THE CHIME VISION AND MISSION

Exceptional Leaders Transforming Healthcare

Advancing the role of CIOs and senior healthcare IT leaders through education, collaboration and advocacy in support of improved health and healthcare in our communities.

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 2,500 members in 50 countries plus two U.S. territories and over 150 healthcare IT business partners, CHIME provides a highly interactive, trusted environment enabling senior professional and industry leaders to collaborate; exchange best practices; address professional development needs; and advocate for the effective use of information management to improve the health and healthcare in the communities they serve.
We often talk about CHIME as a family. It is not uncommon for members to greet each other like long-lost cousins, with hugs and handshakes and inquiries about a spouse or child. There is a special bond for many of us that goes beyond a professional association. CHIME members look out for each other; they care about each other; they help each other. That special relationship was made apparent several times this past year.

With each challenge that arose in 2017, CHIME members were there, working independently and cooperatively, to improve the situation.

CHIME members are bonded by a commitment to make patients’ health and lives better using healthcare IT. We see this in everything they do. Our members are truly exceptional leaders transforming healthcare and we are honored to support them in their efforts.

On behalf of the entire CHIME team, we share highlights of our community’s accomplishments in the following pages.

Russell Branzell
CHIME President & CEO
MAY 2017
THE WANNACRY CYBERATTACKS

Our members on the Public Policy Steering Committee and our public policy team in D.C. kicked into gear to get the most current information available about the attacks. The respect and goodwill they had built with public officials in the administration and on Capitol Hall facilitated our ability to send timely updates on this unprecedented attack. CHIME and the Association for Executives in Healthcare Information Security (AEHIS) members connected to explore strategies for mitigating the risk of WannaCry, and they continued to share best practices even after the attacks. CHIME and the networks that members have built over the years remain valuable resources as the pace and potency of cyberattacks continue to increase.
A battery of hurricanes tested the healthcare IT industry’s emergency response capabilities in Texas, Florida and Puerto Rico. Members checked in with colleagues in afflicted areas, offering moral support, guidance and even backup services when possible. Most importantly, many CIOs and their health organizations were prepared, thanks to lessons learned from past disasters like Hurricane Sandy and Hurricane Katrina.

From a healthcare IT perspective, the damage from 2017’s hurricane season could have been so much worse; from a humanitarian perspective, though, the storms were crippling. Once again, our members rallied, helping us raise $32,400 at the 2017 CHIME Fall CIO Forum in San Antonio for Direct Relief, a nonprofit that provides emergency medical aid to disaster victims.
CHIME members also celebrate each other’s achievements. Highlights in 2017 include Methodist Hospital CIO Randy McCleese, winner of the prestigious CHIME/HIMSS John E. Gall Jr. CIO of the Year award; Encore Health co-founder and retired CEO Dana Sellers, winner of the CHIME Foundation Industry Leader Award; and Connection, winner of the CHIME Foundation Partner Award.

And like family, we feel each other’s losses. We lost a great leader in July when Cerner CEO and co-founder Neal Patterson passed away. He was a true visionary who inspired many of us in the healthcare IT industry to be better at what we do, to think grander about what we can do, and to be kind in every deed. Neal Patterson remains in our hearts and in our memories, and we will continue to honor him at CHIME.

When one of our longtime members lost a son to opioid addiction, the CHIME family took action. We organized a task force, which held its first official meeting in early 2018 in Washington, D.C. The CHIME Opioid Task Force is leveraging the data, skills and the commitment of our members to identify and share best practices in the fight against the opioid epidemic and advocate for policy changes. The interest from members and others outside the CHIME community has been phenomenal, and we are convinced that we can help turn the tide on this crisis.

Zane Burke, president of Cerner, discusses the impact the late Neal Patterson had on the healthcare IT community at the 2017 CHIME Fall CIO Forum.
LETTER FROM THE CHAIR

CHIME celebrated its 25th anniversary recently, marking growth from 192 founding members who saw the need for an organization to support CIOs through education, collaboration and networking to today’s membership of more than 2,500 healthcare executives. Our industry has changed drastically since 1992, as have our roles and responsibilities within healthcare organizations. What previously may have been a focus on technical knowledge and skill has expanded to include an ability to lead strategically in a complex, dynamic and diverse healthcare environment.

With the proliferation of electronic health records (EHRs) has come the potential benefits of interconnectedness, allowing providers to share patients’ information digitally in real time or nearly real time within and across health systems. We know that much of that promise has yet to be realized, though. That is where a broad understanding of not just the technical barriers but also the institutional, regulatory and safety hurdles can help. Understanding alone won’t make this great promise a reality, either. As leaders in our health organizations, we apply our expertise and knowledge to educate and guide C-suite colleagues through these seemingly formidable but critical changes. And we do this together, sharing our experiences and successes through CHIME to collectively improve healthcare and health in our communities.

CHIME’s greatest success is the leadership shown by our members. We offer this report to highlight the progress CHIME and CHIME’s affiliates have made in 2017 and provide benchmarks to assess ourselves in the future. We also will look ahead and share our goals for 2018. The CHIME that was founded by those visionary CIOs a quarter of a century ago has expanded to include international membership and high-quality analytic resources for our members; a Foundation to support our educational, advocacy and networking endeavors; an Education Foundation to ensure members have access to professional development and educational events regardless of finances; and three associations to bolster CIOs’ direct reports with skills and knowledge to perform at their highest levels. We also are sharing performance metrics.

Many of our members give their time generously, participating in CHIME’s committees, mentoring fellow members and supporting each other through times of crisis. As exceptional leaders transforming healthcare, we are empowered to make a positive difference in our industry. That is why our members created the Women of CHIME initiative, to bring gender equity to our profession, and why we are accelerating efforts to further diversify our workforce to broadly represent the patient populations we serve. We can have an impact that reaches far beyond the makeup of the healthcare IT industry’s org charts and C-suites. We can change lives for the better.

We conclude our report with programs that CHIME, inspired by its members and their generosity, has launched for the betterment of society. CHIME members have a long history of charity, donating their time during CHIME Fall CIO Forums to benefit local causes and contributing to fundraising events. Members went above and beyond in 2017. On another front, CHIME members are addressing the opioid crisis by creating a task force to help turn the tide on addiction’s devastating toll. This is a massive challenge and we are convinced that we can make a difference.

This report allows us to track our progress and ensure the upward trajectory CHIME achieved in its first 25 years continues well into its second. Looking at where CHIME stands today, I am proud of what we have accomplished as an organization. I also know that in today’s rapidly changing healthcare world, we must be nimble, adaptable, forward-looking and strategic to be exceptional leaders transforming healthcare. CHIME is stronger than it has ever been. I am confident we will meet any challenge that comes our way and not only succeed but excel.

Cletis Earle
Chairman, Board of Trustees
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President & CEO
CHIME

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Healthcare VP & CTO
VMware

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Rush University Medical Center

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Market Information Officer
St. Louis Health Ministry

WILL SMART
CIO
NHS England

RUSTY YEAGER, CHCIO
Sr VP & CIO
Encompass Health

Special thanks to departing 2017 board members:
Myra Davis  David Finn  Albert Oriol  Marc Probst  Jan-Eric Slot
EDUCATION

CHIME FALL CIO FORUM: LIVE STREAMING AND LEADERSHIP FROM THE EDGE
The fall forum is CHIME’s premier event and the 2017 CHIME Fall CIO Forum held October 31-November 3 in San Antonio met that high standard. Besides stellar speakers and sessions, it debuted live streaming of keynotes and a new program, Leadership from the Edge.

HEALTHCARE CIO BOOT CAMP™
CHIME’s most popular event continued to be a sellout with participants representing a variety of healthcare systems and regions. Boot camp is an intensive three and one-half day education program taught by a faculty of CHIME thought leaders.
MENTORING: MEMBERS HELPING MEMBERS BE BETTER
The CHIME Mentor Program allows experienced members to share their knowledge and perspective with mentees, while mentees also offer insights that mentors find valuable. These collaborations reflect members’ commitment to helping colleagues reach their full potential.

THE CERTIFIED HEALTHCARE CIO (CHCIO) PROGRAM
In 2009, CHIME launched the CHCIO program, the first certification for CIOs and healthcare IT executives, to demonstrate their knowledge, skills and commitment to quality healthcare. In 2017, 101 CHIME members earned the title. Overall, 450 members are CHCIO certified.

THE INTERNATIONAL CHCIO PROGRAM
CHIME created the International CHCIO Program to give international members the benefit of certification without requiring them to have expertise in U.S.-based regulations and standards. In 2017, 23 international members earned an International CHCIO.

CHIME FOUNDATION CERTIFIED HEALTHCARE EXECUTIVE (CFCHE) PROGRAM
The CFCHE program was launched in 2017 as a professional designation for employees of CHIME Foundation firms. A total of 27 Foundation firm representatives earned a CFCHE in 2017.
**DIVERSITY**

Girls Inc. members from San Antonio who participated in CHIME17.

**MAKING A DIFFERENCE**
Under the guidance of chair Liz Johnson, CHIME made a commitment to diversifying the leadership ranks in healthcare IT. Under the board’s guidance, CHIME has been developing resources and support networks for women and minority members. CHIME members also are reaching out to youth to encourage them to consider a career in health IT.

**TAKING AIM AT GENDER INEQUITIES**
CHIME is taking aim at gender disparities with Women of CHIME, a group of CHIME leaders who share networking and leadership skills with other women members. CHIME17 featured several Women of CHIME educational and networking events.

**GIVING GIRLS A GLIMPSE OF WHAT’S POSSIBLE**
Girls Inc. members in San Antonio who were enrolled in the STEM program Eureka! attended the CHIME17 morning session, “Breaking Down Barriers and Paving the Way,” and then stayed for the full day’s program.

**REFLECTING ALL PATIENT POPULATIONS**
As CHIME’s first African-American chair, Cletis Earle will continue Johnson’s commitment to making a difference. He hopes to extend CHIME’s workforce initiatives to diversify the pool of healthcare IT staff and leaders to better reflect the racial, ethnic, cultural and socioeconomic patient populations they will serve.
Overall CHIME membership has risen steadily since 2014, with international membership growing exponentially in the past few years. In early 2015, CHIME had only 27 international members; that number has increased tenfold and is expected to continue tracking up.

The CIO and senior healthcare executive position typically requires an IT leader with many years of experience. Nonetheless, some members have risen to that rank while still in their 20s and 30s.

*Results are based on member responses and may not reflect the full membership.
CHIME INTERNATIONAL

2500+ members in 50 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
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- Malaysia
- Mexico
- 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
PUBLIC POLICY—KEY WINS

POLICY TEAM WORK PAYS OFF
Efforts to shape or change public policy in Congress or in federal agencies often take years and when there is a win, it rarely comes down to one defining moment. Rather, it takes a concerted campaign by the full Public Policy Steering Committee and staff. This dedicated group achieved several successes in 2017.

TELEHEALTH GAINS GROUND
CHIME’s Policy Steering Committee members and staff have long championed expanding telehealth coverage. Medicare announced reimbursement for remote health monitoring starting 2018. Support for several bills in 2017 resulted in more coverage under the 2018 Bipartisan Budget Act, including expanding coverage of telestroke and teledialysis services and allowing Medicare Advantage plans to more easily cover telehealth.

CHIME’S CYBERSECURITY SUPERSTARS
A federal Cybersecurity Task Force, with CHIME member Theresa Meadows at the helm, sent its much-anticipated report to Congress on June 2. Foundation firm member David Finn also participated on the task force. And, two cybersecurity bills impacting healthcare were introduced.

OTHER PUBLIC POLICY GAINS

FROM TESTIMONY TO TRIUMPH
On July 20, Cletis Earle, then-CHIME board chair-elect, testified in favor of H.R. 3120 at a House Energy and Commerce hearing. This year, H.R. 3120 was passed into law, potentially giving CIOs a reprieve from onerous tasks tied to Meaningful Use.
In July, CHIME acquired HealthCare’s Most Wired from the American Hospital Association. Under CHIME’s leadership, HealthCare’s Most Wired will continue to serve as a prominent measure of technology excellence in healthcare, honoring health systems for their outstanding healthcare IT programs.

Along with its many redeeming features we found opportunities for improvement. They include:

- A realignment of the survey’s timing to mirror health organizations’ data-gathering and reporting schedules
- Naming a Board of Governors with no active CIOs as members to eliminate any perception of a conflict of interest
- Removing antiquated parts in the survey and expanding categories like cybersecurity that are increasingly relevant, with an increased focus on outcomes
- Streamlining the application process
- Adding an auditing process so results won’t be based solely on self-reported data
- Creating a transparent and accessible feedback process for participants
- Making the survey more accommodating for international participants to recognize best practices globally

CHIME is honored to have the opportunity to share this valuable resource with CHIME members and the healthcare IT community. We look forward to making HealthCare’s Most Wired even better going forward.
BUILDING LEADERSHIP GLOBALLY
CHIME’s faculty of CIO thought leaders traveled to Australia, Brazil, Singapore, Switzerland, India, the U.K, UAE and Ireland in 2017 to conduct customized CHIME Healthcare IT Leadership Academies and boot camps or present sessions with partner organizations.

AN EXCHANGE OF BEST PRACTICES
The programs allowed CHIME leaders to share best practices and their experiences as prominent CIOs in the U.S.; but the events also offered an opportunity to learn novel solutions to healthcare IT challenges from their host CIOs that could benefit fellow members in the States.

A FIRST FOR CHIME’S INDIA CHAPTER
On Nov. 30, the CHIME India Chapter hosted its first CHIME Leadership Academy in Mumbai, with faculty from CHIME providing educational sessions followed by panel discussions that included CHIME Foundation members.

COLLABORATING IN U.K. AND IRELAND
CHIME held several educational events in the U.K. and Ireland in 2017, collaborating with some of the countries’ most prominent health IT leaders. They include Rachel Dunscombe, CEO of NHS Digital Academy, and Will Smart, CIO of NHS England and the international representative on the CHIME Board.
**BOOT CAMP EXCEEDS EXPECTATIONS**

Jim Boyer, CIO and vice president of information technology at Rush Memorial Hospital in Rushville, Ind., was looking for opportunities to stretch himself professionally when fellow member Chuck Christian at the Indiana Health Information Exchange encouraged him to explore the educational programs at CHIME.

When he learned about the 2017 Fall Healthcare CIO Boot Camp, he put attendance on his wish list. He was accepted into the program, which took place at the end of October in San Antonio, Texas.

“It was really transformational,” said Boyer, a Rushville native who has held his CIO title for 15 years. “It helped me find myself again.”

He praised the faculty for their knowledge and mentorship, particularly Christian and George (Buddy) Hickman, executive vice president and system CIO at Albany Medical Center in Albany, N.Y. That mentorship continues; over the following Thanksgiving weekend, Boyer and Hickman spent an hour talking by phone.
TRANSFORMIT LAUNCHING
In 2017, CHIME began building TransformIT, a benchmarking tool that will allow members to compare their organization against others using many different metrics. This is an exclusive resource for members as they look for competitive intelligence and evidence to inform strategic decisions.

KNOWLEDGEHUB: A GROWING RESOURCE
KnowledgeHub is a one-stop shop to access case studies and solutions for addressing today’s complicated health IT landscape. KnowledgeHub is expected to serve as a repository for resources provided through the CHIME Opioid Task Force.

CHIME INNOVATION CENTER
The mission of the newly launched CHIME Innovation Center is to transform global healthcare by aligning knowledge and closing the digital gap. A pilot is being hosted by Intermountain Healthcare.
CIOs do not work in a vacuum. To be most effective, we must maintain close ties with our healthcare system’s top executives, clinician leaders and other key staff. We must listen to them, learn what they need, occasionally educate them and provide them with the tools, support and knowledge to meet their goals. When we do our jobs right, everyone benefits — most importantly, the patient.

CHIME Foundation members also play a critical role in our successes as healthcare leaders. They give us the technology and services we need for our healthcare organizations to function efficiently and effectively. Like us, the best in class listen, learn, educate and deliver. While they don’t interact directly with patients the way doctors and nurses do, they can still take pride in knowing that they have contributed to that care.

CHIME has created a unique environment that allows those in provider organizations and those in industry to learn and educate each other. In 2017, we introduced the CHIME Foundation Certified Healthcare Executive program, a certification initiative for industry representatives that mirrors the CHIME Certified Healthcare CIO program. The CHIME Foundation also held its second annual CHIME Partner Education Summit in Chicago, an educational event for industry representatives that is taught by CIO faculty.

CHIME has always championed education and career development for members and now the CHIME Foundation can offer the same high-quality benefits to Foundation firm members. We feel this is critical for advancing health and healthcare in our communities.

Foundation firms have continued to be very generous to CHIME as well. We thank all of our Foundation firms for their support of CHIME. Without them, CHIME could not offer the networking, professional development and educational programs that members rely on to be leaders in our industry.

The CHIME Foundation is committed to creating a better future for our industry and the patients we serve. What we accomplished in 2017 is just the start.

Liz Johnson
Chair, CHIME Foundation
2018 CHIME FOUNDATION BOARD OF TRUSTEES

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President & CEO
CHIME Foundation

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Cerner

CLETIS EARLE
Chair, CHIME Board; CIO
Kaleida Health

STEVE ECKERT, CFCHE
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Divurgent

CARINA EDWARDS
Sr VP of Customer Experience
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CIO, Acute Care Hospitals & Applied Clinical Informatics
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FRANK A. NYDAM
Healthcare VP & CTO
VMware

DONNA ROACH, CHCIO, FCHIME, FHIMSS
Market Information Officer
St. Louis Health Ministry

Special thanks to departing 2017 board members:
Kali Durgampudi    David Finn    Marc Probst
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Current as of Dec. 31, 2017

| 22 | Premier |
| 53 | Standard |
| 77 | Associates |
| 3  | Affiliate Subscribers |
| 155 | Total Members |
CHIME FOUNDAATION CERTIFIED HEALTHCARE EXECUTIVE (CFCHE)
The new CFCHE program demonstrates a Foundation firm representative’s mastery of the profession. A total of 27 Foundation representatives earned the CFCHE credential in its inaugural year.

CHIME PARTNER EDUCATION SUMMIT (CPES)
The CHIME Partner Education Summit is designed exclusively for Foundation firm staff who want to gain skills and knowledge as industry leaders. CPES17, held September 13-15 in Chicago, drew 158 attendees from 44 firms.

GLOBAL PARTNERS
The CHIME Foundation expanded the opportunities in 2017 for Foundation firms with the Global Partnership program. The 2017 Global Partners — Cerner Corporation, HCI Group and Imprivata — each made a multiyear commitment to support CHIME in its mission.

INSIGHT NEWSLETTERS
The CHIME Foundation staff published the first issue of Insight, a monthly electronic newsletter dedicated to Foundation firm members, on July 18, 2017. Each issue provides news updates, tips and advice. Foundation firm members also can contribute as guest writers.
EXCEPTIONAL LEADERS TRANSFORMING HEALTHCARE: DANA SELLERS

Dana Sellers, co-founder and retired CEO of Encore Health Resources, received the 2017 CHIME Foundation Industry Leader Award for her dedication and contributions to the healthcare IT industry. The award is the highest honor given to a Foundation firm member.

The impact of Sellers’ past partnerships can still be felt today. Here is a “full-circle” personal story that reflects the impact Sellers has had in healthcare IT.

It begins in 1992 when IMG (later known as Healthlink, where she served as president and COO) partnered with Texas Children’s Hospital in Houston. In those days, there were no “EMRs” and “EHRs” but only “clinical systems.” Texas Children’s asked for Healthlink’s support to create a vision for collecting and storing client data.

What would this system look like? How would it be implemented? How would it help their clients?

Sellers and her team did industry research. They held focus groups with doctors and patients. They had many talks with administrators and the Texas Children’s team, and put together a vision.

Fast forward 20 or so years, to when her granddaughter was born at Texas Children’s in 2015. “The picture we painted came true,” Sellers said. “It was better than any of us imagined.”
25TH ANNIVERSARY
The CHIME Foundation will celebrate a milestone later in 2018: its 25th anniversary. Planning is underway to mark the Foundation’s growth and contributions over the past quarter century.

KEEPING CPES TRADITION GOING
Based on the success of CPES17, the CHIME Foundation will hold another summit on September 5-7 in Chicago. This will be the third annual summit hosted by the CHIME Foundation.

MORE OPPORTUNITIES IN 2018
The CHIME Foundation is adding opportunities in 2018 and exploring expanded partnerships with Foundation members at Premier and Standard tiers.
CHIME was launched about a quarter of a century ago by pioneering CIOs who recognized that to be the best they could be in their profession, they needed a supportive network of healthcare IT executives who could collaborate, exchange best practices and educate each other. Making education accessible to CIOs who strive to be the best in their profession is a core value at CHIME.

THE CHIME Education Foundation allows CHIME to make those opportunities available to members, regardless of their financial resources. The Education Foundation has a remarkable record of success, thanks to a dedicated committee and the generous support of CHIME members and CHIME Foundation members.

The following report provides a picture of the Education Foundation’s accomplishments in 2017 and our goals for the future. Some would offer those accomplishments as dollars raised and scholarships distributed. By those metrics, we were stellar in 2017. But we measure success in other ways, too.

We see the faces of members whose scholarships allowed them to spend three-and-a-half days immersed in career-changing sessions at the Healthcare CIO Boot Camp or attend a vital track session at the CHIME Fall CIO Forum. We feel the glow of a CHIME member who has donated her Focus Group honorarium to the Education Foundation. We share the pride of a Foundation firm whose long-term commitment has helped so many others.

We thank everyone who helped make 2017 a banner year for the Education Foundation and who inspire us to keep the legacy alive well into the future.

Myra Davis
Chair, CHIME Education Foundation
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Special thanks to departing 2017 board members:
George (Buddy) Hickman, Theresa Meadows
STAYING TRUE TO ITS MISSION
Since 2007, the CHIME Education Foundation’s mission has been to increase the number of scholarship opportunities available to provide as many deserving applicants as possible the opportunity to grow into the next generation of successful healthcare leaders.

ASSISTING MORE MEMBERS
In 2017, the Education Foundation raised $262,440 and received 156 applications. The Foundation funded more than half of them, awarding 89 scholarships in 2017. That total includes 12 scholarships for the CMIO Leadership Academy and 77 scholarships for CIO boot camps, forums and funded scholarships.

WOMEN, MINORITY AND MILITARY MEMBERS
The Education Foundation has been working closely with CHIME to increase diversity within the senior executive healthcare IT ranks and enhance education and career development within military organizations. Those efforts resulted in a significant increase in the number of women, minority and military members who applied for and received scholarships in 2017.

The 77 scholarships apply to Healthcare CIO Boot Camp, forums and funded scholarships; they do not include the CMIO Leadership Academy.
‘THE LITTLE ENGINE THAT COULDN’T BUT DID’

Keith Robison, CIO of a community hospital in New York’s Chautauqua County, faced a dilemma in 2006. His employer, now called UPMC Chautauqua WCA, eliminated the hospital’s travel budget, a move that potentially cut him off from the educational opportunities he benefited from as a CHIME member—unless he paid out of pocket.

Despite that hurdle, Robison has attended three CHIME CIO Forums and one Healthcare CIO Boot Camp during the ongoing freeze. How? He was awarded four scholarships totaling $10,500 through the CHIME Education Foundation.

He had the opportunity at forums to reach out to CIOs who work in similar environments and, like him, wear many hats and sometimes wrestle with staffing and financial constraints. He credits the knowledge he gained at these events as well as his growing professional experience for the achievements his department and hospital have made over the years.

He and his team managed to transition the hospital from paper to electronic records in 12 months and qualified for EHR incentives offered through the Affordable Care Act for all four years. In addition, they have earned HIMSS Stage 6 status.

“We are the little engine that couldn’t but did,” Robison said.

LOOKING AHEAD: SUSTAINABLE GIVING

The CHIME Education Foundation has embarked on an ambitious multiyear campaign to build a philanthropy program that can meet members’ demand. The Education Foundation’s goal is to create a sustainable funding model to ensure all members, regardless of the means of their organization, can enjoy the benefits of CHIME’s educational, networking and professional development offerings.

Thank you to everyone who donated to the CHIME Education Foundation.

Your generous contribution has made a positive impact on our future healthcare IT leaders.
Applications encompass all functions within a healthcare delivery organization. From business applications support, revenue cycle management, clinical applications, informatics, and the EMR, healthcare IT applications leaders are intimately involved in hospital operations across many departments. Defining and recruiting wide-ranging classifications of healthcare IT applications leaders was a significant part of our work in 2017, which continues through 2018.

By all accounts, AEHIA had a successful third year of growth. In 2017, AEHIA expanded its membership by over 40 percent, capturing new leaders from across the healthcare IT applications spectrum. We formed several committees to help develop and refine our membership criteria, plan and execute our inaugural Fall Summit in San Antonio, and organize the AEHIA Live Third Thursday program, a monthly educational webinar for member professional development. These member-driven efforts provided a groundswell of engagement we expect to continue in 2018.

These efforts are healthy signals of organizational maturity and an active and engaged membership, led by a committed board. Developing and empowering leaders within AEHIA allows other members opportunities to engage and participate in committees, in membership education and professional development opportunities, and in advocacy efforts both in Washington and with other healthcare-focused entities.

As organizations expand and flex their incredible portfolios of software, it will be up to AEHIA’s IT applications leaders to implement and guide organizations towards efficient and sensible long-term goals. 2017 was a successful year for AEHIA, one where we built a foundation to enable our association to grow and to empower members to help achieve AEHIA’s goals. On behalf of the AEHIA board, I’m confident that AEHIA will continue to grow and provide additional value to healthcare IT applications leaders in 2018.

Todd Hatton
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LETTER FROM THE CHAIR
Erik Decker, Chair, AEHIS Board; Chief Information Security and Privacy Officer, The University of Chicago Medicine

At the end of 2017, AEHIS marked its third year as a professional membership association, formed under CHIME’s leadership, to bring together healthcare information security executives to advance information security initiatives in the workplace. Yet, 2017 was an important year in which AEHIS grew both in membership—a 26 percent increase in total members—and in organizational maturity.

These important factors spurred AEHIS toward greater influence within the healthcare sector, and allowed the association to become an important advocate—including in Washington, D.C.—for the chief information security officer, resulting in more focused attention on the wide range of security issues facing our industry. Through the leadership of a very active board, we created five new committees to address security concerns. The new committees enabled numerous members to engage in membership education and professional development, forge collaborative relationships with other healthcare-focused entities, and advocate in Washington for our membership base.

As I look back on 2017, AEHIS’s third year can only be described as a resounding success. The challenges for our sector continue, however, so our board is striving to build on the accomplishments of this past year and seeking to better mobilize the membership to be more active in implementing our association’s initiatives. Speaking on behalf of the board, I’m confident AEHIS will continue to clearly demonstrate in 2018 why we are the premier association for healthcare cybersecurity executives.

Erik Decker
2018 AEHIS BOARD

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LETTER FROM THE CHAIR
Mark Amey, Chair, AEHIT Board; Associate Chief Information Officer, UC San Diego Health Sciences

The Association for Executives in Healthcare Information Technology, AEHIT, marked its third year at the end of 2017 as a professional membership association for healthcare technology leaders in a provider setting. Launched in late 2014 under CHIME’s leadership, AEHIT provides a forum for technology executives in healthcare to grow in their respective leadership roles. Now boasting over 450 members, AEHIT enjoyed more than 40 percent growth this past year. AEHIT not only grew in numbers since its inception, but developed a new level of organizational maturity during 2017.

This past year, our board created and managed four new committees to help the association tackle critical technology challenges in healthcare. AEHIT supported two Congressional bills related to telehealth, and is poised to exert even more influence in Washington in 2018. We also introduced our first annual Project of the Year awards in three different categories for healthcare provider organizations. And the year was capped by our Fall Summit annual conference, and our first effort to provide technology-focused presentations to our attendees.

On behalf of the AEHIT board, I’m excited for what AEHIT is ready to offer members in 2018. We recognize that many members joined AEHIT to develop their skill set as leaders, and we plan to redouble our efforts to provide meaningful education throughout 2018. Our goal is to guide our membership to increased levels of success in the workplace, whether that is through quality education and professional development offerings, or enhanced peer networking opportunities. As we build on the successes of this past year, we expect AEHIT to continue to develop into the premier association for healthcare technology executives.

Mark Amey
2018 AEHIT BOARD

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Special thanks to departing 2017 board member:
Pete Rock

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AEHIA, AEHIS AND AEHIT SUMMIT
In 2017, AEHIA, AEHIS and AEHIT jointly launched their inaugural Fall Summit—an educational, professional development and networking event for healthcare applications, security and IT executives in provider settings in San Antonio at the end of October.

INTERACT
Each association added Interact to its member benefits in 2017. Interact is a listserv that allows members in each association who opt in to communicate directly with each other in an email discussion.

AEHIA’S THIRD THURSDAYS
On November 16, AEHIA hosted its first in a monthly series of online AEHIA Live webinars, titled the “Third Thursday” program. Each will have an education or professional development focus.

AEHIT HONORS EXEMPLARY MEMBERS
AEHIT introduced three awards to highlight the accomplishments of its members at the 2017 AEHIT Fall Summit. The winners were Community Health Systems, HIT Innovative Project of the Year; Femwell Group Health, Patient Digital Experience Project of the Year; and Hennepin Healthcare System, Agile Infrastructure Application Development Project of the Year.

AEHIS CO-CHAIRS PUBLIC / PRIVATE GROUP ON CYBER
AEHIS Board Chair Erik Decker was selected by the U.S. Department of Health & Human Services (HHS) to co-lead a workgroup aimed at developing a toolkit of best practices that can be employed by providers with different levels of cyber sophistication ranging from those just getting started to the most advanced ones in the country. Working from a mandate handed down from Congress under the Cybersecurity Information Sharing Act of 2015, and with many AEHIS and CHIME member participants, they worked countless hours and met several times in Washington to develop these best practices which are slated for pre-testing in select regions in 2018.

NEWSLETTERS
In 2017, AEHIA, AEHIS and AEHIT each launched a quarterly newsletter, with AEHIS being the first to publish on July 5. The newsletters — AEHIApplications News, AEHIsecuirty News and AEHITechnology News — highlight members’ accomplishments, new provider and Foundation firm initiatives and information on each association’s events and benefits.
AEHIA - AEHIS - AEHIT—GROWTH AND ACTIVITY

AEHIA LAUNCHES TWO COMMITTEES
AEHIA’s board formed two key committees in 2017. The Marketing and Membership Committee helped to articulate better member eligibility requirements and the Professional Development and Education Committee has made significant strides in laying out the monthly schedule for the Third Thursdays webinars.

AEHIS MAKES ITS MARK
In 2017, AEHIS stood up several committees to help guide and grow the association. The AEHIS Public Policy Committee quickly began working with legislators proactively. AEHIS now has a leadership role in the Healthcare Sector Coordinating Council’s Cybersecurity Work Group.

AEHIT’S WORK BENEFITS ALL THREE
In 2017, the AEHIT Collaboration Committee undertook a significant effort to help bolster the AEHIT Foundation, the nonprofit organization tying together AEHIT members and business leaders in healthcare IT. These member-driven efforts in partnership with Foundation staff resulted in several new firms across AEHIS, AEHIT and AEHIA.

MEMBERSHIP GROWTH
All three associations finished 2017 with strong growth in membership. AEHIA completed the year with 440 members, up from 337 at the end of 2016; AEHIS at 790, up from 625, and AEHIT at 452, up from 321. The associations made a commitment to expanding their outreach to potential members with additional staffing and other resources.
**AEHIS LEADER GETS CISO AWARD**

Erik Decker, chief security and privacy officer at University of Chicago Medicine and then vice-chair of the AEHIS Board, has a long list of achievements that demonstrate his leadership skills. In late October 2017, the Association of Information Technology Professionals named Decker the Chicago Area CISO of the Year Award winner.

Decker’s win is the first time the award has recognized excellence in healthcare cybersecurity.

He joined AEHIS in 2015 and currently chairs the AEHIS Board and the AEHIS Public Policy Committee. As Decker explains, AEHIS will “be at the table, providing feedback on what we think are the best next steps for legislation and federal affairs that impacts providers.”

He also co-leads a Department of Health and Human Services task group of 100 industry experts across the country to develop a cybersecurity “how to” guide for the healthcare sector. This group is charged with “aligning the healthcare industry security approaches” as well as implementing several components of the federal Cybersecurity Task Force report that was released in 2017.

*Erik Decker, Chicago CISO of the year for 2017.*
Looking Ahead

**AEHIA to Help with Healthcare’s Most Wired**
The AEHIA Awards Committee will incorporate tasks tied to the HealthCare’s Most Wired survey that CHIME now oversees and will be revising over time. The committee will assist in writing the applications and informatics portions of the survey.

**AEHIS Poised to Make Impact in 2018**
The AEHIS Joint Cybersecurity Working Group will have opportunities in 2018 to provide strategic, tactical, best practices and policy solutions to shared healthcare cybersecurity. AEHIS also created a Medical Device Working Group to develop and promote best practices.

**New Committee Looking at Certification**
AEHIS’ new Certification Exploration Committee will explore the feasibility and criteria for an AEHIS-sponsored certification or certificate program for CISOs and other healthcare information security leaders that can elevate the expertise of a healthcare-specific CISO.

**AEHIT to Explore Advocacy Efforts**
AEHIT will look to expand on its public policy work in 2018. In partnership with CHIME, AEHIT submitted commentary on several pieces of telehealth-specific legislation in 2017.
MEETING OUR OBJECTIVES THROUGHOUT THE YEAR

Thank you to all who contributed, volunteered and served during CHIME’s most successful year. Every year, CHIME sets ambitious goals under the guidance of our Board of Trustees. By almost every metric, 2017 was a year of amazing performance.

Our Professional Development Strategic Objective set the stage for a great year. The Spring and Fall CIO forums both exceeded attendance goals, with members giving the forums overall top-box satisfaction scores of 94 percent and 95 percent, respectively. Our two CHIME Healthcare CIO Boot Camps enrolled a record number of participants, with average class sizes of 70 and 100 percent top-box satisfaction scores. Additionally, this was the most successful year for the Certified Healthcare CIO (CHCIO) program, adding over 100 certified professionals.

Our Public Policy Strategic Objective, led by our dedicated Public Policy Steering Committee and the D.C. team, had a stellar year, making significant impact in both the legislative and federal agency fronts while ensuring we represented members’ interests first and foremost.

The Strategic Objective of Member Engagement performed at extremely high levels also. Membership grew significantly both domestically and internationally. This combined with record or near-record satisfaction, retention and engagement, positions CHIME well for a successful 2018. Additionally, our associations (AEHIA, AEHIS and AEHIT) continue to grow and mature both in size and engagement.

The CHIME Foundation, with over 150 industry partners, also met a challenging set of objectives based on engagement, program participation and renewals that led to ever-stronger partnerships for our organizations. With the Foundation’s CHIME Partner Education Summit (CPES) event entering its third year and the CHIME Foundation Certified Healthcare Executive (CFCHE) program completing its first year, the Foundation’s value will continue to grow in 2018.

The overall great performance of CHIME, the CHIME Foundation and all associated programs has resulted in strong financial performance with adequate reserves.

Finally, inspired by the amazing work of our members, the CHIME team members are highly motivated to make CHIME stronger every day. Although the team is only 30 strong, each member is a leader in his or her profession who is truly dedicated to the vision of CHIME: “Exceptional Leaders Transforming Healthcare.”
CHIME AS A COMMUNITY
The cornerstone of CHIME is community.
Community can be seen in the positive relationships we build with our members, and the strong partnerships our members build with colleagues in the industry and across the globe.
Community is also created when we come together for a common cause: transforming healthcare.

CHIME recognizes the new 2017 Fellows at the 2017 CHIME CIO Fall Forum.
**CHIME CREATES OPIOID TASK FORCE**

It started as a wish made in October 2017 as three longtime friends sat around a firepit after a commemoration for the late Timothy Kopetsky.

Only 31, Tim was a bright and caring young man who had struggled with addiction for a decade, with the last five years in successful recovery. He succumbed to heroin’s temptation when helping a friend who relapsed. Tim died that evening. His friend returned from the hospital and died of a second overdose the next day.

Ed Kopetsky, joined by his family and their friends Jim Turnbull and Russell Branzell at that firepit in California, said he wanted something good to come from Tim’s death. Kopetsky, the CIO of Lucile Packard Children’s Hospital Stanford in Palo Alto; Turnbull, CIO of University of Utah Health in Salt Lake City; and Branzell, president and CEO of CHIME, determined they had to do something.

Three months later, Kopetsky and Turnbull oversaw the first meeting of the CHIME Opioid Task Force. The meeting, which took place January 24-25 in Washington, D.C., brought together more than two dozen healthcare IT leaders from provider organizations and industry to determine how to harness the knowledge and resources of CHIME and its members to help fight the opioid epidemic. The concept was first introduced by Turnbull on November 2 at the 2017 CHIME Fall CIO Forum in San Antonio.

The CHIME Opioid Task Force will leverage the core competencies of CHIME and its diverse membership to increase awareness and destigmatize the opioid crisis. With their expertise and access to critical data, CIOs and their industry partners are positioned to help identify best practices and build evidence to prevent, identify and treat opioid misuse and addiction as well as drive policy changes in Washington, D.C. CHIME will serve as the organizing body for the task force and provide support and resources.
CHARITIES SUPPORTED IN 2017

In 2017, Hurricane Harvey poured more than 50 inches of rain onto parts of the Houston region after it made landfall in late August. Hurricane Irma soon followed, giving Florida, Georgia and South Carolina a beating. As if that wasn’t enough, Hurricane Maria then inundated Puerto Rico and other islands.

And as CHIME17 neared, the board determined that CHIME should donate charitable funds raised at the forum to assist hurricane victims. While San Antonio, 200 miles west of Houston and the site for CHIME17, was spared from the brunt of Harvey, its charities were being pressed into service to aid evacuees and the storm’s other victims.

CHIME has a long tradition of interspersing charitable activities into its premier fall educational and networking event. Those activities typically include fundraisers and a Giving Back event. Preceding CHIME17’s educational sessions, members took a morning to pack 278 pounds of donated cleaning supplies and baby items for the San Antonio Food Bank.

All in all, CHIME raised $32,400 during CHIME17 for Direct Relief, a nonprofit that provides medical assistance for victims of natural disasters.
The role of CIOs and other senior healthcare IT executives is becoming increasingly integrated into the care of patients in health systems across the globe. Health IT touches the patient at every step of his or her journey. Patients may not realize it, but CHIME members are always there beside them, striving every day to make and keep them healthy, safe and satisfied with their quality of life.

CHIME will continue to find ways to support our members in this very challenging, and very rewarding, endeavor. We will continue to identify partners with like-minded missions and cultures who can join us in improving healthcare for everyone, everywhere, every time they need it. We will look for opportunities to work with key decision makers in Washington and elsewhere to ensure that public policy helps our members and their health organizations. We will offer top-quality educational, career development and networking programs that allow our members to lead the charge in transforming healthcare.

Many thanks to our members for making CHIME what it is today. Their vision for a better tomorrow inspires all who know them to work harder, be kinder, act smarter and think bigger. This report is testament to them and all that they have achieved.