if available

THE FIRST INTERNATIONAL CONGRESS ON HEALTH SERVICES TRANSFORMATION

اولین کنگره بین المللی تحول خدمات سلامت



From Data Governance to Wealth Creation: The Role of Health Information Management Professionals in Digital Health Entrepreneurship

Code: 1602

Shima Anvari(1), Mina Anvari*(2), Reihane Sharif(3), Reza Abbasi(4)

1. Health Information Management Research Center, Kashan University of Medical Sciences, Kashan, Iran.
2. Department of Health Information Management, School of Health management and Information Sciences, Iran University of Medical sciences, Tehran, Iran
3. Health Information Management Research Center, Kashan University of Medical Sciences, Kashan, Iran.
4. Department of Health Information Technology, School of Paramedical Sciences, Torbat Heydariyeh University of Medical Sciences, Torbat Heydariyeh, Iran

Backgrounds

Health data are increasingly recognized as an economic asset, yet the professionals who ensure their quality, meaning, and trustworthiness (health information management professionals, or HIM professionals) are rarely discussed as economic actors. are rarely discussed as economic actors. This study examined how the scientific literature connects HIM capabilities and data governance to entrepreneurship, value creation, and wealth creation in digital health.

Methods

A scoping review was conducted following JBI methodology and reported according to PRISMA-ScR guidelines. PubMed/MEDLINE, Scopus, and Web of Science were searched up to 25 September 2026, complemented by hand searching. Of 1,313 unique records, 161 documents were included and mapped by theme, principal actor, and value type.

Findings

Most evidence was conceptual or descriptive; only 17% of studies (approximately 27 documents) were empirical. Only two documents concerned Iran. The largest theme was the health data economy (39 documents), followed by profession and education (31 documents). The evidence map revealed a connection gap: no document in the health data economy theme centered on HIM professionals, and the professional literature rarely addressed revenue generation or value capture. Economic outcomes were measured predominantly at the organizational level; no study quantified the wealth generated by ventures founded by HIM professionals.

Table 1. Evidence Map: Principal Actor × Dominant Theme

The evidence map simultaneously displays the density of the literature and its gap areas; rows denote the principal actors and columns the dominant themes (number of included documents per cell).

Actor	Profession, Workforce & Education	Information Capability as an Asset	Governance, Trust & Social License	Health Data Economy	Business Model & Commercialization	Organizational Value & ROI	Ecosystem & Policy	Total
Company / start-up	0	0	6	17	20	0	1	44
Specialist / health information workforce	22	4	0	0	0	3	0	29
Healthcare provider organization	1	4	4	3	2	10	2	26
Policymaker / regulator	0	1	7	12	1	1	2	24
University / research	8	1	1	2	7	0	2	21
Patient / citizen	0	0	12	5	0	0	0	17
Total	31	10	30	39	30	14	7	161

Table 2. Evidence Matrix: Index Sources and What Can Be Cautiously Claimed

The index sources underpinning the conceptual framework of this review are disaggregated by thematic domain, precise content, interpretation for the review topic, and degree of proximity to the research question; the final column is deliberately conservative, as thematic proximity is not equivalent to a direct answer to the question.

Domain / Source	What the Evidence Shows	Interpretation for the Topic	Proximity to the Research Question
Literature mapping [1]	Systematic review of 164 articles reporting three contributing disciplines and ten themes ranging from knowledge translation to evaluation.	The corpus is broad and multidisciplinary; the present review must isolate the HIM / governance / value-creation subset from it.	Moderate — general digital-health entrepreneurship
Innovation culture in health informatics [4, 5021]	Innovation and entrepreneurship education, industry and health-system linkage, innovation competitions, standards-based policies, and a proposed entrepreneurship ecosystem.	Education and institutional linkage are the most plausible bridges between professional expertise and entrepreneurial opportunity.	Close by discipline, but the source is propositional / framework-level
Managerial capabilities [5]	Three capability categories: IT for internal issues, strategic capability for the external environment, and business-model capability for managing the inside-outside boundary; challenges include network effects, value capture, and sensitive data.	HIM specialists will not succeed on technical knowledge alone; strategic, market, and business-model capabilities are also required.	Moderate
Business-model frameworks [3]	Bibliometric analysis and systematic review highlighting four components: value proposition, value creation/capture, value network, and value delivery.	Extraction must separate "value creation" from "revenue and value capture" — the same distinction applied in the extraction form of this review.	Moderate
Digital health business case studies [6]	A multiple-case study from Uganda reporting B2B, B2C, B2B2C, and on-demand models, emphasizing integration and interoperability along the value chain.	Health information systems and digital services can translate into diversified revenue models; however, transferability from two cases in a single local context is limited.	Close to the business pathway; indirect for HIM
Human-resource skills and capacity [6]	Skilled personnel and in-house developers are described as facilitators, and the shortage of multi-skilled staff as a barrier.	The combination of health, data, technology, product, and business literacy defines an interdisciplinary education agenda.	Moderate
Data governance [2]	Heterogeneous standards, insufficient interoperability, and inconsistent regulation are reported as barriers; effective governance must be transparent, accountable, and equitable, with citizen participation and benefit-sharing rules.	Governance is not merely a "license"; it is part of product design, trust, and the legitimacy of value creation.	High for the concept; not specific to the HIM entrepreneur
Sustainability barriers [6]	Regulatory barriers, capital shortages, and weak technology infrastructure are reported, and the authors call for stronger economic analysis.	Wealth creation is still measured more through descriptive capacities and barriers than through economic indicators.	Moderate

Conclusion

HIM professionals are well represented where value is built but largely absent where it is captured (in business models and data markets). Their mediating role remains a hypothesis rather than an established finding. Venture-level research, entrepreneurial education within HIM curricula, and national secondary-use frameworks incorporating benefit-sharing mechanisms are warranted.

References

1. Weimar SN, Martjan RS, Terzidis O. Conceptualizing the landscape of digital health entrepreneurship: a systematic review and research agenda. Manag Rev Q. 2025;75(2):1619-1667. doi:10.1007/s11301-024-00417-0.
2. Vayena E. Value from health data: European opportunity to catalyse progress in digital health. Lancet. 2021;397(10275):652-653. doi:10.1016/S0140-6736(21)00203-8.
3. Pascarelli C, Colucci C, Mitrano G, Corallo A. Business models in digital health: bibliometric analysis and systematic literature review. In: 2023 IEEE Symposium on Computers and Communications (ISCC). IEEE; 2023. doi:10.1109/ISCC58397.2023.10218237.