



CMIO CAREER CURATION

WHAT'S NEXT – A CONVERSATION



From the
Playing Field to
the Press Box:
**The Emerging
Role of the
Chief Health
Information
Officer**

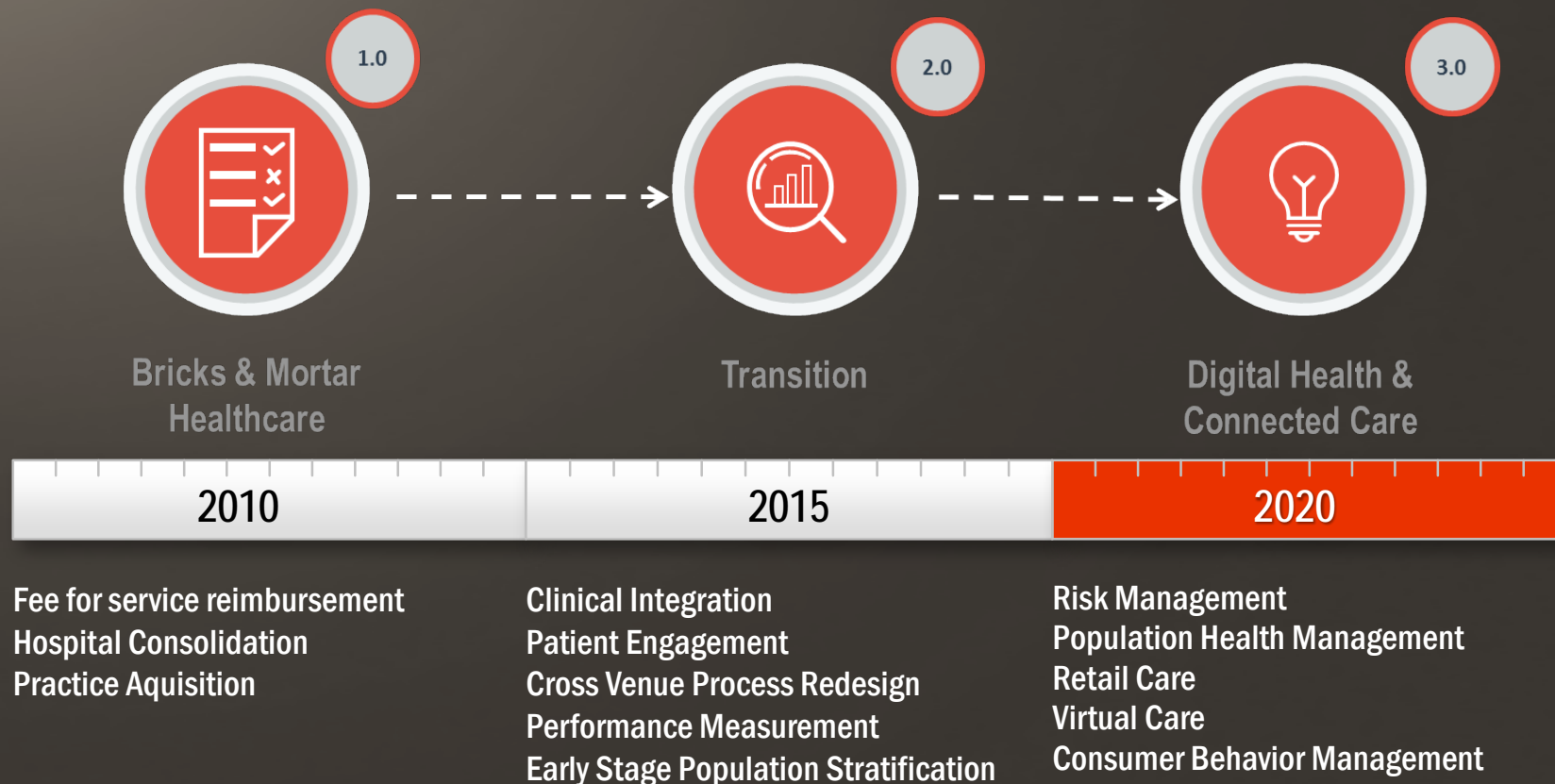


LANDMARK HARVARD BUSINESS REVIEW ARTICLE – “THE WORK OF LEADERSHIP”

- **Adaptive Change** – People and organizations are forced to adapt to radically altered environments, much like what is happening in healthcare today
- Strong leaders have the capacity to move from the field of play to the press box
- By understanding the game from a broader perspective, they see how offense and defense are working together, who is missing the block, who is open for a pass – they are able to execute strategy by considering a larger field of play

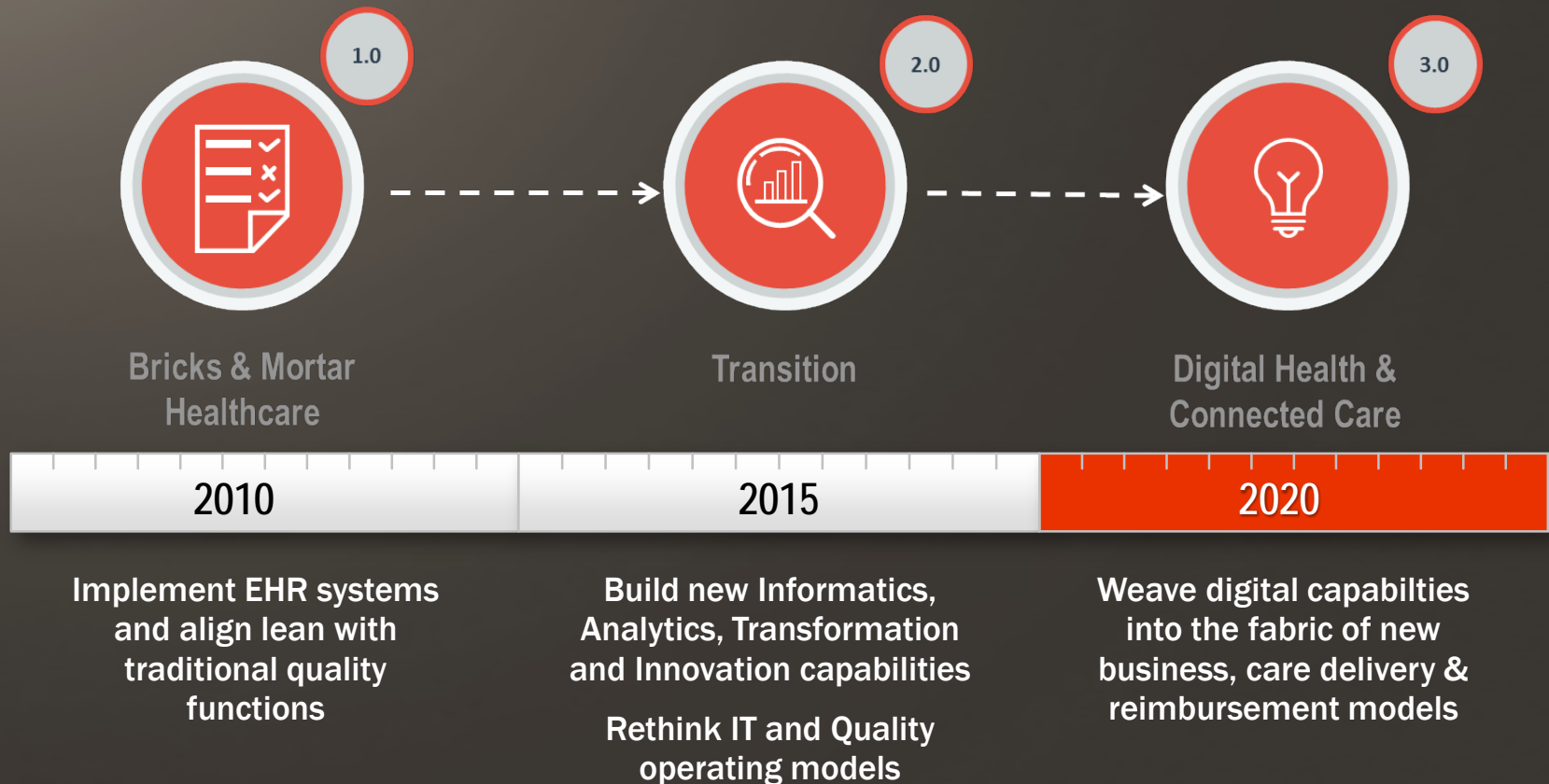
Source: Heifetz and Laurie, “The Work of Leadership”, Harvard Business Review, Dec 2001

TRANSFORMATION FRAMEWORK – ENTERPRISE STRATEGY



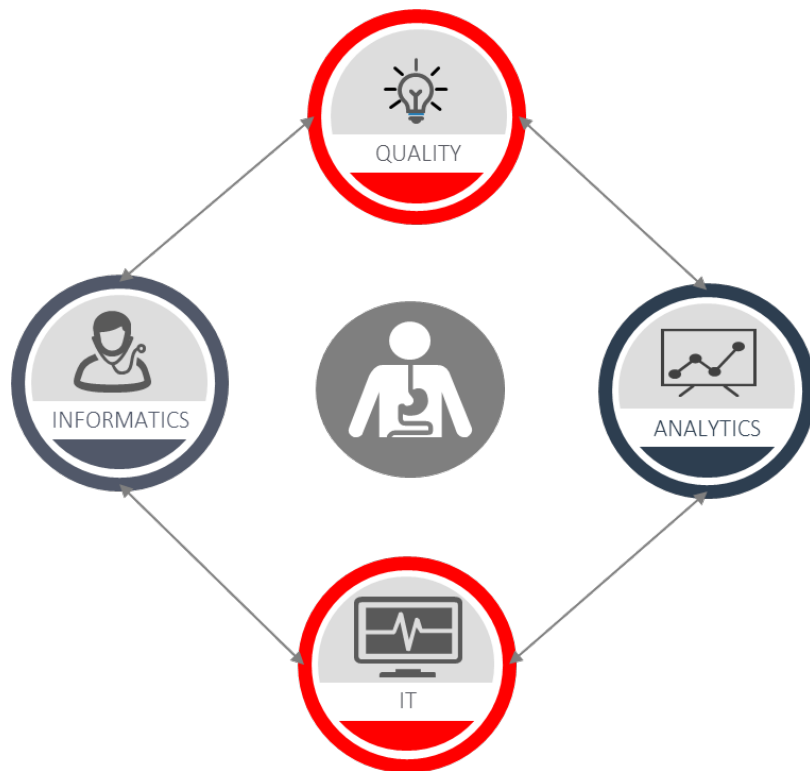
*"In the past, informatics was about **automating existing** clinical processes in hospitals" (Stead 2005)
"Today and tomorrow, informatics will be about **transforming** clinical decision-making and work processes across the care continuum" (Brown, Patrick, Pasupathy 2013)*

TRANSFORMATION FRAMEWORK – THE INFORMATICS “PIVOT”



“The future will be about getting the right information to the right person at the right time to make the right decision to create value”

RECOGNIZE THE VIRTUOUS CYCLE



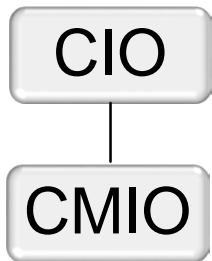
“There is a virtuous cycle created by having the foundational IT systems in place, applying health informatics skills to help make the systems ‘smart’, building analytics capabilities to inform decision making and partnering with quality to drive performance improvement and transformed care processes.”

John Fox, CEO, Beaumont Health

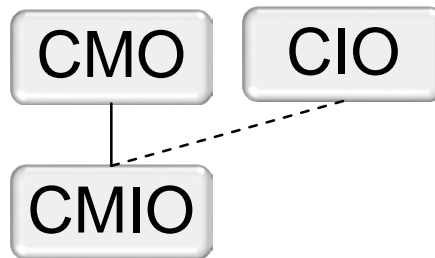
EVOLVING ROLE OF THE CMIO



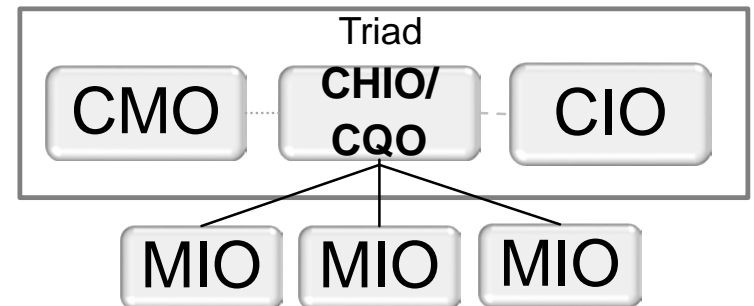
Bricks & Mortar
Healthcare



Transition



Digital Health &
Connected Care



THE “PIVOT”



Micro (1.0) View

- Represented by 1 encounter between 1 physician and 1 patient within 1 entity

EHR does not fundamentally change the clinical decision making process

Macro (2.0 & Beyond) View

- Characterized by multiple or ongoing encounters, by patients with chronic disease (& multiple comorbidities) getting treatment from many providers
- Transcends time, geography, professional domains, organizations and technology
- Focused on population health, patient experience and reduction in total cost of care

Clinical integration and new payment models drive new clinical decision making processes in connected, patient centered care models



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