2018 AMDIS-Gartner
14th Annual CMIO Survey
Key Findings

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The 2018 CMIO Word Cloud

What 3 words come to mind when describing the CMIO role in 2018?
Agenda

► Review Survey’s Purpose
► CMIOs: The 2018 Profile
► Key Business and CMIO Priorities and Challenges
► State of Physician Burnout and How It’s being Addressed
► CMIO’s Role in Analytics
► Compensation
Purpose of Our Annual Survey

- Inform CMIOs of professional trends & Issues
- Advocate for and assist health system executives around the world in understanding, defining and successfully filling CMIO positions
- Gain CMIO perspectives on key initiatives in the fusion of information and medial technology, medicine and healthcare
CMIOs: The 2018 Profile

- By far most common title is Chief Medical Information (or Informatics) Officer (75%)
  - Very limited use of CHIO title (just 5% in our sample)
- 73% in first CMIO position
- 75% still practice medicine
The 2018 CMIO Profile

- 38% of CMIOs report to the CMO
- 27% to the CIO
- 7% dual reporting to CMO and CIO
- 4% to the CEO

- 62% of CMIOs manage a medical informatics department
How long have you been in your current position?
How long have you been a CMIO/CHIO across all positions you have held
CMIOs Still Like Being CMIOs
What would you like your next job to be?

► Stay in this CMIO position with expanded responsibilities: 42%
► Stay in this CMIO position with same type of responsibilities as today: 18%
► Become CMIO elsewhere: 10%
CMIO Priorities & Challenges
With EHR mainstreaming, CMIOs/organizations represent the full range IT investments approaches.
Business Priorities

- **Scale**: Survive M&A, continue aggressive expansion by all means; dominant strategic service lines
- **Fiscal Stewardship**: Economies of scale, cut costs
- **Improve Quality**: Improve metrics or “be the best in our region or the nation”
- **Shift Business & Delivery Models**: Pull non-acute care “down and out”: Ambulatory surgery, telemedicine, preventive population management at risk
- **Branding/Reputation**: image, naming, marketing, access-cohesion-quality perception
CMIO Priorities

- The EMR: new installs/reinstalls, usability, optimization, standardization, personalization
- Governance: EMR, IT and information/data
- Informatics for models of care: VBC, Pop Health
- “Don’t get fired when we get acquired.”
- Specific other initiatives: speech recognition, Open Notes

Few mentions of both patient engagement/experience/satisfaction as CMIO priority in last 2 years
CMIO Top Challenges

- Money and Resources/Skills
- Top Leadership Commitment/
  Commitment to Change Management
  Pace of Change
- Too many priorities;
  Bureaucratic prioritization process
  Decisions made for “short game” gain
- Politics and power of select physicians
- Scaling MI support given M&A

Being extraordinary takes both sciences and arts!
Physician Burnout
Is physician satisfaction and/or the level of physician burnout regularly measured?

- Yes, both are assessed/measured: 50%
- Physician satisfaction: 30%
- Physician burnout only: 5%
- Neither is assessed/measured: 20%
Current level of physician burnout at your organization
Impact of Burnout

- Disengagement from business and IT
- Misalignment with enterprise goals/pace
- Resistance to new models of care and patient centricity initiatives
- Productivity Impact
- Recruitment/Retention Problems - early retirements and moves to part-time, concierge models
Top Mitigation Strategies

- CEO Attention and Leadership
- Corporate Well-being Programs
- Training on Efficiency, Flow of Work
- EMR-specific improvement initiatives (even when EMR is a scapegoat for regulatory or revenue requirement burdens)
- Other technology innovations
CMIO Role in Analytics
CMIO’s organization’s relative position regarding the use of post-EHR, clinically-related analytics
Analytics Challenges

- Leadership Commitment
- Skills  Skills  Skills
- Data Quality
CMIO’s Roles in Analytics

► More CMIOs play a *more aggressive* role in:
  - Information Governance
  - Clinical Data Stewardship

► More CMIOs play a *more moderate* role in:
  - Data Governance
  - Setting Analytics Vision
  - Management
CMIO’s Roles in Analytics Uses

- Timely Feedback and Performance/Quality
  81% play a more aggressive role*
  31% of these as “active participants”**

- ACO/Value-Based Care Analytics
  68% play a more aggressive role*
  25% of these as “active participants”**

- Population Health beyond ACO
  71% play a more aggressive role*
  31% as “active participants”**

* “Aggressive role” includes: “chair,” “leader,” “change agent,” and “active participant”
** “active participant is the lowest of the “aggressive” roles in this survey
Compensation
Q32: How are you compensated?

- Salary only
- Salary + bonus
- Paid for my time as needed
- Paid as a retained, fl...
- Not separately compensated...
Compensation for US CMIOs/CHIOs

Mean total compensation for 2018* is $353,600

* CMIOs over 50% of time in role
  Includes total salary + bonus, all roles
Vi’s Suggestions: Realizing Important Change

To be extraordinary, CMIOs must hone both their sciences and arts acumen

The *sciences* of technology innovation and use, technology and executive management best practices, strategy-execution alignment

The *arts* of politics, building business partnerships/alliances, building enterprise cohesion, storytelling and the art of saying no
An Ode to Mud

Mud can cloud your vision
Mud can get you stuck
Mud can slide and bury, toast or inebriate you
Mud can sully your reputation
Or seizing control of the mud can make you beautiful (?) de-toxined and
Mud can make you money.

- Vi Shaffer, 6/20/18