

The background features abstract, overlapping purple and magenta geometric shapes, primarily triangles and polygons, creating a modern, layered effect. The colors range from light lavender to deep, dark purple.

# 2018 AMDIS-Gartner 14<sup>th</sup> Annual CMO Survey *Key Findings*

Vi Shaffer  
viopossum88@gmail.com

20 June 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

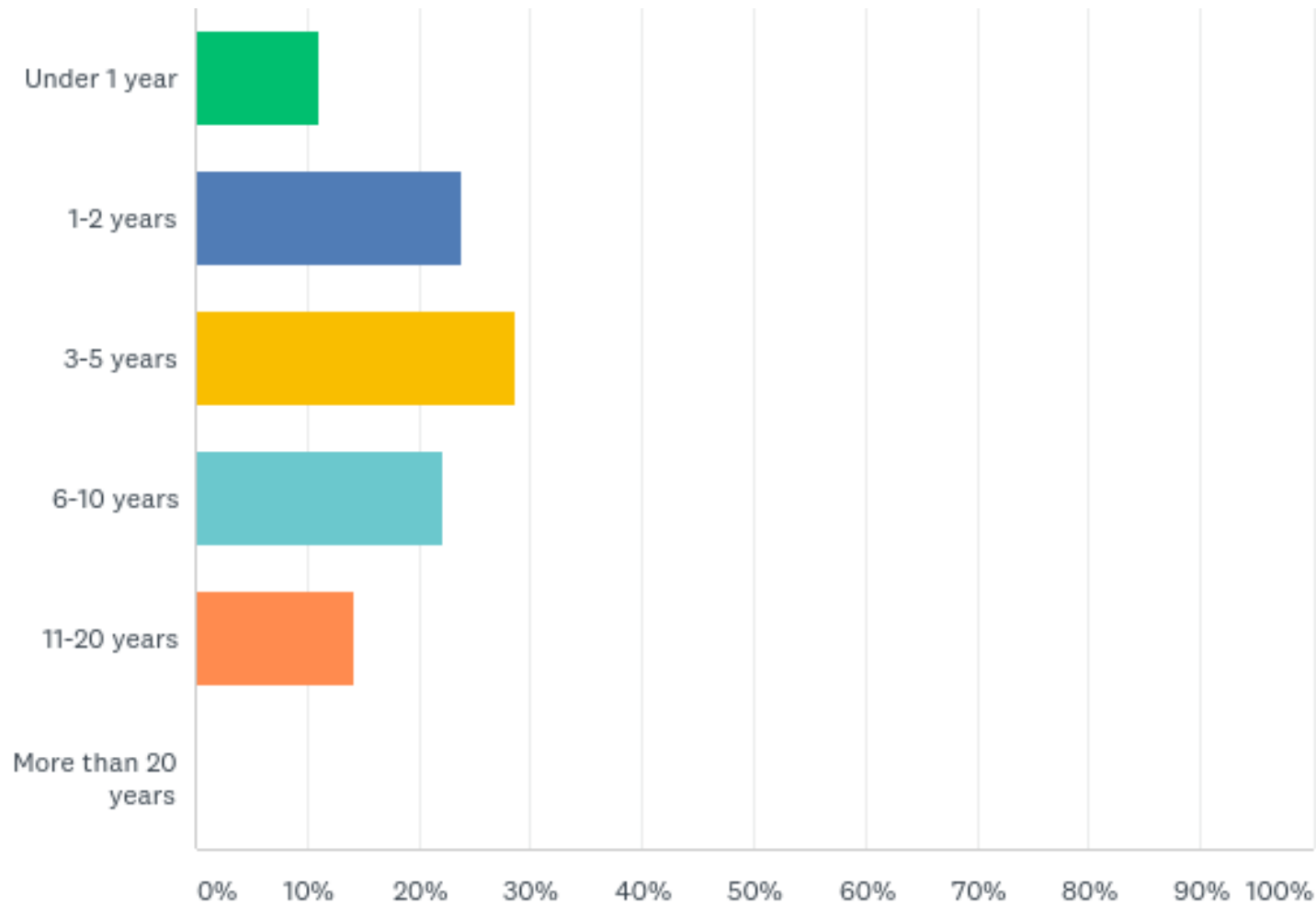
# CMIOs: The 2018 Profile

- ▶ 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

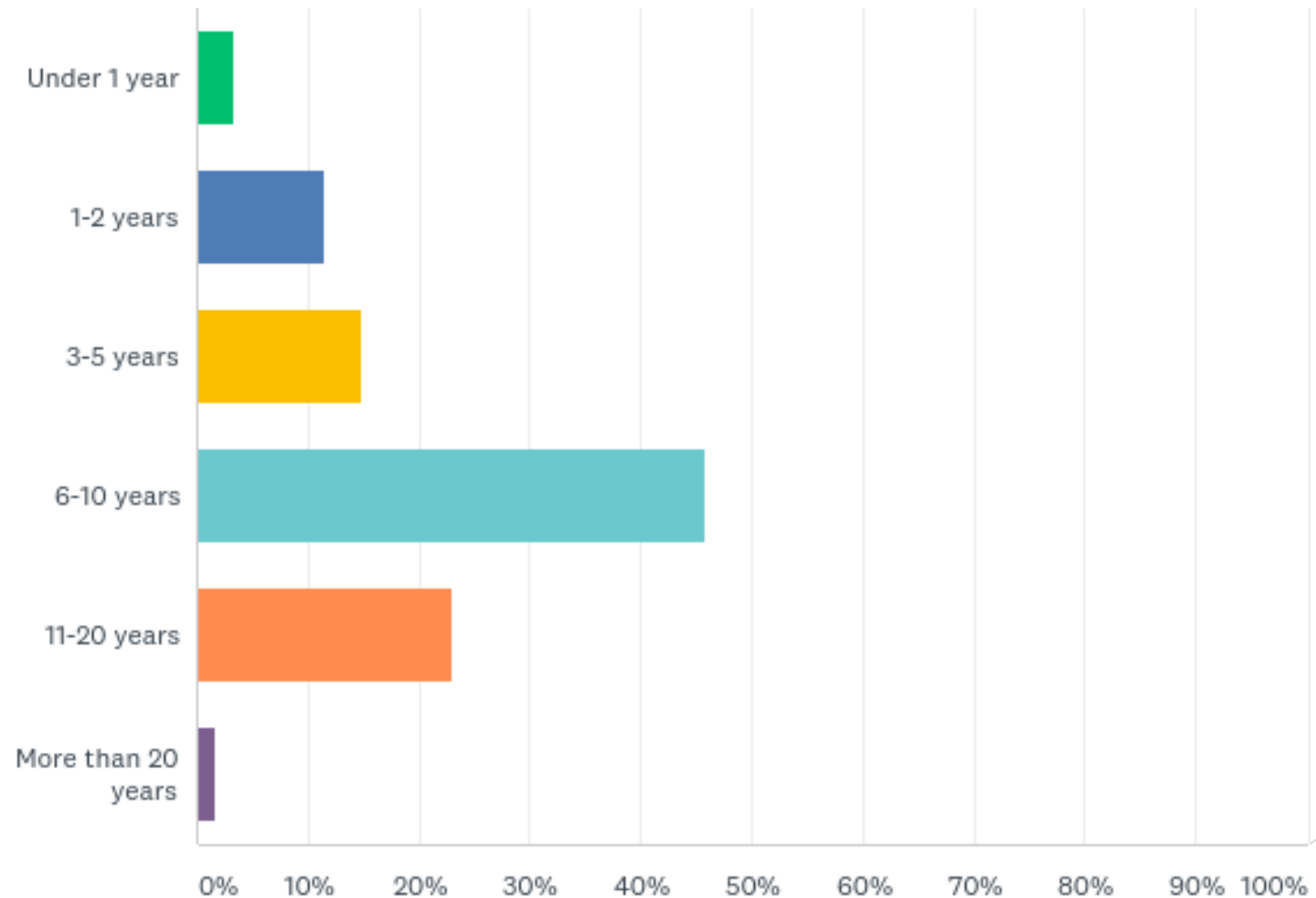
# The 2018 CMIO Profile

- ▶ 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

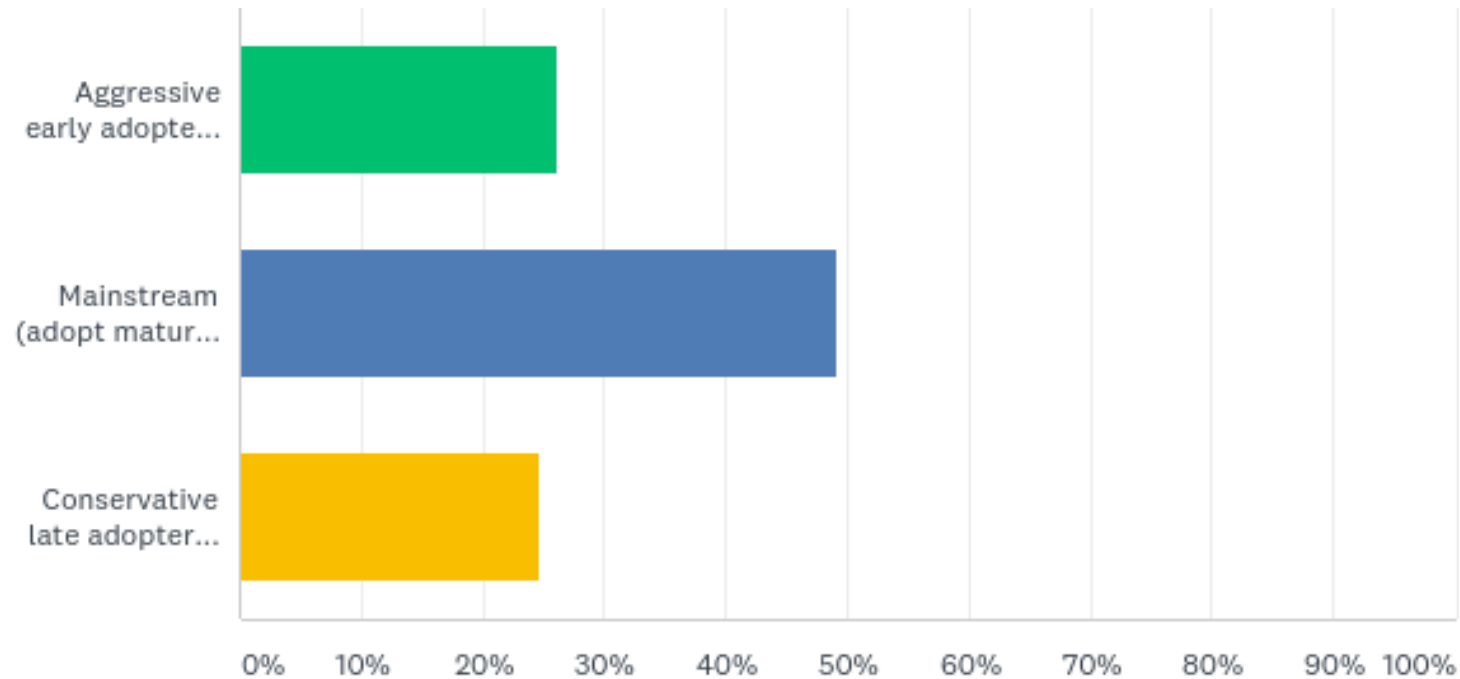
*What would you like your next job to be?*

- ▶ 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%

The background features abstract, overlapping geometric shapes in various shades of purple and magenta, primarily concentrated on the right side of the slide. The shapes include triangles and polygons of different sizes and orientations, creating a dynamic, layered effect. The colors range from light lavender to deep, dark purple.

# **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*

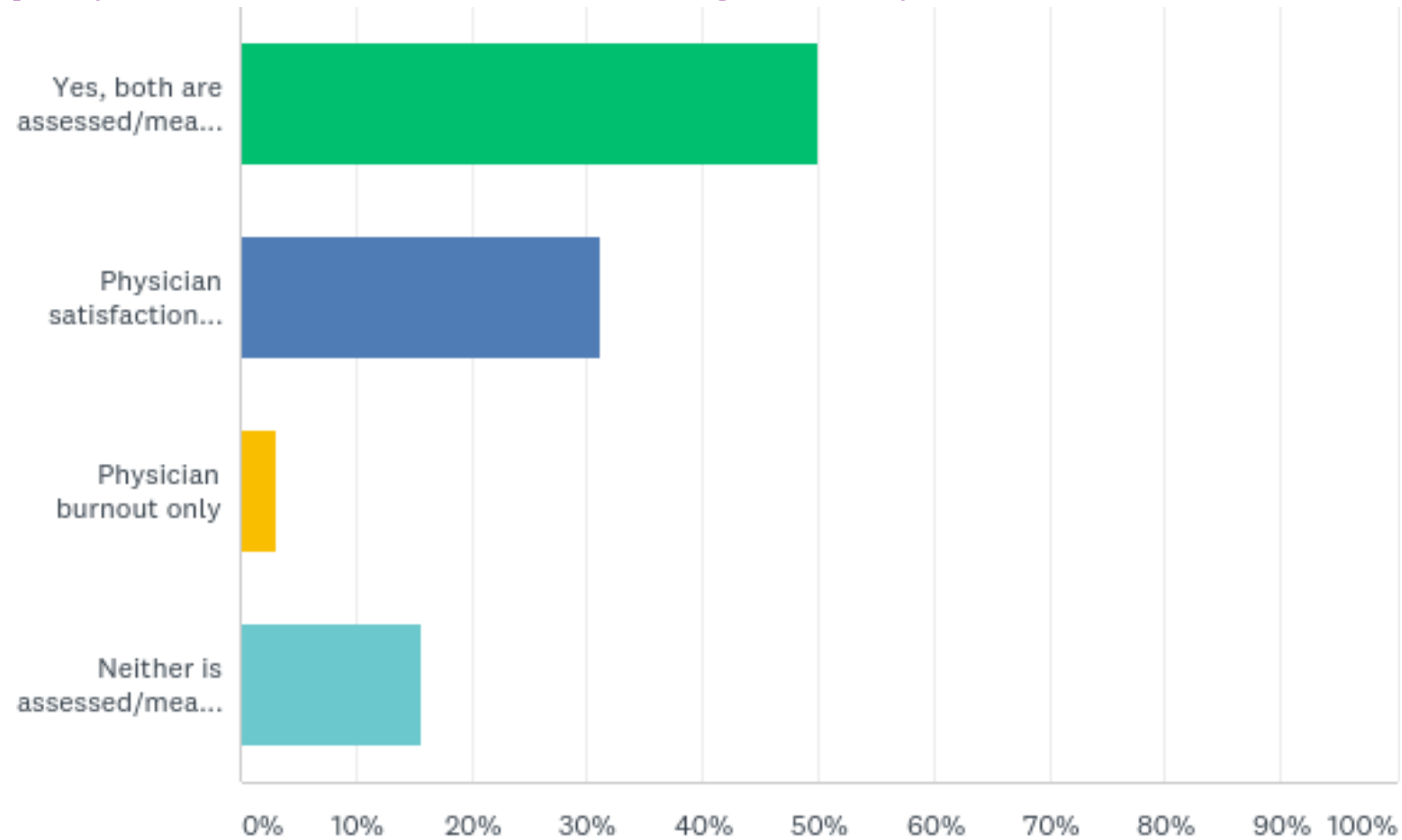
# CMIO Top Challenges

- ▶ 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!**

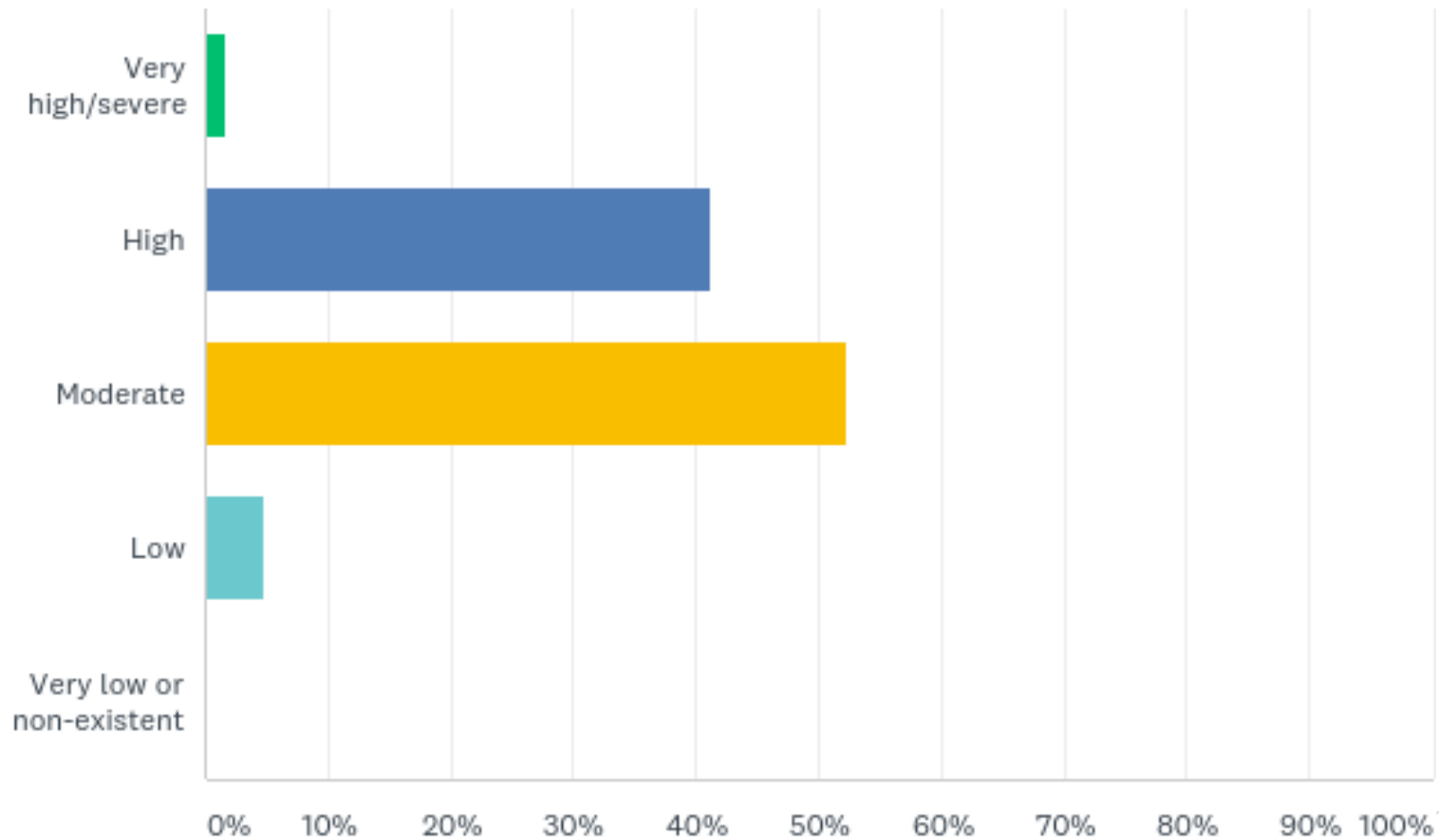
# Physician Burnout

# Is physician satisfaction and/or the level of physician burnout regularly measured?





# Current level of physician burnout at your organization



# Impact of Burnout

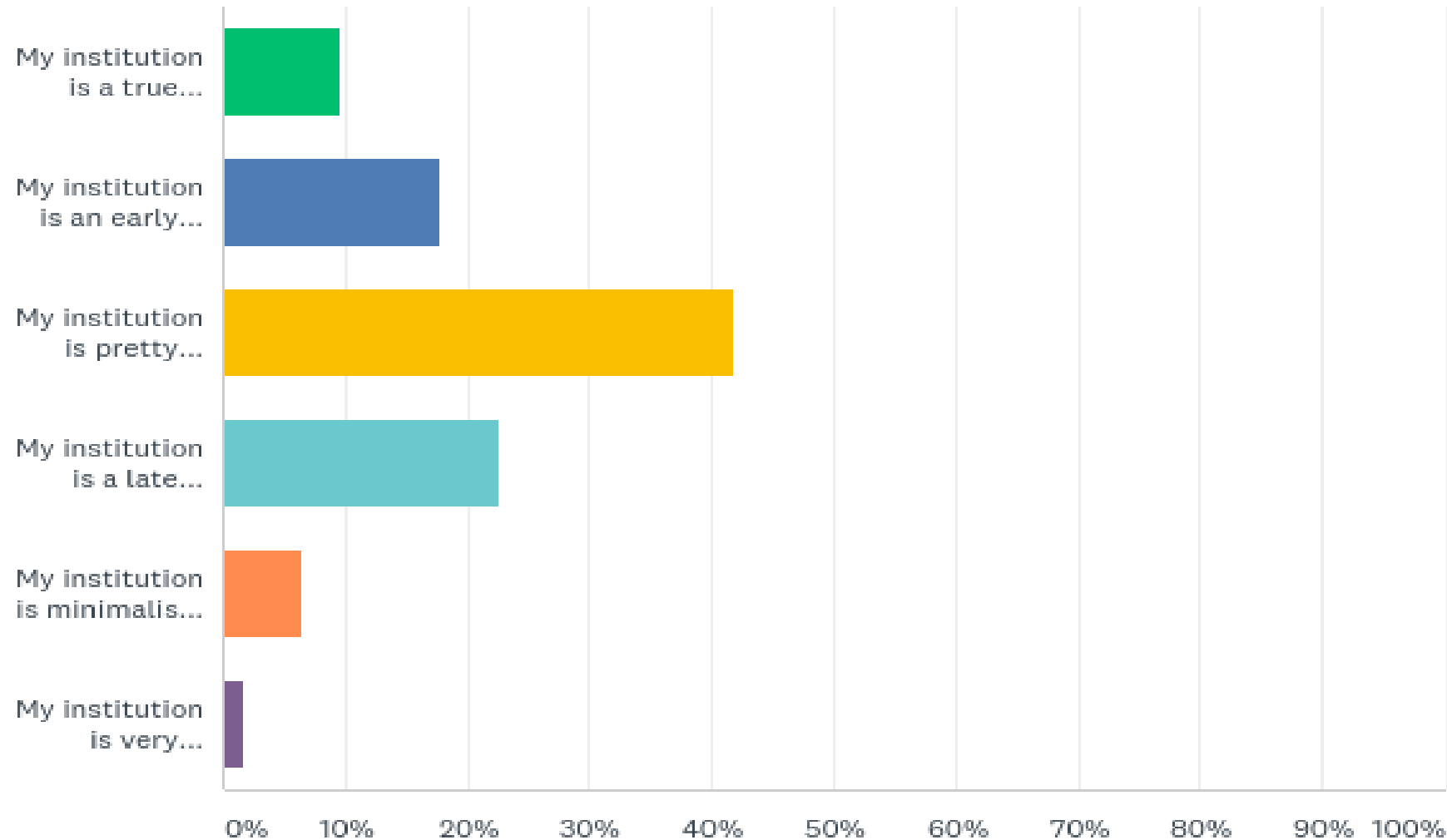
- ▶ Disengagement from business and IT
- ▶ Misalignment with enterprise goals/pace
- ▶ Resistance to new models of care and patient centricity initiatives
- ▶ Productivity Impact
- ▶ Recruitment/Retention Problems - early retirements and moves to part-time, concierge models

# 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”\*\*

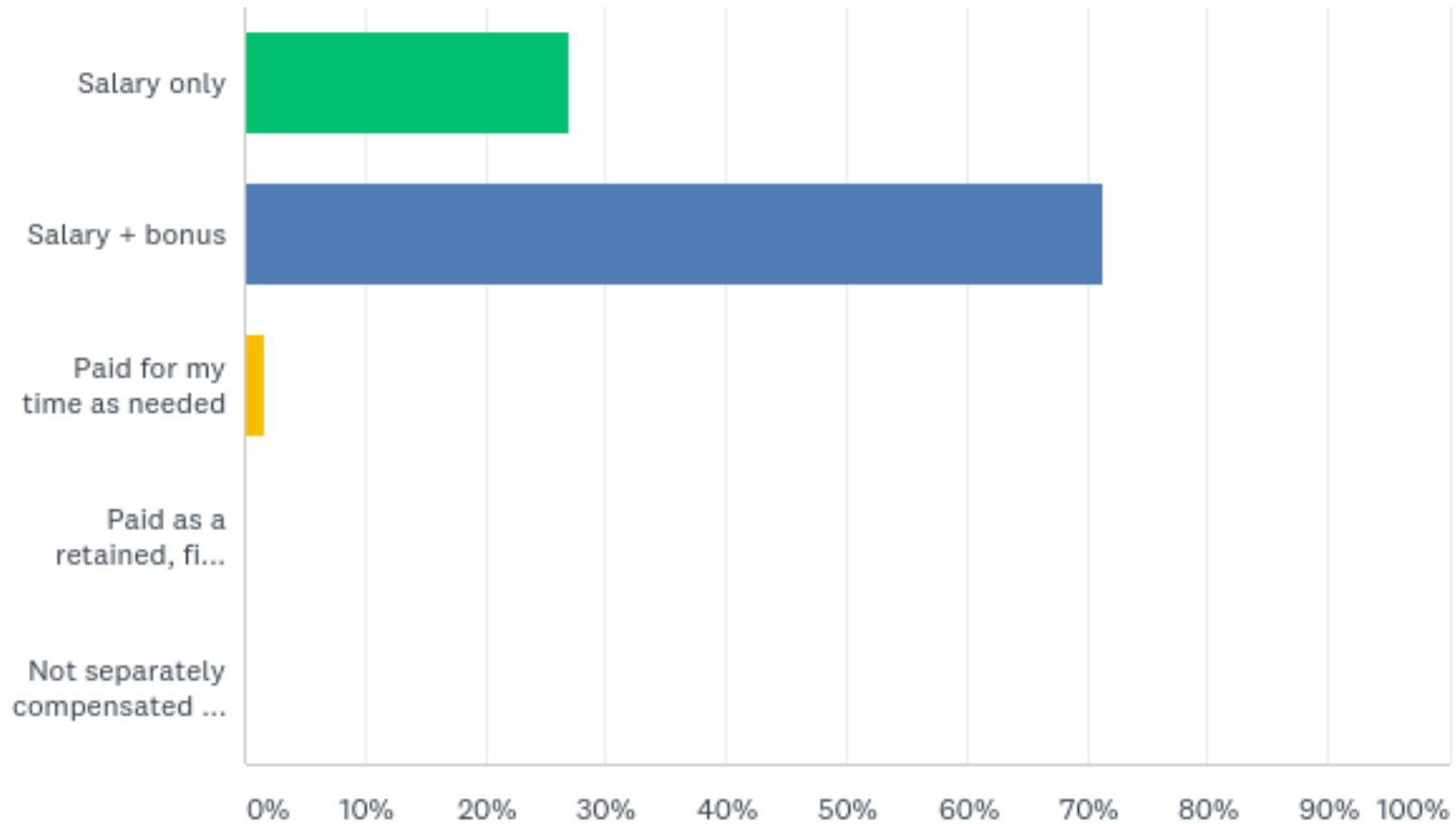
\* “Aggressive role” includes: “chair,” “leader,” “change agent,” and “active participant”

\*\* “active participant is the lowest of the “aggressive” roles in this survey



# Compensation

# Q32: How are you compensated?



# 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