

# CCIO, CIO & CNIO Advisory Panel Member Guidance

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## OVERVIEW

Digital Health Networks is an independent community of 6,500+ current and future NHS IT leaders driving digital transformation in healthcare. Our members access peer support, share best practice and exchange knowledge to further digital health innovation and push the profession forward. The Networks empower leaders to create impactful change across the NHS.

The overall aims of the network are to:

- Develop current and future digital leaders.
- Build an inclusive community for discussion, networking, and knowledge sharing.
- Harness digital technologies and data to improve UK healthcare.

The Digital Health Networks have three core communities:

- Health CIO Leaders Network: For CIOs, IT directors, senior IT leaders and professionals performing a CIO-like role.
- CCIO Network: For CCIOs and professionals performing a CCIO-like role with a recognised clinical qualification and current clinical registration.
- CNIO Network: For CNIOs and clinical informatics leaders from nursing, midwifery, and AHP backgrounds.

## ADVISORY PANELS

Each of the core communities within the network has an Advisory Panel comprising of 12 elected members who serve a two-year voluntary term. Panel members convene monthly to provide leadership and guidance to their respective networks, ensuring that the voices of digital health professionals are heard and acted upon. The role of the three panels is important in shaping the future of the sector, offering a platform for collaboration, mentorship, and policy influence.

### Membership and leadership structure:

Members are elected by their peers after either self-nominating or being nominated by colleagues, ensuring that every community has a say in its leadership (*see the elections section*). Once elected, the panel members select a chair and vice-chair, who take on the responsibility of leading the panel and guiding discussions. Serving as key representatives, the chair and vice-chair play a key role in ensuring that the panel's initiatives align with the wider objectives of the network.

### Additional panel members by invitation:

In addition to the 12 elected members, the Advisory Panel can include up to 6 additional members, selected by the elected panel members. The participation of these members is flexible and tailored to the panel's needs at any given time, allowing for engagement based on current priorities and workstreams. This flexibility ensures a broader range of expertise and perspectives is represented and enhances the panel's ability to address diverse issues within digital health.

### Responsibilities:

- **Setting priorities and direction:** Advisory Panel members work together to define the key focus areas for their respective networks, by setting annual goals, identifying the most pressing challenges in digital health, and working on initiatives to address these needs.

- **Supporting future digital leaders:** One of the primary responsibilities of the panel is to support the development of future digital leaders through the annual Networks Mentoring Programme. Panel members provide guidance on career progression, skill-building opportunities, and fostering a culture of leadership that supports the next generation in their career journey (*see the mentoring section for more information*).
- **Engaging with national leaders on policy and programmes:** The panels engage with national leaders to collaborate on and influence key policies, health programmes, and initiatives at a national level, to ensure that the community's voice is reflected.
- **Empowering fellow community members:** Advisory Panel members are expected to actively encourage the participation of fellow community members in Networks activities and events. This includes creating opportunities for engagement and fostering an inclusive community where all members feel supported in contributing to discussions, initiatives, and leadership opportunities.

#### Engagement and expectations:

Active participation is expected from all elected Advisory Panel members. They are not just present at meetings, but are also engaged in discussions, offering their expertise, contributing to decision-making, and ensuring that the work of the panel remains relevant and impactful. Their role is key in maintaining a forward-thinking community that can effectively support digital health professionals and drive innovation within the sector.

Panel members are expected to attend the majority of meetings. If a member misses three or more meetings without valid reasons, they will be required to step down to allow other community members the opportunity to engage. In addition to attending meetings, members must actively contribute to activities and lead on assigned workstreams.

#### Chair and Vice Chair responsibilities

Chairs and Vice Chairs play a crucial leadership role in guiding the panel. Their responsibilities include:

- Leading the panel effectively, encouraging participation and ensuring members take on additional activities to help achieve panel priorities.
- Actively participating in discussions and driving forward initiatives.
- Attending meetings with the Digital Health Networks team to discuss ongoing projects and advise on progress and strategies for completion of project work.
- Attending meetings with Chairs and Vice Chairs from other panels to ensure collaboration.
- Attending meetings with national leaders to discuss panel priorities and disseminate information to other panel members.
- Helping to shape agendas and drive the panel's objectives forward.

#### Support and sponsorship:

Digital Health representatives provide essential administrative support for Advisory Panel meetings, ensuring that agendas are managed, speakers are invited, and actions are recorded and followed up.

Digital Health Networks Sponsors are eligible to join panel meetings as non-elected members. Sponsor representatives bring industry expertise and offer strategic insights that can help shape the direction

of the network. They contribute to discussions and provide valuable input on the challenges and opportunities within the digital health space. Current sponsors include leaders from major organisations including Alcidion, Altera Digital Health, Bridgehead, Cerecore International, Dell Technologies, Imprivata, InterSystems, Microsoft, Salesforce (see Networks Sponsors for more information).

*The decisions made by the Advisory Panels shall be considered binding. In exceptional circumstances where a decision needs to be overturned, Digital Health will provide a written explanation outlining the reasons. Advisory Panel members must not, without prior written approval, commit Digital Health or the Digital Health Networks to any legally binding agreements.*

## ELIGIBILITY CRITERIA

Advisory Panel eligibility depends on the specific network:

- **CNIO Panel:** Current Chief Nursing Information Officers, any nurse, midwife, AHP, pharmacy professional, healthcare scientist with a recognised clinical qualification, current clinical registration, and digital leadership experience.
- **HEALTH CIO Panel:** Current CIOs, IT directors and other senior IT leaders working for health and social care providers and commissioning bodies, and with digital leadership experience.
- **CCIO Panel:** Current Chief Clinical Information Officers, any doctor, nurse, midwife, AHP, pharmacy professional, healthcare scientist with a recognised clinical qualification, current clinical registration, and digital leadership experience.

*Candidates must actively work within the NHS or health and social care providers and should not primarily be employed by national agencies. Eligibility is reviewed by the Digital Health Networks in consultation with panel chairs to ensure alignment with the network's goals.*

## ELECTIONS

The election process for the Advisory Panels takes place every two years, running from March to June. This process ensures that each community has a voice in its leadership, with members elected by their peers after either self-nominating or being nominated by colleagues. The structured timeline allows for a transparent and inclusive selection process, completing with the onboarding of newly elected members and the appointment of leadership roles.

- **W/c 3rd March:** Official launch and nominations opens  
Community members are invited to participate by nominating themselves or their colleagues for a position on the Advisory Panel.
- **3rd March – 11th April:** Nomination period  
During this time, members have the opportunity to submit nominations. The process is open to all eligible members (see section on eligibility criteria), ensuring a broad and representative range of candidates.
- **21st April – 16th May:** Candidate list published, hustings events and voting  
Following the nomination period, the official list of candidates is published. To provide members with the opportunity to engage with candidates, hustings events are held where nominees can present their vision, discuss key issues, and answer questions from the

community. Voting is open throughout this period, allowing members to select their preferred candidates.

- **19th May – 13th June:** Results announced, and onboarding begins

Election results are announced, and newly elected Advisory Panel members then begin their onboarding process, which includes introductory meetings, familiarisation with panel responsibilities, and guidance on their role in supporting the network. During this period, the panel also elects a chair and vice-chair, who will lead discussions and ensure the panel's initiatives align with the wider objectives of Digital Health Networks.

## BENEFITS

Standing for election is a unique opportunity to help shape the future of digital health leadership. As an elected panel member, you will have the chance to set the strategic direction of the Digital Health Networks, collaborate with influential leaders, and drive meaningful change within the sector. It is an excellent way to build your professional profile, expand your network, and contribute to the ongoing development of digital health.

- **Shaping the future of digital health leadership:** Influence the strategic direction of the Digital Health Networks. Your insights and expertise will help guide discussions, shape policies, and ensure the community remains at the forefront of digital health advancements.
- **Collaborating with national leaders:** Opportunities to work alongside policymakers, NHS organisations, and other key stakeholders. Members engage with national decision-makers on digital health initiatives.
- **Developing professionally:** Recognition as a digital health thought leader through opportunities to represent the Network at national events, participate in panel discussions, and contribute to national digital health discussions with NHS senior digital leaders.
- **Influencing Digital Health events and publications:** Help shape key Digital Health events, including major conferences, webinars, and roundtable discussions. Additionally, you can contribute to research reports, industry publications, and thought leadership pieces.
- **Mentoring future digital leaders:** A crucial aspect of being on the panel is supporting and mentoring the next generation of digital health professionals. By sharing your experience and insights, you can inspire and guide future digital leaders, helping to strengthen the pipeline of digital talent within the NHS.
- **Receiving exclusive benefits:** Gain access to a range of exclusive benefits, including discounted or priority access to Digital Health events, networking opportunities, and social gatherings, providing further chances to connect with key figures in the industry.

## TIME COMMITMENT AND EXPECTATIONS

Serving as an Advisory Panel member requires an active and engaged commitment to the Digital Health Networks. Panel members play a key role in shaping discussions, leading initiatives, and supporting the wider community. While the role is designed to be flexible, members are expected to participate regularly in meetings, mentoring, and content creation to ensure the Network remains impactful.

- Attend monthly 1-hour virtual meetings to discuss panel initiatives, community updates, and key developments in digital health.
- Participate in quarterly in-person meetings (1-2 hours), scheduled alongside major events such as *Rewired* or *Summer Schools*. These replace the virtual meeting for that month.
- Engage in discussions, mentoring, and community activities to support the professional development of Network members.
- Contribute to Networks initiatives and thought leadership, helping to shape policies, best practices, and strategic direction.

Additional commitments in addition to monthly meetings may include:

- Joining working groups to support development of the agendas for *Rewired* and *Summer School*.
- Chairing or presenting sessions at Digital Health events.
- Producing blogs or video content related to Advisory Panel activities, sharing insights and experiences.
- Writing Digital Health news pieces and participating in podcasts, helping to highlight key issues and innovations in the sector.
- Contributing to white papers and letters addressed to national senior leaders advocating on key topics raised within the Network.
- Hosting ad-hoc webinars for community members, providing a platform for discussion, learning, and engagement.

On average, panel members should expect to dedicate approximately 3–4 hours per month to their role over the course of a year, detailed as follows:

- 1-hour monthly virtual meetings (via MS Teams)
- 1-2-hour quarterly in-person meetings which are organised in line with other events such as *Rewired* or *Summer Schools* (these replace virtual meetings in the month held).
- 6 x 1-hour monthly group mentoring sessions (per year)
- Up to 5 x 30-minute individual mentoring sessions (per year)
- 1-2 hours per month for additional initiatives such as writing blogs, hosting webinars, or contributing to reports.

## MENTORING

Mentoring is a key responsibility for elected Advisory Panel members, providing an opportunity to support and develop the next generation of digital health leaders. The 6-month group mentoring programme is designed to help mentees with career development, leadership skills, and professional growth. Each panel member will mentor a small group of up to five mentees, from their specific network (ie: CNIO Network will be comprised of CNIOs, digital nurses, midwives, AHPs and similar roles) offering structured guidance and support through group sessions.

The programme runs twice during the two-year term. Panel members are provided with guidance and a webinar series running alongside the programme, enabling them to confidently lead discussions, offer support, and create meaningful learning experiences for their mentees. Panel members, in turn, benefit from developing their own leadership and coaching skills. [More information here](#)

- Up to 5 mentees per panel member
- 1 x 30-minute individual session for each mentee ahead of the group sessions to get to know the mentees and answer any queries.
- 6 x 60-minute group mentoring sessions.
- Goal setting and career development planning.
- Supporting mentees in their professional growth.
- Involvement in presenting as part of the webinar series – optional.

## CODE OF CONDUCT

Panel discussions are considered private and confidential, fostering an environment where members can openly share insights, experiences, and perspectives. All participants are expected to engage with professionalism, respect, and integrity at all times. Candour and openness are encouraged, and members should also be mindful of potential conflicts of interest. Given that the panels are made up mainly of NHS representatives with some network sponsors, members should be particularly conscious of what is being discussed.

- **Respect and professionalism:** Members must communicate in a courteous and constructive manner, even when expressing differing opinions. Any negative or disruptive behaviour, harassment, or discrimination of any kind will not be tolerated.
- **Confidentiality:** Discussions within the panel should remain within the group unless explicit permission is given to share externally. Sensitive or proprietary information shared during discussions must not be disclosed without consent.
- **Reporting and consequences:** Any breaches of this code should be reported to the Digital Health Networks community team for review. Depending on the severity of the breach, consequences may include a formal warning, temporary suspension, or permanent removal from the panel.

## NETWORK SPONSORS

Network sponsors have a key role in supporting the Digital Health Networks, fostering collaboration, and driving innovation within the digital health community. Sponsorship provides industry partners with opportunities to engage with NHS digital leaders, contribute to thought leadership, and support the growth of the sector.

As part of their sponsorship, organisations gain branding and visibility across Digital Health platforms, including newsletters, social media, and events. They also have the opportunity to participate in key events, whether as attendees, speakers, or hosts. Sponsors can further contribute by appointing a representative to an Advisory Panel, allowing them to engage in strategic discussions and help shape initiatives that drive digital transformation.

Benefits for Sponsors:

- **Branding and visibility:** Recognition across Digital Health Networks channels, including newsletters, social media, and high-profile events.
- **Event participation:** Exclusive opportunities to attend, host, or speak at key industry events, engaging directly with NHS leaders.



- **Advisory Panel representation:** The ability to appoint a non-elected representative to an Advisory Panel, contributing insights and perspectives.
- **Collaboration and thought leadership:** Direct involvement in industry conversations, collaborating with senior digital leaders to influence national digital health strategies.

Benefits for Panel Members:

- **Industry insights:** Gain valuable perspectives on emerging trends, technologies, and challenges from leading digital health companies
- **Networking and partnerships:** Build connections with industry partners, allowing for collaboration and shared learning.
- **Resources and support:** Access insights, research, and expertise to navigate industry challenges.
- **Influence:** Help shaping the development of digital health products and solutions through direct engagement with industry leaders.