The Future of the CMIO: Opportunities and Challenges
The transition from volume to value-based healthcare is creating new roles and responsibilities

- **Strategy/Innovation**
  - Chief Innovation Officer, e.g., Dartmouth-Hitchcock, UCLA, Humana

- **Change Management**
  - Chief Transformation Officer, e.g., Geisinger, Reading Health System
  - Chief Accountable Care Officer, e.g., Palo Alto Medical Foundation
  - Chief Medical Innovation Officer, e.g., Cleveland Clinic

- **Technology Expertise**
  - Chief Digital Officer, e.g., CVS Caremark, American College of Cardiology
  - Head of Digital Innovation, e.g., Baxter, J&J
The transition from volume to value-based healthcare is calling traditional roles into question, particularly the CMIO position.

- Typically the CMIO role has focused on CPOE, decision support, functional use of the EMR and meeting meaningful use standards
- Recent changes in the healthcare paradigm are creating new opportunities that could be addressed by the CMIO
  - Novel business relationships and commercial ventures
  - New operational responsibilities
  - Analytics and business intelligence
CMIO CAREER PATHS

Average

Strategy  Change Mgmt  Technology  No change

0  5  10  15  20  25  30  35  40  45  50
CMIOs have a number of options before them

<table>
<thead>
<tr>
<th>Role</th>
<th>Degree of Risk/Change</th>
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<tbody>
<tr>
<td><strong>Option #1</strong></td>
<td><strong>Option #2</strong></td>
</tr>
<tr>
<td>Strategy/Innovation</td>
<td>Change Management</td>
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<tr>
<td>Probability</td>
<td>10%</td>
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**Requirements**
- Visionary/creative thinker
- Knowledge of policy
- Strong leadership skills
- Critical thinking
- Project management
- Consultative approach
- Networking/sales skills
- Systems thinker
- Advancing role to optimizing information and expanding to multiple system integration

**Career Considerations**
- High visibility
- Highly competitive
- Focus on operations. Good skill fit
- High risk/high reward
- Focus on bottom-line (ROI) not patients
- Move to larger organization