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**Martin Carpenter**

Health CIO – Government of Jersey



**#HIMSS26EUROPE**

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EXPERT **INSIGHTS**  
EXCEPTIONAL **IMPACT**



**Martin Carpenter**

Health CIO – Government of Jersey

# **HIMSS26: From Maturity to Momentum**

Selling the business Case



# **Selling the Vision: The Art of the Digital Health Business Case**

## **The Wolf of Wall Street Test**

If you can't sell the pen, you can't sell an EMR. Digital health must prove its value, not assume it.

## **Business Cases as Ethical Sales Documents**

A strong business case is evidence-led, outcome-focused, and built on clinical reality.

## **Persuasion is a Clinical Skill**

Credibility, clarity, and conviction drive investment decisions and unlock transformation.

## **Outcomes First, Technology Second**

Frame every investment around safer care, workforce efficiency, and patient experience.



# MAKING THE LEAST WORSE DECISION

## Competing Priorities

Cancer services, mental health, workforce shortages — every department has a legitimate claim on limited capital.

## Hard Decisions

Approving a multi-million pound digital programme means saying no to something else. Decision-makers carry real political and clinical risk.

## Easier to Kick the Decision Down the Road

Without a compelling, evidence-based case, the default answer is “not yet.” Delay feels safer than commitment.



# Listening First: Building Common Ground Across Jersey

## Go Grab a Coffee

Before the business case, I met stakeholders outside the hospital, over coffee, in their world.

## Clustering Common Themes

Conversations clustered into themes: safety, data integrity, workforce experience, and access inequalities.

## Finding the Overlap

Mapping shared concerns built a natural coalition and common cause for change.

## Trust Before Technology

Genuine early consultation reduces resistance and is the most undervalued step in digital transformation.



# Building Political Support: Getting the Right People in the Room

## Political Air Cover

The Minister provided visible, consistent top-level support — giving the programme authority at every stage.

## Chief Executive Mandate

Executive sponsorship aligned the whole system behind one generational agenda.

## Clinical Engagement as the Engine

Executive colleagues drove change through active clinical engagement — creating pull rather than push.

## Digital Health Advisory Group

A system-wide group chaired by the Minister brought the noisiest voices into the decision-making tent.



# Data-Driven Case: Jersey's Digital Baseline

## Patient Safety Incidents

~80 monthly safety incidents from fragmented clinical information.

## Aging Demographic

+36% over-65s by 2040. Heart failure up 42%, dementia up 52%.

## Digital Maturity Assessment

HIMSS Level 0/7 — 26th of 26 jurisdictions. No integrated EPR.

## Digital Investment Gap

0.6% of healthcare revenue vs. 5–8% international benchmark.

## Productivity Opportunity

15–20% productivity boost from better digital infrastructure.

## Medical Inflation

3–4% annually; activity growth outpacing capacity.

*More activity. Constrained capacity. The case for change is clear.*

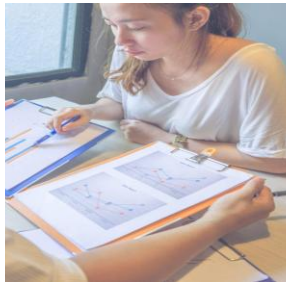


# Planning, Testing, and Building Consensus



## Outcomes-Driven Planning

Plans must be simple, outcome-focused, and anchored to the Quadruple Aim — not technology specifications. Create the outcome in language stakeholders understand



## Iterative Testing with Stakeholders

Test narratives early with real stakeholders through concise scenario summaries — then refine before committing.



## Building Consensus and Engagement

Informal engagement forums build system-wide ownership before formal decision points — turning sceptics into sponsors.

# Decision Framing: Making Inaction Visible

## Consequences of Inaction

Inaction results in patient safety incidents, fragmented data, inefficiencies, and workforce morale decline.

## Risks of Maintaining Status Quo

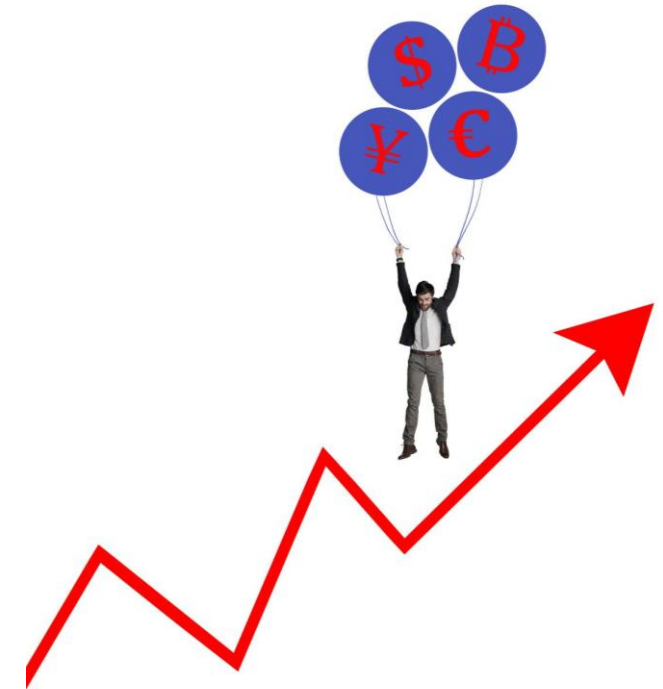
Status quo leads to duplicated tests, delayed decisions, and missed health management opportunities.

## Benefits of Phased Investment

Phased investment reduces risks, improves data integrity, and narrows inequality gaps.

## Framing Decision-Making

Positioning inaction alongside action clarifies choices and accelerates decisions.



# Jersey's Business Case: The Problem Landscape

## Fragmented Clinical Data

Disjointed medication, allergy, and medical histories create risks across care providers.

## Patient Safety Incidents

~80 safety incidents monthly due to inadequate transfer of care and missing information.

## Fragmented Patient Journey

Patients face inconsistent access and lack visibility of records across primary, secondary, and community services.

## Infrastructure Under-Investment

Focus on hospital systems led to underdevelopment of broader digital infrastructure for population care.



# Jersey's Business Case: Five-Step Solution Architecture

## Foundational Infrastructure

Step 1 focuses on establishing core interoperability using NHS numbers, e-referrals, and e-prescribing systems.

## Comprehensive Health Records

Step 2 introduces open-standard lifelong health records preventing vendor lock-in and supporting all patient interactions.

## Integration with Wearables

Step 3 enables connections with wearables, remote monitoring, and virtual ward technologies through standards-based integration.

## Privacy-Enhancing Technologies

Step 4 ensures role-based, auditable data access with privacy-enhancing technologies for secure health information management.

## Unified Analytics Platform

Step 5 establishes a platform for analytics, population health management, cohort risk analysis, and automated alerts.

## Investment Options

Decision-makers can choose a phased investment for measurable improvements or a do-nothing option with risks.



# Key Takeaways: Lessons for Digital Health Leaders

## Listen Before You Lead

Authentic stakeholder engagement before building the business case creates the coalition that sustains transformation.

## Outcomes over Technology

Sell the difference, not the shiny toy.

## Make Inaction Visible

Governance leaders need to see the cost of doing nothing. Frame inaction with the same rigour as any investment option.

## Data Transforms Opinion into Evidence

A HIMSS Level 0 baseline, clinical incident data, and demographic projections make an objective, unanswerable case.

## The Journey Is Replicable

Jersey moved from last of 26 jurisdictions to a credible digital strategy. Any system can do the same.



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**Thank you**

