

**HIMSS<sup>®</sup> 26**

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**#HIMSS26EUROPE**

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



EXPONENTIAL IMPACT TRANSFORMATION

# Welcome

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Group Director Quality and Risk Management



# **EXPONENTIAL IMPACT TRANSFORMATION**

**From Digital Capability  
to Clinical Value**

- Global digital transformation paradox
- Global digital transformation gap
- The 5 Governance Failures
- Digital Maturity Illusion
- UAE case study; Value realization governance
- What the Next Phase of Digital Health Demands
- Five principles for success

# Global digital transformation paradox

Digital transformation does not fail at the technology layer, It fails at the governance layer.

Are clinicians changing behaviour or bypassing the system?

Are outcomes improving or just being measured differently?

Is value realised or only measured?

# The Global Digital Transformation Gap

Implementation is not adoption. Adoption is not impact.

- **70% of digital transformation initiatives fail to deliver expected value** (McKinsey)
- Healthcare organizations often achieve **technical implementation without clinical adoption**
- Advanced EMR functionality utilization often remains below 50% despite full implementation



The missing link is **clinical engagement and governance architecture**. HIMSS maturity models, including **EMRAM**, evaluate infrastructure, analytics capability, interoperability and workflow digitization.

## Value Realization:

- Technology
- Workflow
- Clinical leadership ownership
- Governance accountability

## Digital Maturity Without Clinical Transformation

- IT-led decision making
- Limited clinical ownership
- Technology-first implementation

### Perception

- Additional administrative burden
- Workflow disruption
- Systems imposed without frontline insight

### Outcome

- Resistance & Workarounds
- Alert fatigue & cognitive overload
- Data integrity challenges
- Documentation burden without value



Digital systems were implemented.  
Clinical practice remained unchanged.

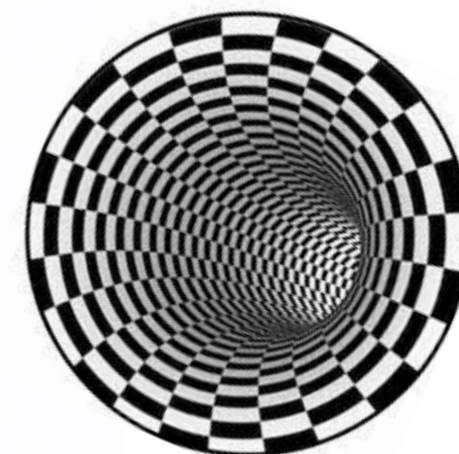
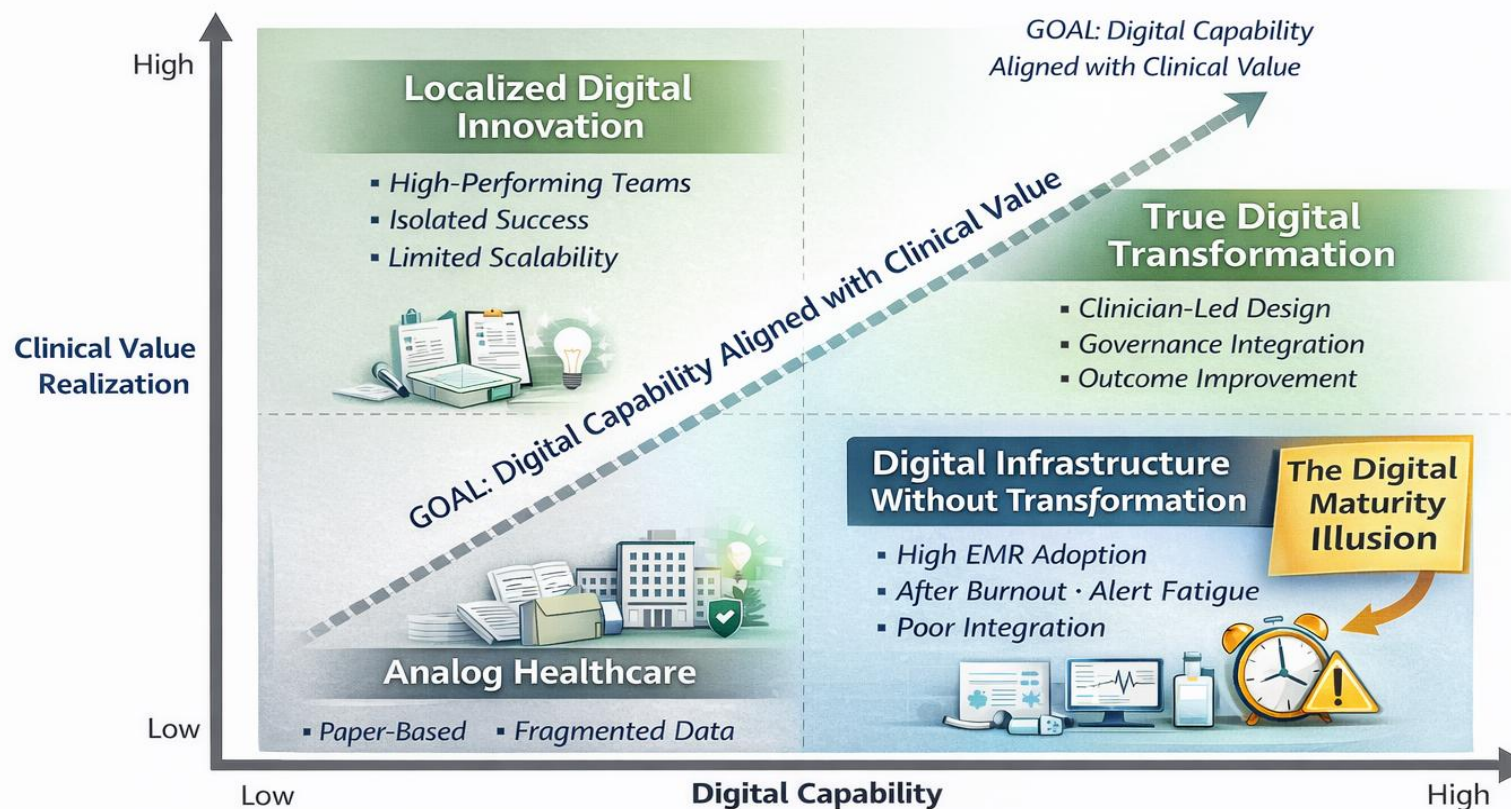
# The **5** Governance Failures That Destroy Digital Transformation

- 1** Lack of Executive Leadership
- 2** Poor Clinical Engagement
- 3** Rigidity Over Adaptability
- 4** Missing Value Realization Metrics
- 5** Neglecting Culture & Change Management

**70%** of Digital Transformation Projects Fail Due to Governance Challenges

# The Digital Maturity Illusion

## The Digital Maturity Illusion: Why Stage 7 Does Not Guarantee Clinical Value

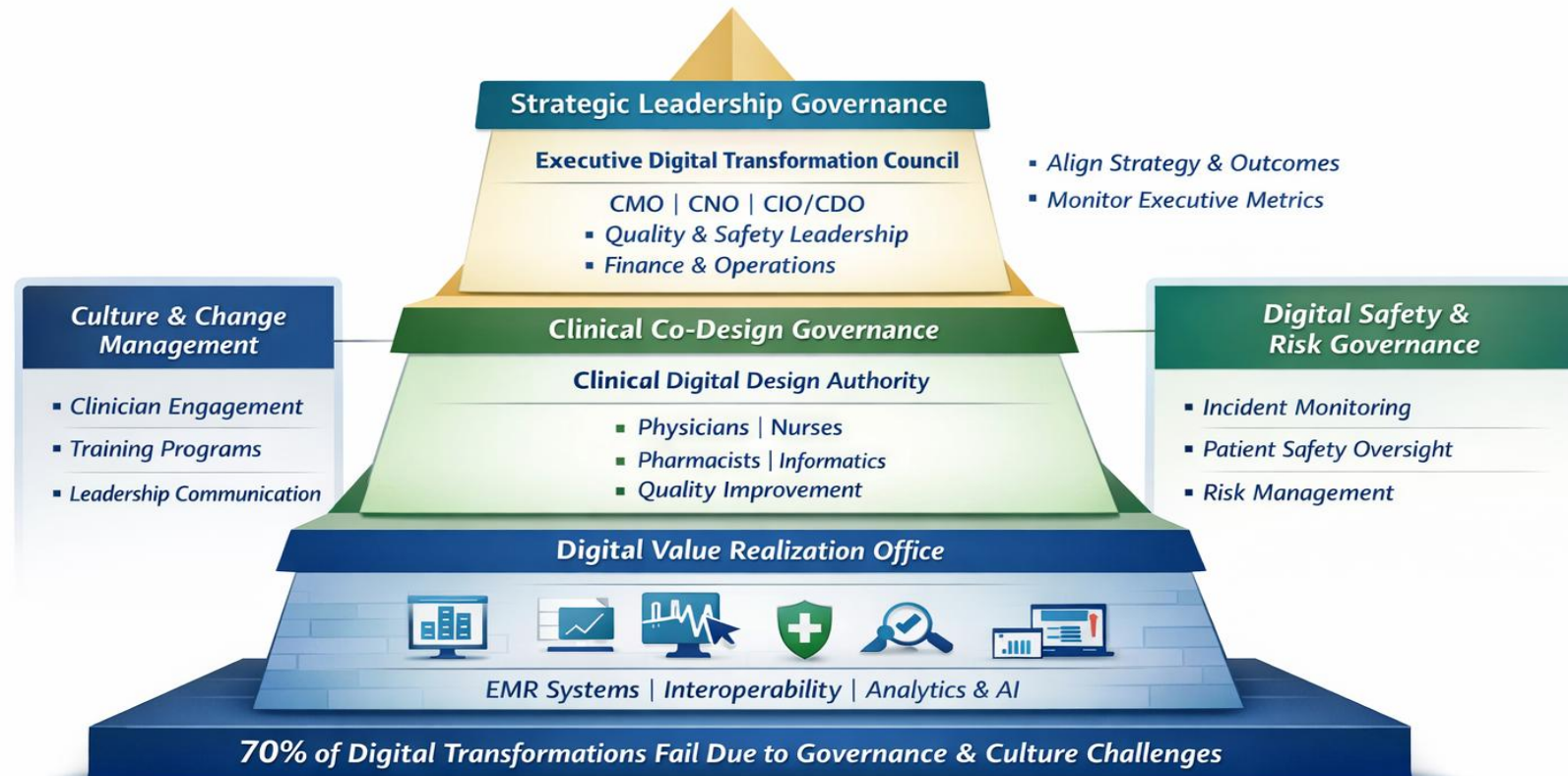


*Digital maturity measures technological capability. True transformation is achieved only when technology changes clinical practice and improves patient*

# Digital Health Value Realization Governance Framework

## From Digital Capability → Clinical Value

Executive Governance Model for Sustainable Digital Transformation



# The Governance Shift: From IT Ownership to Executive Clinical Governance

## Implementing advanced clinical digital capabilities

- Technology was available

digital capability achieved

- Adoption was inconsistent

clinical adoption not achieved

## Multidisciplinary digital governance integrated with quality and risk management structures

### Executive oversight including:

- CMO
- CIO
- Quality leadership
- Clinical department chairs

### Focus areas:

- clinical workflow optimization
- safety impact monitoring
- digital policy integration

Clinical Digital  
Steering Committee

### Clinical Champions Program

- co-design workflows
- test system updates
- provide peer-to-peer education

digital champions  
inside each clinical  
department

### Digital tools were integrated with our:

- incident reporting system
- clinical audit programs
- patient safety governance

Digital Safety  
Integration

Digital data → safety insights → clinical improvement

# What the Next Phase of Digital Health Demands?

## Next Generation

- AI clinical decision support
- predictive analytics
- ambient documentation
- robotics and automation

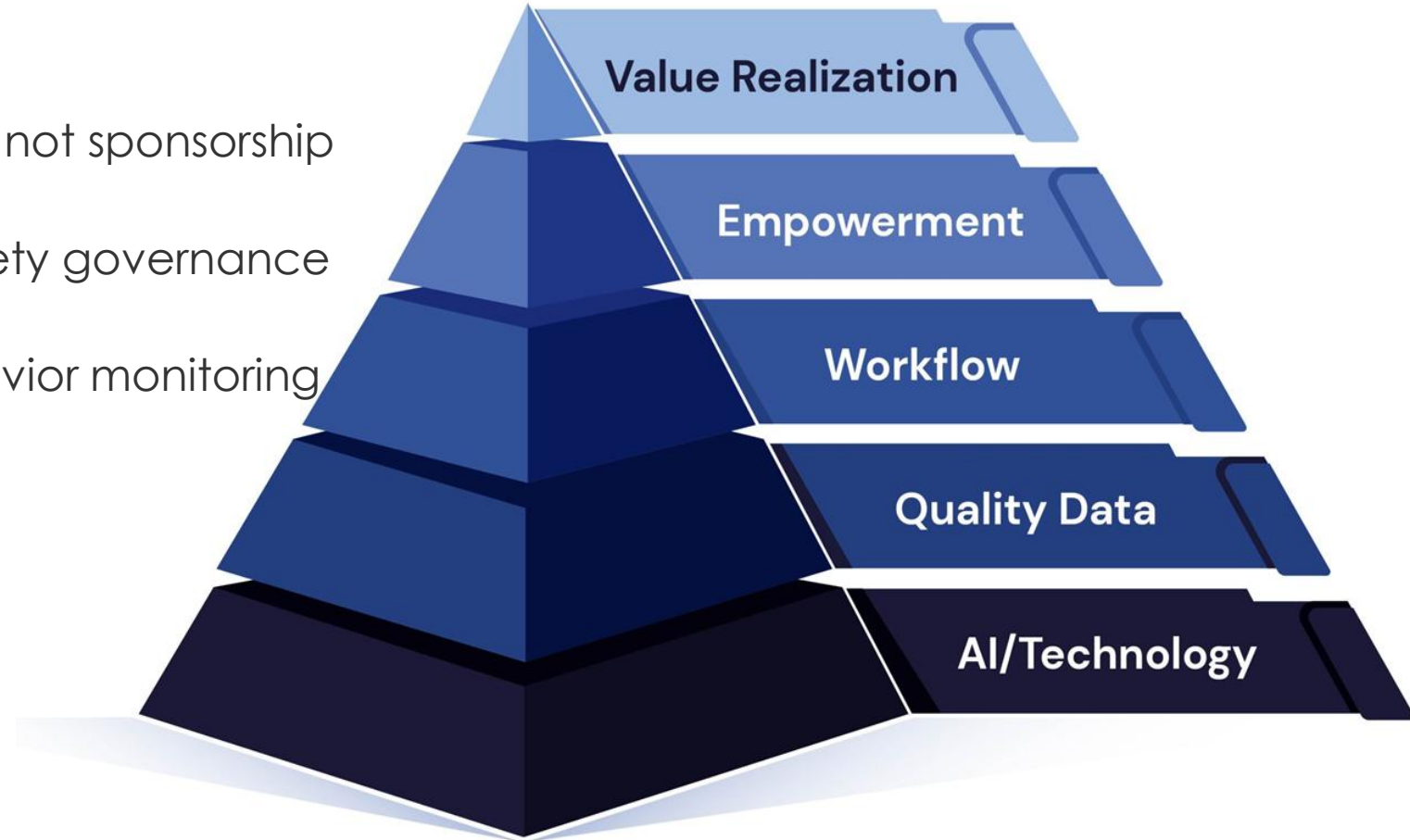
## Weak Governance

- algorithm bias
- workflow disruption
- safety risks
- clinician resistance

# What Actually Drives Digital Value Realization?

True digital maturity is measured by DVR

- 1 Executive leadership ownership not sponsorship
- 2 Clinician-led design
- 3 Integration with quality and safety governance
- 4 Outcome-driven digital KPIs
- 5 Continuous adoption and behavior monitoring





**Technology scales systems. Governance transforms care.**

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Thank you

