Value-based Care becomes the organizing principle of 2020 US Healthcare Delivery Systems

The realization and execution of this is causing great and continuing tension among healthcare delivery organizations.
Today’s Agenda

• Survey Objectives
• Modeling the Future Role of the CMIO
• The CMIO Today: Who Are You?
• Business and CMIO Priorities
• CMIO Success: What Does It Take?
• CMIO Compensation
AMDIS-Gartner Study Purposes

- Inform CMIOs about current state, future directions and personal development in the profession
- Advise CXOs for planning, recruitment and optimal alignment and success of IT and informatics leaders and staff
- Combine with other Gartner research to detect patterns for predictions, create evaluation/decision frameworks, and prescriptive advice
Figure 1: Gartner Framework for Defining CMIO Role and Responsibilities – US View (draft)
Figure 2: When Is “Bimodal” Medical Informatics Needed? (Draft)

At these points, bolder bimodal thinking is required (Working backwards from new vision)

May split into executive leader or strategic and operations informatics
Office of Digital Healthcare

Intelligent Operations
Population Health Management/ Virtual Enterprise Portfolio
Telemedicine and Virtual Care Platform/Portfolio
Clinical Core Gen 3 EHR, Portals, Analytics

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<tr>
<th>HDO Vision and Executive Ambition</th>
<th>Classic FFS/ Activity-Based Model</th>
<th>Value-Based/ Risk Model</th>
<th>Digital/Consumer Business Model</th>
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<td>Innovator Leader Mainstream</td>
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CMIOs
Who Are You?
Who Are You?

US medical informatics professionals largely working in integrated delivery systems

Your Job Title is:
- Chief Medical Informatics Officer: 14.7%
- Chief Medical Information Officer: 11.6%
- Chief Clinical Informatics/Information Officer: 5.8%
- Chief Health Informatics/Information Officer: 4.4%
- Chief Information Officer: 4.4%
- Chief Information Officer AND CMIO: 4.4%
- Medical Director/Director of Information Systems/Services: 4.4%
- Medical Director/Director of Clinical Systems: 4.4%
- Vice President of Medical Informatics: 4.4%
- Regional or Local CMIO within a Large Health System that also has an Enterprise CMIO: 4.4%
- Associate CMIO: 4.4%
- Other: 44.1%
CMIOs Are Managing Within Larger-Scale Organizations

About how many acute care hospital beds are in your entire health system?

- Not applicable, no acute care beds
- Over 10,000 beds
- 5001-10000 beds
- 4001-5000 beds
- 3001-4000 beds
- 2001-3000 beds
- 1001-2000 beds
- 501-1000 beds
- 201-500 beds
- 200 beds or under
- 200 beds or under
Organization’s IT Adoption Profile: Early, Mainstream, Late

In general, how would you characterize your healthcare delivery organization's approach to IT investments?

- **Aggressive early adopter** (take more risk to help shape development and gain earliest benefit)
- **Mainstream** (adopt maturing technologies with manageable risk)
- **Conservative late adopter** (adopt only proven technologies)

18.8% 18.8% 62.5%
What Is Your Age?

- 30-39: 1.6%
- 40-49: 12.7%
- 50-59: 31.7%
- 60-69: 36.5%
- 70 or over: 17.5%

Gartner
What Is Your Medical Specialty?
How Long In This Position?

How long have you been in your current position?

- Under 1 year: 14.3%
- 1-2 years: 23.8%
- 3-5 years: 34.9%
- 6-10 years: 12.7%
- 11-20 years: 14.3%
Total Tenure as CMIO/Senior Medical Informatics Leader

How long have you been a CMIO or other senior medical informatics leader (such as a CHIO) in total across all positions you have held? Skip if you are not a CMIO.

- 27.0% Under 1 year
- 33.3% 1-2 years
- 25.4% 3-5 years
- 6.3% 6-10 years
- 7.9% 11-20 years
CMIOs/CHIOs Are Highly Educated and Experienced

- 81% still practice medicine
- Most have some previous administrative or management experience
- 57% have one masters degree or more and/or AMIA 10/10 course
- **Clinical Informatics Sub-specialty is a “hit**
  - 77% have received, compared to 48% in 2015 and 25% in 2014
  - Another 18% are pursuing (total “interest” is 95%, compared to 68% in 2015 and 53% in 2014)
To Whom Do You Report?
CIO/CMO Split

- 33.3% report to the CIO
- 30.2% report to the Chief Medical Officer
- 15.9% report to Dual Reporting to the CIO and CMO
- 9.5% report to the Hospital/Health System Chief Operating Officer
- 6.3% report to the Hospital/Health System Chief Executive Officer
- 3.2% report to the Enterprise CMIO, CCIO or CHIO
- 1.6% report to Other
To Whom Would You Recommend a CMIO Report?

If you were advising another health system on to whom the CMIO should report, what would you advise?

- Chief Medical Officer/VP-MA: 28.6%
- CIO: 38.1%
- Dual reporting relationship to CIO and CMO: 22.2%
- CEO/COO: 4.8%
- Other: 6.3%
2008: The Bridge

What three words come to mind when you think of the CMIO's job in 2008?

Source: AMDIS-Gartner CMIO Role Survey, 2008
2016 The Agent of Excellence

What three words come to mind when you think of the CMIO's job in 2016?

Source: AMDIS-Gartner CMIO Survey, 2016
What Do You Want Your Next Job To Be?

- CEO/COO: 38.7%
- CMO: 16.1%
- CIO: 9.7%
- Stay in this CMIO position long term: 3.2%
- Stay in this position but expand my role: 3.2%
- Become CMIO at another health system/enterprise: 1.6%
- Become the CMIO here: 1.6%
- Enterprise population health executive: 1.6%
- Vendor: 1.6%
- Consultant: 1.6%
- Retired: 1.6%
- Other: 1.6%
CMIO
Priorities & Challenges
Business Priorities

- Growth/market share/capacity expansion - including acquisitions
- Move to population health model
- Standardize care
- Achieving excellence in customer satisfaction/patient experience
- Cost containment
- Improve quality
- EHR: Optimize value (including replacements and enterprise-wide standardization)*

*Note: The EHR is one of those fairly rare times in healthcare when a specific IT investment/value really does rise to the level of a top executive business priority
Top Priorities (n=78)

- Population Health Management
- Enterprise Data Warehouse
- Analytics

0% 5% 10% 15% 20% 25% 30%
Senior Execs Over PHM and Patient Experience

- Senior Exec for Each: 40%
- Senior Exec for PHM Only: 30%
- Neither has Senior Exec: 20%
- One Senior Exec Over Both: 10%
- Senior Exec for Patient Experience Only: 0%
<table>
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<tr>
<th>What PHM area is of Major Concern?</th>
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<tbody>
<tr>
<td>Inadequate IT resources/funding</td>
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<tr>
<td>Physician engagement, culture, alignment</td>
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<tr>
<td>Assuring quality, cost control, eliminating variation</td>
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<tr>
<td>Inadequate medical/clinical informatics resources/funding</td>
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<td>Inadequate payer financial incentives</td>
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<tr>
<td>Our/vendor IT systems for patient engagement</td>
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<td>Our/vendor IT systems for care management</td>
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<td>Our/vendor IT systems readiness for PHM analytics</td>
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<tr>
<td>Our current EHR vendor's ability to support this model</td>
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<td>Building the right network of providers</td>
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<tr>
<td>Readiness of top leadership to execute this change</td>
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<tr>
<td>Adequate financial resources to take this on by ourselves</td>
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CMIO Success
Organizational Barriers
2016 is........ $$Different$$

- Money/Finances/Budget
- Talent/Skills/Turnover
  - Governance: Lack of systemness, too many strategies, too many priorities
  - Physician culture
  - Leadership commitment to full value of IT
  - Change fatigue
  - Lack of “Systemness”
- M&A
- Vendor system problems
Personal Development
Exec/Business/Management Skills

- Leadership
- Budgets/Finance
- Developing a business/strategic plan
- Strategic thinking
- Goal-setting
- Personnel management and development
- Population health management
- Better grasp of regulations
Personal Development Transformation Skills

- Change management
- Conflict resolution
- Negotiation skills (and how to *strength to* hold to my positions)
- Consensus building/achieving alignment
- Communication skills
- Presentation skills
- How to (*strength to*) hold to my positions
Personal Development
Technology Skills

• Better understanding of vendor/EHR capabilities
• Analytics, data science, visualization, and data governance
• Security
• Interoperability/APIs/FHIR
CMIO Compensation
Mean total compensation (salary + any bonus, CMIO and non-CMIO roles) of respondent CMIOs in 2015 is $376,250, compared with:

Mean total compensation (2015 survey) = $343,000
Mean total compensation (2014 survey) = $326,000

*Includes CHIOs (small n, quite variable role/comp.)
**Excludes other medical informatics roles such as associate, deputy, physician informaticist
***Excludes military/DoD or other federal government personnel
****Excludes medical informaticists in other senior roles (CIO/CMIO, senior strategist, chief innovation officer, “chief digital officer”)

CMIO/CHIO Compensation (US only)