Key Findings From the 13th Annual AMDIS-Gartner CMIO Survey

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Today’s Discussion

- Survey Objectives and Process
- 2017 CMIO Profile
- What Will Digital Do For Healthcare?
- Key Findings
  - CMIO/CHIO Priorities & Challenges
  - Assessing and Addressing Physician Burnout
  - Challenges in Becoming Value-Based
Special Thanks to:

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- Dr. Michael Zaroukian
- Dr. Dick Gibson

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AMDIS-Gartner Survey Research Purposes

✓ Inform CMIOs/CHIOs/CCIOs about current state, and future directions in medical informatics leadership.
✓ Advise CXOs for planning, recruitment and optimal alignment and success of IT and informatics leaders and staff.
✓ Help define and aid in professional development and staffing needs.
✓ Combine with other Gartner research to detect patterns for predictions, create assessments, best practice decision frameworks, and prescriptive advice
Profile of Respondents

- Largely US - increasingly large - integrated delivery systems
- 68% of you still practice medicine
- 66% are in your first CMIO position
- 63% of you manage an informatics team or department
- 70% want to remain CMIOs/CHIOs as your “next job” - somewhere
- The majority have addition non-medical education & training (AMIA 10X10, various masters’ degrees & certificate
- 60% of your have achieved the clinical informatics subspecialty board certification, with 9% pursuing this
2008: CMIO - 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
What three words come to mind when you think of the CMIO's job in 2014?
Only 2% of CMIOs Want to be CIOs
CMIO Compensation
How is CMIO Performance Measured?

- Loosely, subjectively
  - “Not objectively measured for the past 3 years”
- Top line enterprise-level performance metrics (quality, cost)
  - “Annual review based 50% on corporate values and 50% on goal attainment”
  - “Same as other execs (organization, financial, and clinical goals) plus various metrics set by my boss (a successful go live etc.)”
- Achievement of milestones
- Set my own objectives
- “Regular appraisals and reviews. Incentives based on use of order sets, MU, CPOE, Vaccinations”
- “Varies but mixture of peer review and performance”
CMIO/CHIO Compensation (US only)

Mean total compensation (salary + any bonus, CMIO and non-CMIO roles):
Mean total salary = $358,100
Median total salary = $350,000
Range: $215,000 - $510,000

*Includes CHIOs (small n, quite variable role/comp.)

**Excludes other medical informatics roles such as associate, deputy, physician informaticist

***Excludes federal employees/military personnel

****Excludes medical informaticists in other senior roles (CIO/CMIO, senior strategist, chief innovation officer, “chief digital officer”)

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What Does Digital Do For Healthcare And The CMIO’s Evolving Role
Your Organization's Approach to IT Investments

- Aggressive early adopter: 24%
- Mainstream: 54%
- Conservative: 22%
Gartner’s Hype Cycle

Peak of Inflated Expectations

Innovation Trigger

Trough of Disillusionment

Slope of Enlightenment

Plateau of Productivity
The EHR is the Single Biggest “Technology” Trigger of Innovation in Healthcare Today

- Eliminate the logistical, workflow, communication and collaboration problems of handwriting, paper, phone, and fax
- Enhance patient safety
- Encourage evidence-based medicine, standardization and adoption of new practices
- Make the informational "gold" accessible for clinical, epidemiological, population and performance research
- Reliably and persistently connect the clinicians and their workflows to the computer
- Feed clinical data into innovative systems for:
  - Patient-directed information sharing and collaboration, portals
  - Real-time value-based care and population health management tools
  - Operations intelligence and patient throughput management/integrated dashboards
  - Integration with advanced medical technologies, AI, etc. for “seamless medical service line” reengineering
Also Known As “I Thought We Were Done…. Why Is IT Cost STILL GOING UP?”

The EHR-Enabled Digitalization Era(s)
What Digital Will Do For Health & Care

Personalized Medicine & Health Management

- Genomics/Precision Medicine
- Artificial Intelligence Healthcare Sages
- Consumer Engagement & Persuasion Hub
- 2027: Medical Macro & Micro

The Real-time Health System

- CRM and Patient Engagement Portfolios
- Operational Intelligence Systems
-Telemedicine and Virtual Care
- Population Health Systems, Platforms and Point Solutions
- Evidence-Based Medicine: Core Clinicals The EHR

Innovation Trigger

Ivaine of Disillusionment

Cloud Gen. ERP

Patient Administration

ERP:
HRM
SCM
FM
Best of Breed:
LIS
RIS
PACS
ICU
ED

Best of Breed:
LIS
RIS
PACS
ICU
ED
Pervasive, Advancing Analytics Compell a Core Competency in Mastery of All Things Data

- Information
- Descriptive Analytics
  - Why Did It Happen?
- Diagnostic Analytics
  - What Happened?
- Predictive Analytics
  - What Will Happen?
- Prescriptive Analytics
  - What Should I Do?
- Prospective Foresight
- Concurrent Insight
- Retrospective Hindsight

Better Decisions

Level of Business Impact

Skill Levels Required
Goal: Improving Medical Diagnosis and Treatment Quality
Evidence-based, More Agile in Adopting Advancements

Patient Experiences a Health Problem
Patient Engages with Health Care System

Information Gathering
Information Integration and Interpretation
Working Diagnosis

Has sufficient information been collected?
- Clinical History and Interview
- Physical Exam
- Referral and Consultation
- Diagnostic Testing

Communication of the Diagnosis
The explanation of the health problem that is communicated to the patient

Treatment
The planned path of care based on the diagnosis

Outcomes
Patient and System Outcomes
Learning from diagnostic errors, near misses, and accurate, timely diagnoses

Carefully-Broadened Provider Role By 2027

- Personal Behaviors: 36%
- Family History and Genetics: 26%
- Social and Environmental Factors: 18%
- Medical Care: 10%

Source: Gartner, 2017
Physician Burnout
What Three Words Characterize the Mood, Attitude of the Physicians You Work With
Are Physician Satisfaction and Burnout Regularly Assessed at Your Organization?

- Yes, both: 38%
- Satisfaction only: 35%
- Burnout only: 3%
- Neither: 24%
What is the Current Level of Physician Burnout at Your Organization?

- Very high/severe: 4%
- High: 26%
- Moderate: 57%
- Low: 13%
- Very low/non-existent: 0%
Tackling Burnout

- EHR & IT Improvements
- Communication, empathy, praise, coaching
- Compensation/Bonuses
- IT Innovations

“IHI-led process to improve ambulatory care teamwork around 60 targets”

“Seminars in mindfulness and caring communication”

“Regional physician leaders to encourage having a voice”

“Physician wellness programs”

“We entered into a physician burnout collaborative”

“Our Clinical Informatics team is addressing burnout directly for physicians, and also nurses and pharmacists”
Top 8 Challenges in Being a Successful “ACO” or Equivalent (percent indicating “this is a major challenge/concern for us”)

1. Inadequate IT resources – 46%
2. Inadequate medical informatics resources – 45%
3. Eliminating unwarranted variance in quality and cost across providers and settings – 45%
4. Inadequate financial incentives from payers – 41%
5. Uncertainty around U.S. Federal policy and payment changes – 38%
6. Physician culture, alignment, engagement or burnout barriers – 37%
7. EHR interoperability – 32%
8. Effective IT systems for population health analytics, care management and coordination – 31%
CMIOs Circa 2017
Digitally Enabled Transformation

The realization of **new outcomes**
by **blurring the digital and physical** in
**organizations and societies**
Recommendations: Going Bimodal

Bimodal IT

Bimodal Informatics

Two modes of IT, each designed to address different information and technology goals.

Mode 1
Sequential:
- stability and reliability

Mode 2
Exploratory:
- agility and flexibility
Recommendation:
Live Gartner’s Six Principles of IT Cost and Value

Principle No. 1:
All Who Deliver or Use Information Technology Should Always Serve in the Capacity of a Fiduciary

Principle No. 2:
Optimizing IT Cost and Value Requires Effective Financial Transparency

Principle No. 3:
IT Financial Management Responsibilities Are Equal in Importance to All Other IT Responsibilities

Principle No. 4:
IT Cost Cutting and IT Cost Optimization Are Two Entirely Different Undertakings

Principle No. 5:
Users Have a Right to Easily Understand All IT Financial-Management-Related Information

Principle No. 6:
There Is No Such Thing as an IT Project
Final Thought

I did not write you a poem
This deck was enough of a tome
Just wanted to say you’re amazing
Please take care of your care back home

Oh, guess I did write you a poem….

Love, Vi