadership from the Edge session in San Diego, Myra discussed her philosophy as a leader. She encourages her team to take time for themselves and family. “It is my job as a leader to help them have a balance,” she said. She makes an effort to listen to her team about their personal as well as professional goals and achievements. “Always be willing to be in a learning mode as well as a listening mode,” she said.

A member of the CHIME Healthcare CIO Boot Camp faculty, she serves as a role model and mentor for healthcare executives who aspire to excel in their careers. Addressing a packed classroom at the 2018 spring boot camp in Chicago, she emphasized the need to focus on the care that data enables and not the technology itself. “This isn’t about digital transformation; it is about cultural transformation,” she said. “As a CIO, you aren’t talking about technology anymore.”
CHIME IN ACTION

RETIRED BUT BUSIER THAN EVER

CHIME’s 2018 Board Chair Cletis Earle describes long-time CHIME member Bill Spooner as the busiest retiree he’s ever known. CHIME President and CEO Russell Branzell says he has done everything CHIME has ever asked of him - and then some. On Oct. 31, the first day of the 2018 CHIME Fall CIO Forum in San Diego, Bill received a special surprise as he sat in the audience during the opening ceremony.

Bill heard his name called from the stage. The CHIME Board of Trustees had selected him to receive the prestigious Legacy Award, making him only the fifth member to hold this honor.

In 2018, Bill served as the chair of the Most Wired Governing Board and as a member of the CHIME Opioid Task Force and the Policy Steering Committee. He was a driving force behind a revision of the Most Wired survey. He helped the Opioid Task Force grow - in less than a year - into a resource for CIOs to reduce opioid addiction and deaths. On the policy front, he worked with committee members and CHIME’s policy team to ensure the CIO’s voice is heard in Washington.

Bill, who joined CHIME in 1996, has more than 40 years of healthcare experience, including 18 years at Sharp HealthCare. His other honors include the 2009 CIO of the Year award and CHIME’s inaugural public policy award.

He retired in 2014, but not really. He remains a mentor to many in CHIME and an inspiration to all.

Bill Spooner, center, accepts his Legacy Award from Russ Branzell, left, and Cletis Earle.
We are at a pivotal point in our careers as healthcare leaders. More than any time before, we have a plethora of new IT tools that can change what we do and how. Robotics already exist in some operating rooms and artificial intelligence already has been used in diagnostic tools. 5G is paving the way for virtual care. Wearables like Fitbits collect reams of data from a population that can shop online for healthcare. Payers and providers are looking at big data and predictive analytics to help meet their goals under population health models. There is much being done, and more on the horizon.

This is an exciting time, but it also may seem overwhelming. That is why we are elevating our efforts at CHIME to provide members with more educational programs, resources and networking opportunities to navigate this rapidly changing landscape. CHIME members include the most pioneering users of advanced technologies in the industry, and CHIME Foundation firms represent some of the most cutting-edge technologies. This year we plan to make their expertise available to all members who want to share and learn, whether through forums, track sessions, College Live webinars, KnowledgeHub white papers, myCHIME online communities, focus groups or just reaching out to a colleague or friend through CHIME.

CHIME will continue to offer and improve on tools like TransformIT, which members can use to benchmark IT budget spending and create customized reports. We will revise the 2019 Most Wired survey to make sure we capture the most up-to-date and relevant IT practices. We want to make sure every healthcare organization continues to push themselves to be better. Most Wired participants will receive a customized benchmarking report, and we plan to again make an industry report publicly available. Our goal is to raise the standard of care everywhere.

While technology plays a key role in our positions as CIOs and senior healthcare IT executives, it is not what drives us. We chose this profession because we want to improve health and care in our communities by leading others to embrace the benefits of IT. Working together we will not only succeed but excel.

Shafiq Rab, MD, MPH, FCHIME, CHCIO
Chair, CHIME
Sr VP & CIO
Rush University Medical Center
2019 CHIME BOARD OF TRUSTEES

RUSSELL BRANZELL, FCHIME, CHCIO
President & CEO
CHIME

ZANE BURKE, CFCHE
CEO
Livongo

MARC CHASIN, MD, FCHIME, CHCIO
CHIO
Westchester Medical Center

DAVID CHOU, CHCIO
Chief Information & Digital Officer

DARREN DWORKIN
CIO & Sr VP of Enterprise Information Services
Cedars-Sinai

CLETIS EARLE, CHCIO
Chair, CHIME Foundation Board
Sr VP & CIO
Kaleida Health

STEVE ECKERT, CFCHE
Senior Partner
Resourcing HQ

CARINA EDWARDS
CEO
Quil Health

DENNIS GALLITANO
CHIME General Counsel
Gallitano & O’Connor LLP

JOHN KRAVITZ, LCHIME, CHCIO
Corporate CIO
Geisinger

MICHAEL MARTZ, CHCIO
SVP/CIO
Mount Nittany Health

D. SHEREE MCFARLAND, FCHIME, LCHIME, CHCIO
Division CIO
West Florida Division HCA Healthcare

SHAFIQ RAB, MD, FCHIME, CHCIO
Chair, CHIME Board
Sr VP & CIO
Rush University Medical Center

WILL SMART, CHCIO
CIO
NHS England

TANYA TOWNSEND, CHCIO
Sr VP & CIO
LCMC Health

HELEN WATERS
Executive VP
MEDITECH

RUSTY YEAGER, LCHIME, CHCIO
Sr VP & CIO
HealthSouth

Special thanks to departing 2018 board members:
Liz Johnson  Theresa Meadows  Frank Nydam  Donna Roach
ONE-ON-ONE CAREER COUNSELING
CHIME members jumped at the chance to get one-on-one career advice from 13 mentors representing seven Foundation firms at CHIME18. The event hit its maximum of 32 CIO members who received tips on resumes, interviewing, career planning and more.

CIO CERTIFICATION CONTINUES TO SKYROCKET
The CHIME Certified Healthcare CIO (CHCIO) program is the first certification program exclusively for CIOs and IT executives in the healthcare industry. Today CHIME has CHCIOs in almost every state and in 20-plus countries. In 2018, CHIME added 96 CHCIOs to the list of recipients.

INTERNATIONAL CHCIO GOING STRONG
CHIME created a CHCIO program to encourage international members to strive for excellence. The program has been gaining momentum, with 30 international members earning International CHCIOs in 2018.

BADGE OF EXCELLENCE FOR INDUSTRY EXECUTIVES
In 2017, CHIME launched the CHIME Foundation Certified Healthcare Executive program to give representatives in Foundation firms an opportunity to show their professional commitment, credibility and comprehensive understanding of the healthcare IT environment. In 2018, 11 Foundation members joined the ranks of this distinguished group.

DEVELOPING WOMEN LEADERS
Women of CHIME addresses gender disparities in health IT. During CHIME18, the Women of CHIME invited women in the University of San Diego’s health informatics master’s program to pair up with a female CHIME member for a day.

BUILDING A DIVERSE WORKFORCE
“As healthcare continues to evolve from the four walls of the hospital and a fee-for-service business to a community-focused, value-based model, we will need a diverse and agile workforce that can identify with the communities we serve and help bridge the technology gaps.” So wrote Cletis Earle, senior vice president and CIO at Kaleida Health and a driving force behind an initiative to widen the health IT talent pool.

CHIME’s Diversity Committee, which Cletis chairs, made its debut at CHIME18 in San Diego. The committee promotes community-focused outreach to encourage youth to pursue health IT careers and strategies to help healthcare organizations attract and retain a diverse workforce. CHIME members can join an online community to discuss challenges and share best practices.
HAVING ‘FOREVER IMPACTS’
As a child growing up in Harlem, Liz Murray would watch her mother and father nod off after shooting heroin. By the time she was a teen-ager, she was a homeless truant. Yet she envisioned a better life, and with perseverance, help and occasional luck she completed college - at Harvard University.

Liz received a standing ovation on March 5 at the CHIME HIMSS Spring Forum in Las Vegas after giving a closing keynote with no slides or script. She spoke from the heart about her parents’ struggles with addiction, her experience with the healthcare system and the need for compassion and understanding. “The impacts you will have on people’s lives will be forever impacts,” Liz reminded everyone.

This was not a speech as usual for her. On learning that CHIME had formed an Opioid Task Force, she welcomed the chance to stay an extra day to meet members and share her insights.
MAKING CONNECTIONS GLOBALLY
The CHIME boot camp faculty competed their first international boot camp in Tullamore, Ireland, in early 2018, followed by a second complete international boot camp later that year in Leeds, UK. “When I was invited to join the CHIME boot camp, I wasn’t sure that I was at the right level to benefit from a course for CIOs,” said Samantha Atkinson, Digital Project Manager at Leeds Teaching Hospitals. “The boot camp, though, opened up the way I think about networking, team building and relationships in the projects that I do and will do in the future.”

“Amplying the collective intelligence of our organizations is how we create innovation.”

- Adrienne Edens, CHIME Executive Programs Adviser and faculty member, speaking at the fall CIO boot camp

CROSSING CONTINENTS FOR BOOT CAMP
Bayanmunkh Battulga, CIO of the Mongolian National University of Medical Sciences in Ulaanbaatar, Mongolia, traveled more than 6,000 miles to attend the 2018 spring CHIME Healthcare CIO Bootcamp in Chicago. Omer Manya, director of IT at The Aga Khan University and Hospital in Karachi, Pakistan, had an even longer journey - more than 7,500 miles.

They were joined by healthcare IT executives from Belgium, Alaska, New York and all parts between to gather and learn leadership skills, network and form friendships that will endure throughout their careers.

“I came back with much more confidence and belief that Aga Khan University and Hospital were working in the right direction, I had many more ‘tools’ and wisdom to lead the people, resources and organization towards a patient centric environment,” Omer wrote after the event. “Most importantly, I had the opportunity to network with 58 other top IT leaders.”
CHIME’s total membership more than doubled between 2014 and 2018. Here is a snapshot of the types of organizations U.S.-based members served in 2018, their average salary and other demographics.

### Concentration of CHIME Members by State

- **1-25**: 2%
- **26-50**: 18%
- **51-100**: 5%
- **101-250**: 10%
- **251-500**: 22%
- **501-1000**: 25%
- **1000+**: 18%

### Health Systems by Bed Size

- **0-25 beds**: 2%
- **26-50 beds**: 18%
- **51-100 beds**: 5%
- **101-250 beds**: 10%
- **251-500 beds**: 22%
- **501-1000 beds**: 25%
- **1000+ beds**: 18%

### Average Salary by Bed Size

- **1001 or more beds**: Not applicable
- **700-999 beds**: Not applicable
- **400-699 beds**: Not applicable
- **250-399 beds**: Not applicable
- **100-249 beds**: Not applicable
- **26-99 beds**: Not applicable
- **1-25 beds**: Not applicable

### Annual Membership Growth

- **2014**: Not applicable
- **2015**: 5%
- **2016**: 10%
- **2017**: 22%
- **2018**: 25%

*Results are based on member responses and may not reflect the full membership.
2800+ MEMBERS IN 51 COUNTRIES AND 2 U.S. TERRITORIES

Australia  Austria  Bahrain  Bangladesh  Belgium  Bermuda  Brazil  Cambodia  Canada  Cayman  Chile  China
Egypt  England  France  Germany  Ghana  Greece  Hong Kong  India  Ireland  Israel  Italy  Japan
Jordan  Kenya  Kuwait  Lebanon  Malaysia  Mexico  Mongolia  Netherlands  New Zealand  Norway  Pakistan  Philippines
Portugal  Qatar  Saudi Arabia  Singapore  South Korea  Spain  Swaziland  Switzerland  Tanzania  Thailand  Tunisia  Turkey
United Arab Emirates  United Kingdom  United States

U.S. Territories
American Samoa  Puerto Rico
CHIME conducted its first Most Wired survey in 2018 after taking over the program in 2017. CHIME revised and streamlined the survey to better reflect contemporary practices and raised the bar for receiving recognition.

### TOP 10 HONOURED AT CHIME18

CHIME recognized the top 10 highest scoring Most Wired participants from the stage on Nov. 2, announcing from tenth to first. While the representatives in the audience knew they were in the elite 10, they did not know the order until their name was called. They are:

1. Nicklaus Children’s Health System
2. Baptist Health South Florida
3. Lehigh Valley Hospital
4. Altru Health System
5. Avera Health
6. Atrium Health
7. Sheridan Memorial Hospital
8. Cedars-Sinai Health System
9. Henry Ford Health System
10. UCLA Health

**KEYS TO SUCCESS**

Several of Most Wired’s highest scoring organizations attributed their success to teamwork and the drive to improve patient care.

From UCLA Health: “Our people are dedicated, passionate, creative, with an unwavering focus on our patients and community. Technologies come and go, but the ability to be agile and innovative while at the same time ensuring that our platforms and solutions are reliable and secure is only achievable by having outstanding, smart people in health IT.”

Atrium Health cited a collaborative culture for their achievements. “It’s not one person that makes our work among the best, it’s all of us. Our customers invest the time and resources to ensure technical solutions work for our patients and providers.”

Lehigh Valley Health Network summed it up this way: “It is rewarding to see patients and families served by LVHN actively use HIT (patient portals, remote patient monitoring, and others) to better connect with their care providers and become more active participants in managing their health. The neatest thing is that in many ways, LVHN is just getting started, and there are many HIT-based improvements that will be delivered in the near term.”

![Image of the Nicklaus Children’s Health System team accepting a plaque in honor of their top Most Wired score.](image_url)
SHARING INSIGHTS ACROSS THE INDUSTRY
Each participant received a customized benchmarking report to use as a strengths and gaps analysis tool. In addition, CHIME published a national industry trends report based on Most Wired data that is free and available online. CHIME has encouraged everyone in the industry to use the results to improve health and care.

TELEHEALTH GAINS TRACTION
CIOs and senior healthcare IT executives are leading the charge in a transformation that provides care to patients where they want it, when they want it. In 2018, 89 percent of participants who completed CHIME’s Most Wired survey reported they offered some telehealth services. Although most are in the early stages, they see great potential in telehealth.

SETTING STANDARDS
CHIME will ensure Most Wired remains a resource that continually drives improvement in patient safety and outcomes.

“Most Wired has a new purpose, and that is the relentless pursuit of excellence in healthcare. We won’t quit until we have achieved excellence across our industry.”

- Bill Spooner, Most Wired Governing Board Chair

The map lists the number of 2018 Most Wired recipients in each state. In addition, top-scoring organizations in each of the Most Wired Survey categories are called out by the specific category.
RAISING AWARENESS OF CYBERSECURITY RISKS
On June 6, AEHIS Board Chair Erik Decker testified before the House Committee on Energy and Commerce on draft legislation that recognizes the importance of ensuring the nation’s health systems are better prepared and able to respond to cybersecurity incidents. Speaking on behalf of AEHIS and CHIME, he supported provisions that for the first time would include cybersecurity threats in the Pandemic and All-Hazards Preparedness Reauthorization Act of 2018.

FAB FOUR ON CYBER WORK GROUP
Four of the 10 security experts elected to serve on the federal Health Sector Coordination Council Joint Cybersecurity Working Group in 2018 were members of CHIME or AEHIS. They are Theresa Meadows as vice chair and regulation and policy task group co-chair; Erik Decker as the best practices task group co-chair; Sean Murphy as workforce development co-chair; and Sri Bharadwaj, co-chair of the marketing and outreach task group.

CHIME is now recognized in Washington, D.C., as a trusted voice for policy topics related to healthcare IT. CHIME members and the public policy team increasingly are being invited to share members’ perspective with decision makers in the White House, in Congress and in federal agencies. Here are some highlights.

Number of comment letters CHIME sent to the administration and Congress in 2018
USING TECH TO COMBAT THE OPIOID CRISIS
When the Centers for Medicare and Medicaid Services sent out a call for improvement activities under the Medicare Incentive-based Program, CHIME responded—and had the proposal accepted. CHIME recommended using the Centers for Disease Control and Prevention’s guideline for prescribing opioids for chronic pain via clinical decision support to combat the opioid epidemic. The CHIME community has made reducing opioid exposure, addiction and deaths a top priority.

MAKING PROGRESS WITH SUPPORT
The Substance Use-Disorder Prevention that Promotes Opioid Recovery and Treatment (SUPPORT) for Patients and Communities Act (H.R. 6) included several provisions to curb the opioid epidemic that CHIME supported. It nonetheless failed to align two patient consent policies to share information that, if left as is, compromise patient safety. CHIME’s team continues to work with policymakers to rectify this problem.

AT THE TABLE ON INTEROPERABILITY
In February, CHIME President and CEO Russ Branzell was among executives invited to attend a listening session on interoperability at the White House with Administrator Seema Verma and the White House Office of American Innovation. This was one of four White House invitations that CHIME received in 2018. In addition, CHIME Board Chair Cletis Earle participated in a Hill briefing on interoperability.

SEEING ADVOCACY EFFORTS BEAR SUCCESS
In a move long advocated by CHIME, Congress passed legislation to remove a mandate that meaningful use standards get harder to meet over time, a provision that had placed a huge burden on providers. The new law also expanded access to telehealth services and freed up $6 billion to combat the opioid epidemic. CHIME’s policy team also made headway in long-fought policy battle with the inclusion of patient matching language in a House and Senate appropriations committee report.

“A recent roundtable my office held included representatives from CHIME, and we heard extensive feedback on how these laws are impeding the growth and development of health IT.”

- Deputy Secretary of Health and Human Services Eric Hargan, in the 2018 ONC Annual Meeting Keynote Address

CHIME was the only association named in Deputy Secretary Hargan’s 2018 keynote address, in reference to misalignment of regulations that impeded quality care for patients addicted to opioids.
DEBUT OF CHIME ADVOCACY SUMMIT
CHIME’s inaugural Advocacy Summit on Oct. 3-5 drew more than 110 attendees to hear a who’s who of decision makers in Washington, D.C., discuss members’ top policy priorities: cybersecurity, interoperability, telemedicine and the opioid crisis. The event featured speakers from federal agencies, Capitol Hill and members from CHIME and AEHIS, who provided an inside look at policy issues and how to proactively take the lead on them.

MARC PROBST, MAKING A MARK IN D.C.
Marc Probst is well known as a straight shooter who will speak his mind. His willingness to take on tough issues helped to establish CHIME’s Policy Steering Committee (PSC) as the go-to source for Washington decision makers seeking honest feedback on health IT policies. In October, Marc was honored for his long-time service with CHIME’s 2018 Federal Public Policy Award for CIO Leadership.

“Marc always puts the patient at the center in any healthcare IT initiative or policy involving healthcare IT,” said Liz Johnson, 2018 chair of the PSC. In addition to his thought leadership on EHR regulations, “he has been a champion of two issues that are priorities for our members: creating standards for exchanging patient information and having a reliable, safe and accurate patient ID protocol.”

Marc received the award at the CHIME Advocacy Summit in Washington, D.C. “The PSC and CHIME’s public policy team have come a long way in just 10 years,” he noted, “and it has been a pleasure to be part of the transformation.”
Tragedies like the opioid epidemic are often framed in statistics and facts. The CHIME Opioid Task Force understands that this crisis is personal. In late 2017, long-time member Ed Kopetsky and his wife Janet lost their son Tim to an accidental overdose. For CHIME and CHIME Foundation members, this was the rallying cry to do something.

That something is the Opioid Task Force. Behind every highlight in this report is a life saved, an addiction avoided, a family spared.

A MOMENTOUS MEETING
The CHIME Opioid Task Force, with members Ed Kopetsky and Jim Turnbull as co-chairs, convened its first meeting on Jan. 24-25, 2018, in Washington, D.C. The meeting brought together more than two dozen healthcare IT leaders from CHIME and the CHIME Foundation to determine how to harness the knowledge and resources of CHIME and its members to help fight the opioid epidemic.

SHARING SUCCESSFUL STRATEGIES
Building off CHIME’s strengths as an educational leader, the task force focused on hosting free and open educational webinars to share emerging and best practices for reducing opioid exposure, addiction and deaths. In 2018, CHIME hosted five webinars with high attendance numbers. The webinars are continuing in 2019.

CONNECTING THROUGH THE MEDIA
Media coverage of the CHIME Opioid Task Force’s work has carried the message loud and far. Nearly 60 articles from a spectrum of media outlets reported on the task force’s initiatives along with numerous articles published by CHIME.

A FOUNDATION FOR GROWTH
The task force developed a fundraising campaign to sustain its momentum going into 2019 and beyond. The funding will support the CHIME Opioid IT Action Center, a resource for healthcare organizations that want to implement systems and practices to combat the opioid crisis.
HANDS-ON HELP FOR THOSE IN NEED
The CHIME18 charitable giving event let members assist people struggling with substance use disorders. The program featured a training program in overdose prevention and response, which included a demonstration on administering the overdose-reversing drug Narcan (naloxone). Participants were given Narcan kits at the end of the session.

In addition, participants assembled care packages for rehab patients who may have been discharged from jail or the hospital without any belongings.

OFFERING INSIGHTS TO POLICYMAKERS
Working with CHIME’s public policy team in Washington, D.C., members in the task force contributed to 12 opioid-related letters and statements submitted to federal policymakers. Task force members also participated as panelists at the first CHIME Advocacy Summit in Washington, D.C.
WELCOME TO THE REVOLUTION!
The year 2019 marks an important transition for CHIME and our members with the exponential growth in innovative healthcare technologies and the increasing interconnectedness of organizations and people globally. In the digital world, distance is no longer a barrier. People can network virtually. It’s a revolution, and CHIME is at the vanguard, offering new ways for members to learn, share and grow together.

DRIVING DISRUPTION
CHIME is launching CHIME Innovation with a bang. This new global initiative offers innovation-specific education, innovation facilitation and physical centers and labs designed around collaboratively solving healthcare problems. How?

- Workshops: CHIME Innovation will conduct interactive workshops to help health IT leaders build the culture, skills and knowledge to succeed as innovators.
- Summits: The annual CI²O Innovation Summit weds two roles that CHIME members are filling - sometimes simultaneously - as chief information officers and chief innovation officers, with a focus on best practices, collaboration and knowledge sharing.
- Story telling: Behind every innovation is a story. CHIME Innovation gives members a platform to share lessons learned and highlight their successes.
- Facilities: CHIME has partnered with Intermountain Healthcare to launch a high-tech center in Utah for CHIME Innovation events.

CONNECTING GLOBALLY
CHIME’s international outreach is expanding opportunities for healthcare IT leaders to collaborate across continents. By the end of 2018, CHIME had reached agreements though letters of intent to establish chapters in Canada, the UK, Ireland, Italy and German-speaking regions in Europe. This builds on the launch of CHIME’s first international chapter in 2017 in India.

EXCLUSIVELY FOR SECURITY LEADERS
CHIME is taking two of its most popular educational events and adapting them for security executives. CISOs, security directors and managers will be able to attend a four-day boot camp that uses the CHIME Healthcare CIO Boot Camp model and a one-day Leadership Academy dedicated to security issues.

ONE-STOP SHOP FOR THE ENTIRE TEAM
CHIME is adding a new member benefit in 2019 that allows an entire team of healthcare IT professionals from one organization to enjoy educational and networking benefits. The Organizational Leaders Membership allows everyone from CIO level to those just beginning health IT careers to apply as a group at a discounted rate.
In 2018, the CHIME Foundation celebrated our 25th anniversary with special events at the CHIME Fall CIO Forum in San Diego. While we toasted a quarter of a century of partnerships, we didn’t dwell on the past. Instead, we began looking forward to what we could achieve in the next 25 years if CHIME members and CHIME Foundation members continued to work together to innovate and improve health and care in our communities.

CHIME has created an environment that allows CIOs and Foundation members to network and find solutions to tackle healthcare’s toughest problems. These kinds of trusting relationships are so important today, with the explosion of technologies that could transform healthcare around the globe.

The current makeup of the CHIME Foundation reflects the diversity of products and services now being offered in the healthcare space. Having formal and informal forums where healthcare IT leaders can engage in open and honest discussions about emerging and advanced technologies has facilitated their adoption. But we can do more. The CHIME Foundation is committed to finding more opportunities for member firms to connect with healthcare IT leaders.

We also are renewing our commitment to educating and credentialing Foundation firm representatives to help them thrive in their positions. These programs will help accelerate the industry by giving representatives from Foundation firms a deeper understanding of challenges today’s CIOs and senior healthcare executives face.

The year 2018 not only marked a milestone for the CHIME Foundation; it also marked a year of transition in our industry as we prepare - together - for the change these technologies will bring to patient care.

Cletis Earle
Chair, CHIME Foundation Board
Sr VP & CIO,
Kaleida Health
RUSSELL BRANZELL, FCHIME, CHCIO  
President & CEO  
CHIME Foundation

ZANE BURKE, CFCHE  
CEO  
Livongo

MARC CHASIN, MD, FCHIME, CHCIO  
CHIO  
Westchester Medical Center

CLETIS EARLE, CHCIO  
Chair, CHIME Foundation Board  
Sr VP & CIO  
Kaleida Health

STEVE ECKERT, CFCHE  
Senior Partner  
Resourcing HQ

CARINA EDWARDS  
CEO  
Quil Health

MICHAEL MARTZ, CHCIO  
SVP/CIO  
Mount Nittany Health

SHAFAQ RAB, MD, FCHIME, CHCIO  
Chair, CHIME Board  
Sr VP & CIO  
Rush University Medical Center

HELEN WATERS  
Executive VP  
MEDITECH

Special thanks to departing 2018 board members: 
Liz Johnson  Theresa Meadows  Frank Nydam  Donna Roach
CHIME FOUNDATION MEMBERS

314e Corporation
3D Technology Group
3M Health
Agfa Healthcare
Allscripts
Amazon
American Well
Apex Systems
AT&T
athenahealth
Avaaap
Avaya, Inc.
BD
Bluetree Network
Breakaway Learning
Burwood Group
CareTech Solutions
CDW Healthcare
CenterX
Cerner Corp
Change Healthcare
CITI (Creative Information Technology, Inc.)
CitiusTech
Clearwater Compliance
Cognizant
CommVault
Connection
CoverMyMeds
CSI Leasing
CTG Health Solutions
Culbert Healthcare Solutions
Cumberland Consulting
Cylance
CynergisTek
DataRobot
Datica Health
Deloitte
DIVURGENT
Dolby
DrFirst
DXC. Technology
e-Clinical Works
ELLKAY
Encore Health Resources
Epic
ESD
Evariant
Evergreen Healthcare Partners
FireEye
First Healthcare Advisory Solutions
FlexPrint National Managed Print Solutions
Formfast
Fortinet
Forward Advantage
Fujifilm
Gartner
GE Healthcare IT
Google Cloud
Greenway Health
Halo Communications
Harmony Healthcare IT
Hart, Inc.
Hayes Management Consulting
HCTEC
Health Catalyst
Healthcast
Healthlink Advisors
HealthNET Consulting
healthPrecision
Highpoint Solutions
HP, Inc.
Huntzinger Management Group
Huron Consulting Group
Hyland Healthcare
IBM
Impact Advisors, LLC
Imprivata, Inc.
Infor
Innovative Consulting Group
Intelligent Medical Objects
Intersystems
Kirby Partners, Inc.
KLAS
Korn Ferry
Leidos
LexisNexis
M*Modal LLC
Mazars USA LLP
McAfee
Mediant Health Resources
Medicity
Medigate
Mediquant, Inc
Meditech
Medtronic
MimeCast
MMY Consulting
MphRx
NetApp
Nokia
Nordic
Novarad
NTT Data
Nuance Communications
Nutanix
Optimum Healthcare IT
OR link
Orchestrate Healthcare Consulting
Orion Health
Oxford Healthcare
Parallon
PatientSafe Solutions, Inc.
PDS
PeriGen
Philips Healthcare
PricewaterhouseCoopers
Proficio
Proofpoint
Protenus
Pure Storage
Pursuit Healthcare Advisors
Qlik
QliqSOFT, Inc.
Quest Diagnostics
Redox
Resourcing HQ
RSM-US
S&P Consultants
Salesforce
Santa Rosa Consulting/Fortified
SCC Soft Computer
Sectra
ServiceNow
Sirius Computer Solutions
Spok
Stoltenberg Consulting, Inc.
Surescripts
Symphony Corporation
Tableau
Telmediq
The Advisory Board Co
The Chartis Group
The HCI Group
Transcend Insights
Tripwire, Inc.
Unisys
Veeam
Veritas
Virence Health
Virtelligence
Vital, A Canon Group
VMware
Vocera Communications
Witt/Kieffer
Workday
Xerox Corporation
ZingBox

Current as of Dec. 31, 2018
CHIME and the CHIME Foundation are committed to helping Foundation partners grow and excel professionally. The educational and credentialing programs offered in 2018 were modeled after similar programs for CHIME’s CIOs and senior healthcare IT executives. In addition, CHIME Foundation members enjoyed a new educational event, CHIME’s first annual Advocacy Summit in Washington, D.C.

CHIME PARTNER EDUCATION SUMMIT 2018

The CHIME Partner Education Summit 2018, or CPES18, drew 174 attendees with 51 Foundation firms represented, a record number on both accounts. According to a survey, nearly half of the participants attended to gain specific skills and knowledge, while 29 percent came to learn from the CHIME CIO faculty. The remainder said networking with industry peers was their primary reason for attending.

CFCHE MARKS ITS FIRST FULL YEAR

The CHIME Foundation Certified Healthcare Executive (CFCHE) program, the first professional development program for CHIME Foundation members, celebrated its first anniversary in July. By the end of 2018, 38 Foundation firm members had earned the CFCHE designation.

“I want to know that I’m keeping pace with the best thinking on how to support our healthcare clients and the populations they serve, and I want to be able to create and deliver solutions to support that mission. I felt the CFCHE process tested that mindset.”

- Hamish Stewart-Smith, Managing Director, Sales at CTG

CPES’ FOUNDING FATHER

Frank Nydam, vice president of Global Healthcare Alliances at VMware, championed the cause of an education event for Foundation firms. Frank saw, early on, the need for specific education tailored to the needs of Foundation firms to help them become more engaged and informed partners to CHIME provider members.

Frank worked with the CHIME team and a dedicated planning committee to build the CHIME Partner Education Summit (CPES), which launched in 2016. On Dec. 31, 2018, Frank completed his three-year term as a member on the CHIME Board of Trustees and the CHIME Foundation Board.

To honor him for his many contributions, including being the driving force behind CPES, he received special recognition at CPES18 in Chicago.

The CPES18 audience gets a policy update from faculty member Cletis Earle.
The CHIME Foundation continues to develop new ways to connect partner firms with healthcare IT leaders around the world. CHIME Foundation is using 2019 to launch several initiatives that support Foundation partners and showcase their expertise as innovators in the industry.

**CHIME FOUNDATION 2.0**
The industry is evolving, and so is the CHIME Foundation. CHIME Foundation is launching version 2.0, an innovative and fresh approach to building a vibrant partnership between CHIME and Foundation members. Under this model, the CHIME Foundation will align provider needs with resources available through Foundation partners to fulfill our vision of Exceptional Leaders Transforming Health and Care.

**EMBRACING THE REVOLUTION**
CHIME Foundation firms are taking the lead as innovators who provide new and better products and services to meet - and sometimes foretell - market demands. CHIME Foundation 2.0 is equally agile. Each Foundation firm will have a single point of contact to streamline services and capture updates as they happen.

**CONNECTING IN NEW WAYS**
CHIME Innovation, the CHIME Advocacy Summit, the HealthCare’s Most Wired program, CHIME’s expanding international footprint and other developments open the door for Foundation members to interact with and reach a wide swath of healthcare IT leaders.

**SUPPORTING COMMON CAUSES**
The CHIME Opioid Task Force illustrates the tremendous benefits that can be achieved when CHIME and CHIME Foundation members unite to tackle daunting challenges like the opioid epidemic. The success of the Opioid Task Force is inspiring others to look for opportunities to collaborate and help those in need.

**SHARING BEST PRACTICES**
Foundation partners will have the opportunity to publish articles in the newsletter Insight and on the CHIME Media page that detail successes and how they were achieved. Sharing their experiences and expertise as leaders will help the industry flourish.
WORKING TOGETHER TO IMPROVE PATIENT CARE

Allina Health and Health Catalyst have a partnership that dates back more than a decade. Today they share technology, personnel, financial risk and a top honor from CHIME and the CHIME Foundation: the 2018 CHIME Collaboration Award. The award recognizes a collaborative effort between a CIO who is a CHIME member and a CHIME Foundation firm that benefits the healthcare IT community.

“There are a lot of great backend activities that have helped us become fundamentally better,” said Jonathan Shoemaker, CIO and award recipient for Minneapolis-based Allina Health. “With the ability to transform data, things that used to take us literally weeks we are doing in hours. This is due to the capabilities, technology and skills that we have been able to partner with Health Catalyst on.”

Health Catalyst provides data warehousing, data analytics and decision support to help clients like Allina improve outcomes. Jonathan said Allina benefits from not only their relationship but from the broad pool of knowledge Health Catalyst has gained working with multiple healthcare organizations.

“Allina was our first customer and remains our most significant partner in the development and use of the Health Catalyst Data Operating System, our data and analytics platform,” said Dan Burton, CEO of Health Catalyst. “Allina has demonstrated what a truly determined and tech-savvy healthcare organization can do to move the needle on quality and cost.”

The partnership has led to fewer readmissions for congestive heart failure, fewer complications after spinal surgeries, cost savings and other improvements at Allina that enhance patients’ care and experience. This shared partnership is a strong example of good outcomes that result from collaboration and responsiveness as CHIME Foundation firms and CHIME CIOs work together.
Today more than ever, healthcare IT leaders need quality education to help them keep abreast of changes in the industry. There are so many complexities in healthcare that CIOs and senior health IT executives must understand to be effective leaders in their organizations. At the same time, some of these leaders are seeing their budgets shrink as their organizations struggle to make ends meet. The CHIME Education Foundation was created to ensure that everyone has access to CHIME’s educational and professional development resources, regardless of their financial situation.

We are committed to making this critical support available for members who want to attend forums, boot camps and CMIO Leadership Academies. These events give our members skills, knowledge and networking opportunities that will carry them throughout their careers. They ensure that healthcare IT has a pipeline of talented people to continue pushing our profession to excellence.

We also are committed to having a pipeline that is diverse. The CHIME Education Foundation has made a point of supporting women, minorities and members in the military services to help them flourish as leaders, and we will double down on that mission in 2019. These members bring valuable perspectives that help their healthcare organizations - and all of us - connect with diverse communities.

On behalf of the CHIME Education Foundation, thank you to our CHIME members and Foundation partners who have donated to the scholarship fund. We couldn’t have done this without your support in the past and it will be ever more critical in the future to ensure our members have the education they need to be Exceptional Leaders Transforming Health and Care

Liz Johnson, MS, FAAN, FCHIME, FHIMSS, LCHIME, CHCIO, RN-BC
Chair, CHIME Education Foundation
Chief Innovation Officer, Tenet Healthcare
2019 EDUCATION FOUNDATION BOARD

RUSSELL BRANZELL, FCHIME, CHCIO
President & CEO
CHIME Education Foundation

MYRA DAVIS
Sr VP of Information Services & CIO
Texas Children’s Hospital

LIZ JOHNSON, FAAN, FCHIME, FHIMSS, LCHIME, CHCIO, RN-BC
Chair, CHIME Education Foundation
Chief Innovation Officer
Tenet Healthcare

HELEN WATERS
Executive VP
MEDITECH

RUSTY YEAGER, LCHIME, CHCIO
Sr VP & CIO
HealthSouth

Special thanks to departing 2018 board members:
Carina Edwards     Judith Faulkner     Melissa Hendricks     Michael Martz
Ivo Nelson     Donna Roach     Sue Schade     Bill Spooner
For more than a decade, the CHIME Education Foundation has been supporting the development of the next generation of health IT leaders. That effort was ratcheted up in recent years to give more members and their direct reports opportunities to grow, learn and connect with peers.

**HIGH PLATEAU**
In 2018, the Education Foundation nearly matched the all-time high number for scholarships awarded. The Education Foundation received 183 applications and awarded 88 scholarships totaling $229,795 that allowed recipients to attend the 2018 fall and spring forums, the fall and spring Healthcare CIO Boot Camps and two CMIO Leadership Academies.

**A COMMITMENT TO DIVERSITY**
CHIME, Women of CHIME and CHIME’s Diversity Committee have made building a diverse workforce a top priority. In keeping with that mission, the Education Foundation supports senior health IT executives who are women and minorities. In addition, the Education Foundation is committed to giving members in military organizations opportunities to enhance their careers. In 2018, the Education Foundation increased the number of scholarships going to women, minorities and/or in the military who attended forums and boot camps by almost 10 percent.

**KEEPING RURAL HOSPITALS STRONG**
The Education Foundation also wants to ensure that members in critical access hospitals receive education and networking support to help them serve their rural patient populations. In 2018, through the generosity of the Neal Patterson Scholarship, as well as funds from the Education Foundation, 12 scholarships were given to health IT executives in critical access hospitals.
Facing a reorganization and budget freeze, Major Yuri Campbell contemplated the bleak possibility in 2018 that he would miss out on educational and networking opportunities that as a health IT strategist with the U.S. Army allowed him to evaluate emerging technologies. Events like CHIME’s forums give him the chance to talk face-to-face with CIOs and CMIOs about innovations that could transform care for the nation’s warriors - that is, if he had the resources to attend.

That disappointment never materialized, thanks to the CHIME Education Foundation. In 2018, Yuri received a John Glaser Scholarship, an unrestricted $5,000 award for professional development given annually to a dedicated, high-achieving CHIME member. The funding covered Yuri’s airfare, hotel and registration for the CHIME Fall CIO Forum in San Diego. He took full advantage of the event, attending keynotes, track sessions, the kickoff of the CHIME Diversity Committee, focus groups, networking and more.

Relevant to the changes in his department, he took in a track session on mergers and acquisitions to better understand an IT leader’s role in the process. He networked with colleagues and gathered valuable insights from those who are on the cutting-edge of health IT to determine if the technologies were sufficiently mature and cost effective. And he discovered something more.

“I am sitting shoulder-to-shoulder with CIOs and hearing about their current challenges,” he said. “Sometimes I think I am struggling on my own, but they have constraints, too.”

TURNING OPPORTUNITY INTO A NEW CAREER

Without a scholarship, Elbridge Locklear would not have been able to attend the 2018 CHIME Healthcare CIO Boot Camp in Chicago. And while the career changes that followed his experiences at the spring boot camp may have occurred in due time, he credits leadership strategies he learned and later applied for helping him stand out during a job interview with a former employer.

“The chief digital officer and the executives saw me in a different light,” he said. His previous roles included vice president of IT and CIO, and before that, director of enterprise IT operations. He was collaborative then but stymied; not everyone in the C-suite could see his vision. He left in 2016 to take another CIO position.

In October - a half year after boot camp, where among other lessons he learned how to adapt his strategy to work with a CFO vs. a COO vs. the board - he was approached with the opportunity to take the health system in a new direction. He accepted the job in December.

“We are going through a digital transformation,” Elbridge said, “so I fit the perfect model for where hospital systems need to go, not where they were.”
When you break down each of CHIME’s three affiliate associations, each association represents an important cross-section of healthcare IT. AEHIA and our more than 500 applications leader members represent the link between the patient and the information and technology behind the scenes that helps an organization function smoothly. Whether it’s our electronic health records, business tools or clinical applications necessary to electronically command large elements of a hospital, applications leaders have turned to their peers in AEHIA time and again for education and advice to keep them ahead of the curve.

AEHIA’s membership continues to grow, adding to a diverse collection of leaders who specialize in healthcare applications. The role of an applications leader ranges from revenue cycle leaders and applications support, to EMR champions leading teams of specialized employees. However, our common goal to transform healthcare IT applications binds us together, and at the end of the day our job is to assist in providing high quality care to patients in our healthcare organizations.

This year’s Fall Summit planning committee tackled an ambitious goal - to feature the healthcare industry’s tech newcomers to our AEHIA 2018 Fall Summit. The member-led committee did an incredible job creating a vibrant agenda and bringing in top firms Amazon and Microsoft to speak to our members in San Diego. We look forward to continuing this success with an even more engaging experience in 2019 alongside CHIME, AEHIS and AEHIT in Phoenix.

In 2018, AEHIA set a goal to deliver additional value to our members. The following pages highlight what we achieved. On behalf of the AEHIA board, we look forward to further developing our professional development programs and increasing work alongside CHIME, and to continue building important initiatives that will tie together elements of your career path, helping you transform your career toward the CIO or applications executive the future demands.

Nicole Kerkenbush
Chair, AEHIA Board
Chief Performance Officer, Regional Health Center
KEITH FRAIDENBURG  
Executive VP & Chief Operating Officer, CHIME Association Executive Lead, AEHIA

DICK FLANIGAN, CFCHE  
Cerner

LISA FLESHER  
Texas Children’s

TANYA FREEMAN  
Huntzinger Management Group

NICOLE KERKENBUSH  
Chair, AEHIA Board Regional Health

RYAN OLIVER  
KLAS

STACY RASMUSSEN  
Ascension

SHERI RIBEIRO  
Allina Health

VICTOR RICHEY  
Baylor, Scott and White Health

RICHARD WILSON  
Defense Health Agency

AEHIA FOUNDATION PARTNERS

Cerner  
Contineo Health  
Huntzinger Management Group  
Imprivata, Inc.  
KLAS  
The HCI Group

Special thanks to departing 2018 board members:
Todd Hatton    John Henderson    Christopher Jordan
When my cybersecurity peers ask me how I sleep at night, I participate in the industry joke - “poorly,” I typically respond. And certainly, as a security leader in a large healthcare payer organization, there are plenty of things that keep my eyelids peeled back at 10:30 p.m. But, as a member of AEHIS I know that through information sharing, timely education and the relationships I’ve built as an engaged member in this organization for the past few years, our community can help me put the phone down and rest easy.

In 2018, AEHIS continued its astounding growth and continued to establish a sense of community among its over 850 members. For the first time, our Fall Summit incorporated an incident response table top exercise into our program, and it was a huge success. Through a huge increase in online webinars, dedication toward a formal certification program recognizing the specialized difficulties that healthcare CISOs face, and critical industry advocacy in Washington, D.C., AEHIS has built a name for itself in the healthcare association field as a major player. I’m proud to be a part of this organization.

Looking ahead to 2019, we’ve set ambitious goals for AEHIS. We’re excited to extend our reach in Washington, D.C., and expand AEHIS’ participation in the CHIME Advocacy Summit. We look forward to developing our healthcare CISO credential further and, alongside CHIME’s overseas pursuits, expanding our membership both domestically and internationally to bring new perspectives to U.S. cybersecurity and enhance global healthcare cybersecurity.

On behalf of the AEHIS board, I’m excited to join our members in another year of advancing healthcare cybersecurity through AEHIS’ efforts. Our goal is to help leaders in healthcare cybersecurity develop their careers and the maturity of their organizations to tackle the latest threats. Along with the board and our engaged members, I look forward to developing AEHIS into the premier association for healthcare information security executives.

Sean Murphy
Chair, AEHIS Board
Vice President, CISO, Premera Blue Cross
2019 AEHIS BOARD

SRI BHARADWAJ
UC Irvine Health

DAN BOWDEN
Sentara Healthcare

DAN CZECH
KLAS

FABRICIO GAMBOA
Southern Illinois Healthcare

CARTER GROOME, CFCHE
First Health Advisory Solutions

DARRELL KEELING
Parkview Health

DON KLEOPPEL
Cerner

WILL LONG
Vice Chair, AEHIS Board
Children’s Health

SEAN MURPHY
Chair, AEHIS Board
Premera Blue Cross

TIM STETTHEIMER, PH.D.
CHCIO, FCHIME, LCHIME, FACHE
VP, Education
CHIME Association
Executive Lead, AEHIS

AEHIS FOUNDATION PARTNERS

Censinet, Inc
Cerner Corp
Clearwater
Coalfire
Crowdstrike
Crowe
CynergisTek
eSentire
First Healthcare Advisory Solutions

Fortified Health Security
Fortinet
Great Bay Software Company
IBM Security
Imprivata, Inc.
KLAS
Medigate
Mimecast

Nyansa
Proofpoint
SailPoint
Sensato
Sirius Computer Solutions Inc.
The HCI Group
Tripwire
VMware

Special thanks to departing 2018 board members:
Robert Chaput  Erik Decker  David Finn
Sharon Finney  Chuck Kessler
In 2018, AEHIT marked its fourth year as a professional membership association for healthcare technology leaders in provider and payer organizations. Our membership has grown rapidly as more leaders throughout the industry see value in our unique community. In 2018, we set aggressive goals and accomplished many of them throughout the year.

This past year, we doubled the size of AEHIT’s industry partner organization, the AEHIT Foundation - a collection of healthcare IT industry leaders that support our provider and payer members through educational webinars, product support and financial support. Our Fall Summit Planning Committee also produced a high-quality agenda, and we had the opportunity to celebrate alongside CHIME members at a combined reception and concert during our Summit. Our members embraced their role as collaborators, sharing their expertise through educational and networking events. Finally, our technology leaders took their first steps toward better advocacy for healthcare IT leaders in Washington, D.C., working in concert with CHIME’s public policy work group to help highlight the difficulties healthcare IT leaders face. AEHIT’s public policy committee, in partnership with CHIME, specifically participated and gained recognition responding to a request for information on telehealth submitted to the Federal Communications Commission as well as responding to a request for information for electronic health record reporting to the Office of the National Coordinator.

We expect to build on these successes in 2019 as we continue to grow and further expand our education and engagement opportunities. We look forward to increasing our partnership with CHIME around public policy and professional development; we aim to begin work on a credential that highlights the specialty skills needed to stand out in a field of healthcare IT leaders. AEHIT continues to serve as a platform to connect healthcare technology leadership in a manner that allows us to contribute proactively and in a forward manner to the conversation that is occurring today around healthcare delivery of the future. AEHIT has had a positive impact in its first few years due to the dedication of our membership. On behalf of the AEHIT board, I’m excited to work alongside you, our members, to continue the momentum of the past four years by providing professional development and education to healthcare IT leaders at the highest level.

Clint Perkinson
Chair, AEHIT Board
IT Director,
Beebe Healthcare
MARK ALLPHIN
KLAS

BARBARA CASEY
Cisco

MITCHELL CLARK
Cerner

DAN DILLMAN
A2U

TIM GIBBS
VCU Health

JOHN HAMM
Vice Chair, AEHIT Board
Texas Children’s

MICHELLE PATTERSON
VP, Operations,
CHIME Association
Executive Lead, AEHIT

CLINT PERKINSON
Chair, AEHIT Board
Beebe Healthcare

JIM STALDER
Cook Children’s Health Care System

AEHIT FOUNDATION PARTNERS

A2U
Allscripts
Cerner
Cisco
Coretek Services
Huntzinger Management Group

Imprivata, Inc.
KLAS
Nyansa
Sirius Computer Solutions, Inc
The HCI Group

Special thanks to departing 2018 board members:
Mark Amey    William Hudson    Raj Toleti    Matthew Werder
AEHIA, AEHIS and AEHIT members play a key role in the success of healthcare organizations as they bring applications, security and technology innovations into their systems. Through education and networking, they are gaining the skills and expertise to help hospitals, health systems and others smoothly transition into a digital world.

**AMAZON, MICROSOFT PRESENT AT AEHIA FALL SUMMIT**
The AEHIA Fall Summit Planning Committee, led by board members Vic Richey and Tanya Freeman, provided a diverse and bold Fall Summit agenda in 2018 that looked into the future of healthcare IT. The committee assembled two of healthcare IT’s newest major entrants, Amazon and Microsoft, to speak.

**AEHIS MEMBERS PUT POLICIES TO THE TEST**
Leading up to the AEHIS Fall Summit, AEHIS members prepared to test their policies and procedures through a table top exercise centered around incident response. The exercise was designed to allow organizations of any maturity level to participate and benefit. During the AEHIS Fall Summit, members were challenged with five unique scenarios that highlighted well-implemented planning and uncovered friction between real-life scenarios and playbook chapters needing adjustment.

**AEHIT EXPANDS ONLINE EDUCATION**
Complementing a robust Fall Summit agenda, AEHIT members spent all year developing additional education opportunities. Thanks to the growth of the AEHIT Foundation, many new industry leaders took part in online education. AEHIT provider members presented on topics such as EHR system upgrades, data management planning, blockchain’s growth in healthcare, opioid prescription reduction initiatives and more.

**AEHIA OFFERS TWICE AS MANY WEBINARS**
AEHIA increased the quality and frequency of online education, doubling the number of webinars provided to members in 2018, and empowered committee members to take bold steps that helped AEHIA stand out among other associations.

**MEMBERS PARTICIPATE IN CHIME18**
Members had their first taste of CHIME’s Fall Forum, joining CHIME members for receptions, the closing keynote address by Sanjay Gupta, MD, and the first annual Most Wired recognition ceremony.
AEHIA: THIRD THURSDAY AND BEYOND
AEHIA’s Education and Professional Development committee continued to leverage resources to enhance members’ professional development. AEHIA members appeared on Transforming Healthcare Applications and Technology, a podcast dedicated to healthcare information applications and technology. In addition, the Awards Committee launched three awards to recognize members for leadership, innovation and working as a team.

AEHIS: CREDENTIAL MOVES FORWARD
Over the course of 2018, AEHIS members gathered monthly to begin developing a certification specific to information security leaders in the healthcare provider space. Based on member feedback from surveys and discussions, there is a desire to highlight information security leader’s expertise in the healthcare space. Similar to CHIME’s Certified Healthcare CIO (CHCIO) credential for healthcare CIOs, a credential through AEHIS will highlight a member’s expertise in the healthcare information security space. In 2019, AEHIS will continue development alongside CHIME’s CHCIO team.

AEHIT: INTERACT & ADVOCACY
AEHIT members engaged regularly using AEHIT Interact, an online listserv providing AEHIT members an online resource for collaboration. Some of the hot topics of discussion were hardware buyback programs, end user computing devices, secure screen sharing solutions, Netflix licensing agreements and more. AEHIT Interact participation more than doubled in 2018 in both overall member opt-ins and message sends. The launch of the AEHIT Public Policy Committee has paved the way for members to hone their advocacy skills and share insights on telehealth and other health IT-related topics.
AEHIA, AEHIS AND AEHIT’S MOST WIRED
Members from AEHIA, AEHIS and AEHIT are participating in the CHIME HealthCare’s Most Wired survey development process for the first time. Engaged members from each association will work alongside CHIME’s governance group to enhance the highly regarded annual survey in its second year under CHIME. Members will tackle trends in healthcare information security, interoperability and more.

AEHIA, AEHIS AND AEHIT PUBLIC POLICY
In 2018, AEHIS Board Chair Erik Decker testified before the House Energy and Commerce subcommittee on healthcare cybersecurity concerns, and AEHIT members began meeting regularly, addressing several healthcare technology concerns via comment letters. In 2019, AEHIS and AEHIT will expand their public policy efforts, and all three associations will look toward expanding their participation in the CHIME Advocacy Summit. Likewise, a small group of AEHIA members will begin their participation in public policy work, joining CHIME’s public policy leaders to help advise on applications-centric concerns.

HEALTHCARE INFORMATION SECURITY LEADERSHIP CREDENTIAL
AEHIS looks to build on its 2018 efforts investigating the feasibility of a healthcare information security leadership credential through partnership with CHIME’s Certified Healthcare CIO team. A large group of committed AEHIS members and industry leaders spent hours discussing and deliberating the right path forward to identify and recognize the unique challenges information security leaders in healthcare face, and we aim to develop a credential to highlight those at the pinnacle of healthcare information security leadership.

EXPANDED EDUCATIONAL PROGRAMMING
AEHIA and AEHIT took significant strides in expanding the education available to members in 2018. As our engaged membership grows in all three associations, we look to expand our education delivered by our members and our Foundation partners and continue to offer Focus Groups on industry trends led by Foundation partners active in our industry.

Erik Decker testified before House Energy and Commerce subcommittee.
IMPROVING CARE USING INNOVATION AND TEAM WORK

Innovative applications and a whole-team effort to benefit their organization earned AEHIA members prestigious awards during the 2018 Fall Summit in San Diego. Michael “Mick” Murphy, vice president and chief technology officer at WellSpan Health, received the 2018 AEHIA Innovator of the Year award for innovations that facilitated clinicians’ access to data by shortening the EMR log-in process from 30-40 seconds to 3-4 seconds, by delivering a well-received Meaningful Use-certified patient portal and by providing technical telemedicine advancements that have improved stroke outcomes.

The Clinical EMR Team at Guthrie won the 2018 Application Team Excellence Award for initiating a multipronged approach to update their enhancement delivery process. They used three EMR tools to help them identify features to improve clinical and financial outcomes, apply best practices and target appropriate providers and workflows. They also updated their change management process to deliver enhancements every eight weeks. The new process allowed analysts to better plan and prioritize, aligned analysts with trainers and eliminated frequent and surprise enhancements.

The AEHIA Awards Committee created the two awards in 2018 and will open the application process for 2019’s round of awards in the summer.

“The Guthrie team developed a framework that served as a road map and allowed them to measure progress. The end results are a stronger relationship with their partners and better outcomes for the health system.”

- 2018 AEHIA Board Chair
  John Henderson

GUTHRIE’S AWARD-WINNING TEAM

Alison Bidlack  Sue Northrup
Terri Couts  Lori Stevens
Cassie Coyle  Gail Strausser
Sara Eiklor

Keith Fraidenburg, right, congratulates the award-winning Guthrie team.

Mick Murphy accepts the AEHIA innovator award.
We end the 2018 Annual Report with a beginning: the beginning of a revolution in healthcare. As we have discussed throughout this report, our industry is poised to be transformed by technologies that are far more advanced than any we have seen used in healthcare before. 5G, virtual reality, artificial intelligence and many other technologies have the potential to turn data into better health and care. Faster, more accurate diagnostics. Surgical teams working virtually across continents. Predictive analytics flagging chronic disease before it develops. And so much more.

These technologies are just tools, though. Their value depends on the vision of those who apply them. The course of this revolution will rely on healthcare IT leaders like the members of CHIME to maximize the benefit for people all over the world. Imagine a world where everyone, no matter their place, receives the very best quality care.

For more than 25 years, CHIME members have been challenging themselves to achieve better healthcare outcomes through technology. Many know that success lies less in the technology itself than in their ability to recognize its potential, share that vision with their leadership, seek the perspective of stakeholders and then implement it. They have earned trust and respect throughout their healthcare organizations for moments like today, when the technology is so potentially impactful.

We are at a cusp, an inflection point, a moment that healthcare IT leaders embrace. Exceptional Leaders Transforming Health and Care. It is what we are and what we do. We dedicate this report to our 2,800-plus members who are at the vanguard of this revolution in healthcare. Your leadership is exemplary, and your enthusiasm is inexhaustible. Thank you for all that you do.