INFORMATICS PROFESSIONALS. LEADING THE WAY.

2024 Election for Board Chair

Candidate: Philip Payne

Professional Title & Affiliation

Director, Institute for Informatics, Data Science, and Biostatistics, Washington University in St. Louis, School of Medicine

Personal Statement / Short Biography

Over the past nearly 30 years, I have dedicated my scholarly and professional career to enhancing health and promoting wellness through the integrative use of computational and data science methods. This includes the systematic study of socio-technical, policy, and human factors that influence the adoption and optimal use of information technology and the execution of clinical and translational research programs. As a software engineer, researcher, educator, administrator, and entrepreneur, I have contributed to basic and applied Biomedical Informatics methods and practices, implementing these capabilities on a large scale within healthcare delivery environments. These experiences have shaped a philosophy emphasizing an unwavering belief in the power of Biomedical Informatics to improve human health and the necessity for dynamic, inclusive, energetic, and strategic leadership to achieve this goal.

Why would you like to serve as AMIA's Board Chair

As the current Secretary of the AMIA Board of Directors, and if given the privilege to serve as the President and Chair of the organization, I would continue to advance and expand critical strategies and policies to ensure AMIA's position as the preeminent, diverse, and highly visible professional home for Biomedical Informatics education, research, practice, and policy. By leading in these key areas, we can secure the future success and growth of the organization. Additionally, building on my efforts on the Board over recent years, which include reinvigorating member-driven governance, supporting transparent and efficient staffing and business operations, and establishing a philanthropic base via the LEAD fund, I aim to continue these foundational efforts. I believe such activities will ensure our professional community's long-term sustainability and expansion and its recognition as the home of leaders engaged in the scientifically rigorous and high-impact digital transformation of health and healthcare.

Please share your vision for the AMIA organization

AMIA has been my professional home throughout my career, playing a crucial role in shaping and motivating the current and future states of the scientific and practical agendas that define Biomedical Informatics. To this end, I believe three critical trends will impact the future of our field and our organization and therefore can and should serve as the basis for our collective vision:

1. There is a need for reinvigoration and broader recognition of Biomedical Informatics as a field of scientific research and as a driver of applied innovation and practice at the lab, point-of-care, and population levels. This is particularly apparent when considering the rapid expansion of and interest in AI as applied to health and healthcare over the last several years.
2. There is a similar, urgent need to cultivate a robust and inclusive Biomedical Informatics workforce, including training and mentoring future scientific, operational, and strategic leaders capable of working across various settings and domains.

3. And finally, we must address an essential and existential evolution of our community to embrace and promote diversity in all aspects of our endeavors, not just in rhetoric but in demonstrable actions across our field.

Describe your leadership style. Provide one or more brief examples to illustrate your style

My approach to serving as a leader can be broadly defined as "participatory leadership." This management and engagement approach emphasizes the involvement of all members of an organization in decision-making processes. It is intended to foster a culture of collaboration, transparency, and shared responsibility by encouraging input and active participation from stakeholders at all levels. Critical elements of participatory leadership include open communication, collective problem-solving, and inclusive practices that leverage diverse perspectives to drive innovation and improve outcomes. By valuing and integrating the contributions of all stakeholders, participatory leadership enhances commitment, boosts morale, and increases a sense of ownership, ultimately leading to more effective and sustainable organizational performance and culture.

A primary example of this leadership philosophy has been my approach to organizing and executing on governance reform efforts on behalf of the AMIA Board of Directors and broader organizational membership. Such changes to and optimization of organizational structure, authority, and decision rights are necessary to ensure a member-driven organization's efficient and effective operations in an increasingly challenging environment. They also generate considerable "friction" related to entrenched interests and perspectives. By engaging in highly inclusive listening tours, town hall meetings, member-to-member engagement campaigns, and communication and outreach initiatives, we were able to achieve shared understanding and successfully submit for member approval a series of changes to the AMIA by-laws that expanded voting rights to include ALL members (including students), simplified the process for bylaw revisions, and implemented a new and streamlined organizational structure. This represents the first comprehensive approach to governance reform at the organizational level in the past several decades, and all such measures passed with overwhelming support from the membership via a transparent and open voting process that can serve as a model for analogous future efforts.

Summarize your key leadership accomplishments within AMIA, focusing on results delivered in each role

During my tenure as the secretary of the American College of Medical Informatics (2017-2020), I led the development of both revised governing documents (resulting in greater clarity of the mechanisms for participatory leadership in that organization) as well as a 5-year strategic plan for the growth of the college as a source of mentorship and thought leadership for AMIA.

During my tenure as the Chair of the AMIA Education Committee (2017-2020), I led the development of a new charter and strategic plan for that committee, including a re-organization of the committee's structure and decision-making processes, to fully reflect the depth and breadth of academic, professional, and in-career educational programs offered or facilitated by AMIA.

In my role as the founding Chair of the AMIA LEAD Fund Advisory Committee (2017-Present), I have led the development of a strategic plan for philanthropic activities on behalf of AMIA, with a particular emphasis on developing new funding sources that can be invested in growing the diversity of AMIA membership and helping to develop future leaders of the organization.

Finally, as the Co-Chair of the AMIA Governance Committee, I have lead an effort to revise, simplify, and improve member-drive governance across the organization. Acting upon the recommendations of the AMIA Governance Task Force, my colleagues and I are actively working to modernize our organizations bylaws, increase access to member-driven decision-making by all AMIA members - including both nominations and voting processes, creating mechanisms for increased transparency and communication between the board and other elected leaders and the broader AMIA membership, and establishing diverse and inclusive leadership development pipelines to create future generations of AMIA leaders.

Summarize your key leadership accomplishments outside of AMIA, focusing on results delivered in each role

As the Founding Director of the Institute for Informatics, Data Science, and Biostatistics (I2DB, https://i2db.wustl.edu/) at Washington University in St. Louis, I am responsible for establishing a university-wide academic and professional home for informatics and data science research, education, and practice. This new institute is funded via a $100M endowment and leverages over $650M in extramurally funded research and development programs. Further, and as part of the universities economic development mission, I2DB is responsible for partnering with several regional, national, and global industry and government initiatives to attract and retain high-technology businesses and public-private partnerships that can interact with the university and its partners, while also contributing to the technology and employment ecosystem of the region and state.

In addition, as the Associate Dean for Health Information and Data Science and Chief Data Scientist for the Washington University School of Medicine, I am responsible for data, information, and knowledge management strategy spanning the tripartite mission of the school, working in close coordinate with our clinical partners at Washington University Physicians and BJC Healthcare. In this capacity, I oversee not only the activities of I2DB, but also the school's Division of Biostatistics, as well as the Becker Medical Library. Most recently, and in the aforementioned capacities, I led the development of a university-wide strategic plan for digital transformation, including initiatives targeting research and innovation, teaching and learning, and university operations and infrastructure.

Selected Accomplishments:

- Led the creation of the first-ever strategic plan for informatics and data science research, education, and practice, spanning all major academic and business units at Washington University.
- Created and integrated governance and decision-making model for data analytics and informatics infrastructure and operations spanning the Washington University School of Medicine and BJC Healthcare System.
- Oversaw the integration of multiple, highly distributed research informatics infrastructure and service-line units into a single shared service model, increasing efficiency and ease of

access while also reducing redundant spending and eliminating unsustainable funding models for such capabilities.

- Implemented a comprehensive plan to support and enable the deployment of a system-wide Electronic Health Record (to be used by both Washington University Physicians and BJC Healthcare), as well as associated data warehousing and analytics infrastructure and services.
- Established a partnership model spanning the Institute for Informatics and multiple business development, incubation, and acceleration entities in the CORTEX Innovation District (a life science and technology-focused innovation campus that is proximal to the Washington University Academic Medical Center and jointly funded by Washington University, BJC Healthcare, and St. Louis University)
- Designed and launched a novel, trans-disciplinary certificate, masters and PhD degree program in Biomedical Informatics and Data Science, leveraging a hybrid-flex curriculum and targeting both in-career and traditional graduate learners. This involved the introduction of a competency-based, accredited curricular model, working in alignment with national professional associations and accreditation bodies.
- Designed and established the Office of Health Information and Data Science, integrating the strategies and activities of the Institute for Informatics, Division of Biostatistics, and the Becker Medical Library.
- Led and was responsible for a joint operational, clinical, and research analytics team charged with informing the COVID-19 pandemic response of both Washington University and BJC Healthcare, as well as supporting public health policy and care delivery coordination under the auspices of the STL Metropolitan Pandemic Task Force.
- Served as the executive sponsor for the creation of a joint Washington University and BJC venture, focusing on the management and delivery of de-identified and synthetic data for the purpose of enabling university-industry partnerships in the area of Real World Evidence (RWW) generation.
- Conceptualized and led a strategic plan for digital transformation spanning all activities and domains at Washington University in St. Louis, including teaching and learning, research and innovation, service, and outreach, engagement, and economic development at the local, regional, national, and global levels.

How do AMIA's goals and priorities align with your own? How would you manage conflicts?

The American Medical Informatics Association (AMIA) aims to advance the field of biomedical and health informatics to improve health care delivery, enhance patient outcomes, and support public health initiatives. Key goals include fostering the development and implementation of informatics tools and systems, promoting high-quality research and education in the field, advocating for policies that support the effective use of health information technology, and cultivating a diverse and skilled workforce. AMIA strives to be a leading resource for professionals, providing a collaborative community for knowledge exchange, professional development, and the advancement of informatics practices.

When reflecting on the alignment of the preceding goals with my own personal and professional goals, there are numerous points of positive and constructive intersection, as follows:

1.Advancing Informatics Research and Implementation:

Personal Goal: Conduct and publish high-quality and impact research in biomedical and health informatics that demonstrates the role of data and computation in improving the quality, safety, outcomes, and value of care delivery.

Reflection: This set of professional objectives aligns with AMIA's goal of fostering the development and implementation of informatics tools and systems that improve healthcare delivery and patient outcomes.

2. Advocating for Effective Health IT Policies:

Personal Goal: Participate in and lead policy discussions and advocate for regulations that enhance the use of health information technology for biomedical research, care delivery, and population health.

Reflection: My involvement in policy advocacy mirrors AMIA's efforts to promote policies that support the effective use of health IT, ultimately improving individual and population health, allowing for a natural synergy therein.

3. Fostering Collaboration and Innovation:

Personal Goal: Collaborate with interdisciplinary teams to innovate and solve complex healthcare challenges by creating a diverse and inclusive "economy of ideas and perspectives."

Reflection: By fostering collaboration and leveraging diverse perspectives, my personal and professional commitments to creating "marketplaces of ideas" can potentially contribute to and inform AMIAa's goal of driving innovation and collective problem-solving in informatics.

4. Promoting Diversity and Inclusion

Personal Goal: Advocate for and practice inclusivity in all personal and professional endeavors, ensuring diverse voices are heard and valued.

Reflection: My commitment to diversity and inclusion aligns with AMIA's objective to embrace and promote diversity within the informatics community, enhancing the field's capacity to address complex and high impact healthcare needs.

5. Enhancing Professional Community Engagement:

Personal Goal: Participate in professional organizations, conferences, and forums to share knowledge and build professional networks.

Reflection: AMIA is the primary professional community and leading resource for informatics professionals, fostering a collaborative environment for knowledge exchange and professional growth. As such, it is the preeminent venue for the satisfaction of this particular personal goal.

To manage potential conflict between my personal goals and those of AMIA as an elected representative of the organization, it is crucial to prioritize AMIA's mission and values. Doing so will require me and my colleagues on the board of directors to openly communicate and transparently address any conflicts, seeking alignment through compromise and collaboration. It is also essential to regularly reflect on both sets of goals, ensuring that personal ambitions do not overshadow the nonprofits objectives. By maintaining a focus on the collective good and fostering a culture of integrity and mutual respect, potential conflicts can be effectively navigated, ensuring AMIA's mission remains the primary focus.

Share any other unique skills or perspective you bring to this role

The unique intersection of academic and entrepreneurial experience that I have had the privilege of experiencing during my career provides a unique perspective that can significantly advance the mission and vision of the American Medical Informatics Association (AMIA). Academically, I can provide a deep understanding of the latest research, theories, and technological advancements in biomedical informatics, fostering a foundation of knowledge essential for innovation and evidence-based practices. My entrepreneurial experience, on the other hand, brings practical insights into market dynamics, implementation challenges, and the agility needed to translate academic findings into real-world applications. This blend of rigorous academic training and hands-on entrepreneurial acumen enables a holistic approach to problem-solving, driving AMIA's goals of improving healthcare delivery, enhancing patient outcomes, and fostering a robust and inclusive informatics community. By leveraging this dual expertise, I can help bridge the gap between theory and practice, ensuring that AMIA remains at the forefront of scientific advancement and practical innovation in health informatics at the same time.

AMIA Engagement and Participation

AMIA member – More than 20 years

- Continuous member of AMIA since 1995
- Continuous member of Clinical Research Informatics Workgroup since 2006
- Regular service as a reviewer and SPC member for the AMIA Annual Symposium and AMIA Informatics Summit

Notable committee, editorial, and SPC service have included:
*2007-2010, Co-Chair of Clinical Research Informatics Task Force
*2008-2011, Steering Committee, Clinical Research Informatics Workgroup (including a term as chair of the workgroup)
*2010, Track-Chair, AMIA Summit on Clinical Research Informatics
*2011, SPC Chair, AMIA Summit on Clinical Research Informatics
*2011-2020, Member, Editorial Board, Journal of the American Medical Informatics Association (JAMIA)
*2017-2020, Chair, Education Committee
*2017-2020, Secretary, American College of Medical Informatics (ACMI)
*2017-Present, Chair, AMIA LEAD Fund
*2018-2019, Member, Academic Forum Executive Committee (representative of Academic Leaders Community)

*2018-Present, Associate Editor, Journal of the American Medical Informatics Association Open (JAMIA Open)
*2021-2022, Member, AMIA Board of Directors
*2022-Present, Co-Chair, AMIA Governance Committee
*2022-Present, Secretary, AMIA Board of Directors

Areas of Expertise

Cancer Research; Clinical Research; Data Science; Electronic Health Records; Entrepreneurship; Genomics; Health Services Research; Human Factors; Knowledge Discovery; Open Source; Outcomes Research; People and Organization Issues; Precision Medicine; Registries; Simulation and Modeling; System Architecture; Translational Bioinformatics