



CMIO Compensation Report

Comprehensive Survey Results

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Survey Overview

Witt/Kieffer conducted a CMIO Compensation Survey, in partnership with AMDIS, in the fall of 2018. The survey results comprise responses from 184 individuals identified as medical analytics leaders at a variety of healthcare organizations ranging from community hospitals to IDNs and multi-hospital systems across all regions of the United States.

This analysis compares various factors to base compensation and bonus. It does not make any hypotheses, anecdotal or mathematical, about correlations between factors. While the sample is broadly representative, it is important to note that certain populations are better represented. These include:

- Integrated Delivery Networks and Multi-Hospital Systems
- Organizations with greater than \$901M in revenue
- Organizations comprising 1 to 10 hospitals

Additionally, as one begins to categorize and compare information, not all subsets of the sample are large enough for comparisons to be completely valid. As a result, respondent counts overall and per category are provided throughout this document.

The results contained within this report are for the benefit of AMDIS members and health IT professionals to gain a better understanding around compensation and related issues.

Key Findings

Base Compensation

Out of 172 respondents, nearly 47% earn between \$251 and \$350K base. The next largest group of respondents, about 33%, earned \$351 to \$450K base. About 13% earned under \$250K, and just under 8% earn more than \$451K. Using this overall view of compensation, one notices that seven key factors appear as if they may have some effect on base compensation. It's important to note that this effect is hypothesized based on observable variances in the data rather than by statistical means (i.e., variance analysis, any form of regression):

- 1. Years of clinical experience:** 61% of 179 respondents have more than 8 years of clinical experience. Just about 30% have 4 to 7 years. 8% of respondents have less than 3 years of clinical experience. Those with less clinical experience appear to earn less.
- 2. Years in current position:** 48% of 182 respondents reported that they had been in their current positions less than 3 years. 38% had been in their current position 4 to 7 years. And 14% had been in their current positions for 8+ years. Still, regardless of time in role, 80% of respondents fell in the \$251 to \$450K base salary range. Those in a role less than 3 years, however, saw a greater number reporting base salary below \$250K than the other tenure ranges.
- 3. Years in clinical practice:** 80% of 182 respondents have more than 10 years of experience in clinical practice. 19% have 1 to 10 years of clinical practice and just 1% have never practiced. Of those with 10 or more years in clinical practice, more than 80% earn between \$251 and \$450K per year base. In the group with 1 to 10 years in clinical practice, however, the distribution shifts, with about 20% earning below \$250K and 50% earning between \$251 and \$350K.

Key Findings

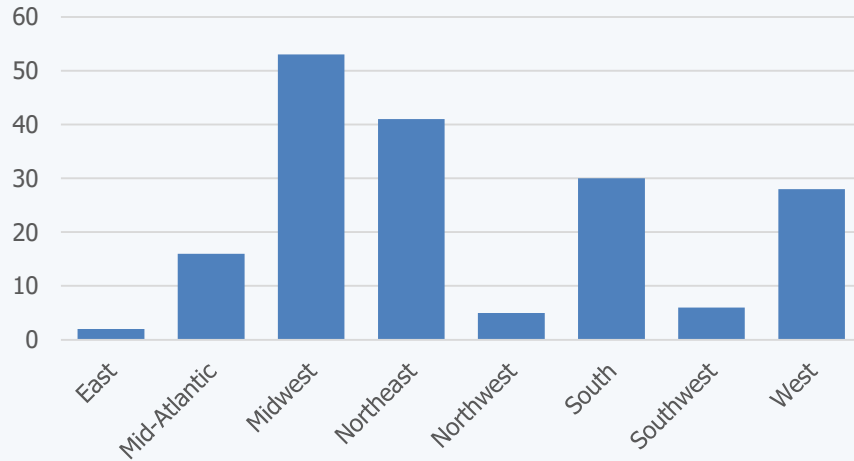
- 4. Time spent on clinical work:** Those respondents (182) who spend more time on clinical work appear to earn slightly lower salaries. In general, the overwhelming majority of those who spend less than 25% of time on clinical work earn between \$251 and \$450K. 16% of respondents spend 25% to 50% of their time on clinical work; in this category, nearly 68% earn in the \$251 to \$350K base salary range compared to 48% for those who spend less than 25% of time practicing.
- 5. Membership on the Executive Leadership Team:** Out of 182 respondents, about half are members of the executive leadership team (ELT). Of those who are not part of the ELT, about 17% earn under \$250K, compared to 9% of those on the ELT. Around 5% of those who are not members of the ELT earn greater than \$451K per year, compared to 10% of those on the ELT.
- 6. Number of direct reports:** The majority of 181 respondents have direct reports. 48% of respondents have 1 to 10 direct reports and 19% have more than 10 direct reports. 33.5% of respondents indicated they have no direct reports. The availability of higher base salaries seems to be greater as the number of direct reports increases, and 28% of those with no direct reports earn under \$250K compared to those with more direct reports.
- 7. Budget location:** Out of 174 respondents, budget locations for informatics appear to be close to evenly split between IT (34%), Leadership (27%) and no budget at all (33%). Of those respondents who indicated that they didn't have a budget, 27% earned under \$250K, 48% earned between \$251 and \$350K and 25% earned between \$351 and \$450K.

Bonus Opportunity

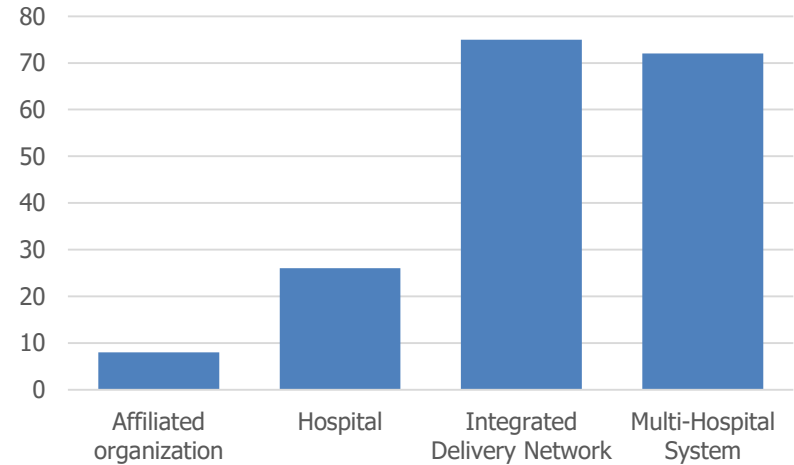
Overall, 26% of 172 respondents did not answer the question about bonus potential, which may suggest that a bonus opportunity is not available. The majority of respondents earn between \$251 and \$450K had bonus potentials between 5% and 30%. Among this group, bonus potentials were fairly evenly distributed between the first three bonus categories.

Demographics – Respondent Counts

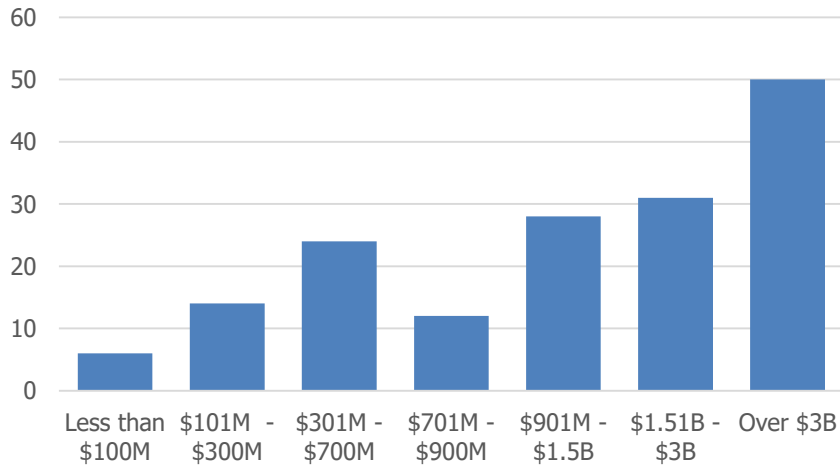
Region



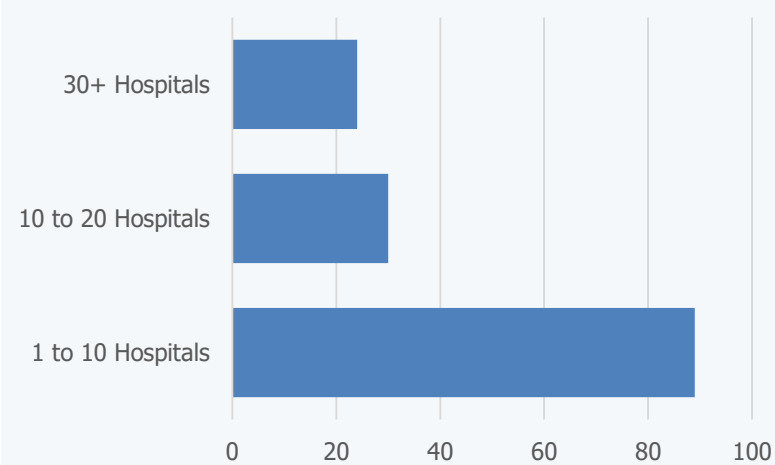
Organization Type



Organization Revenue

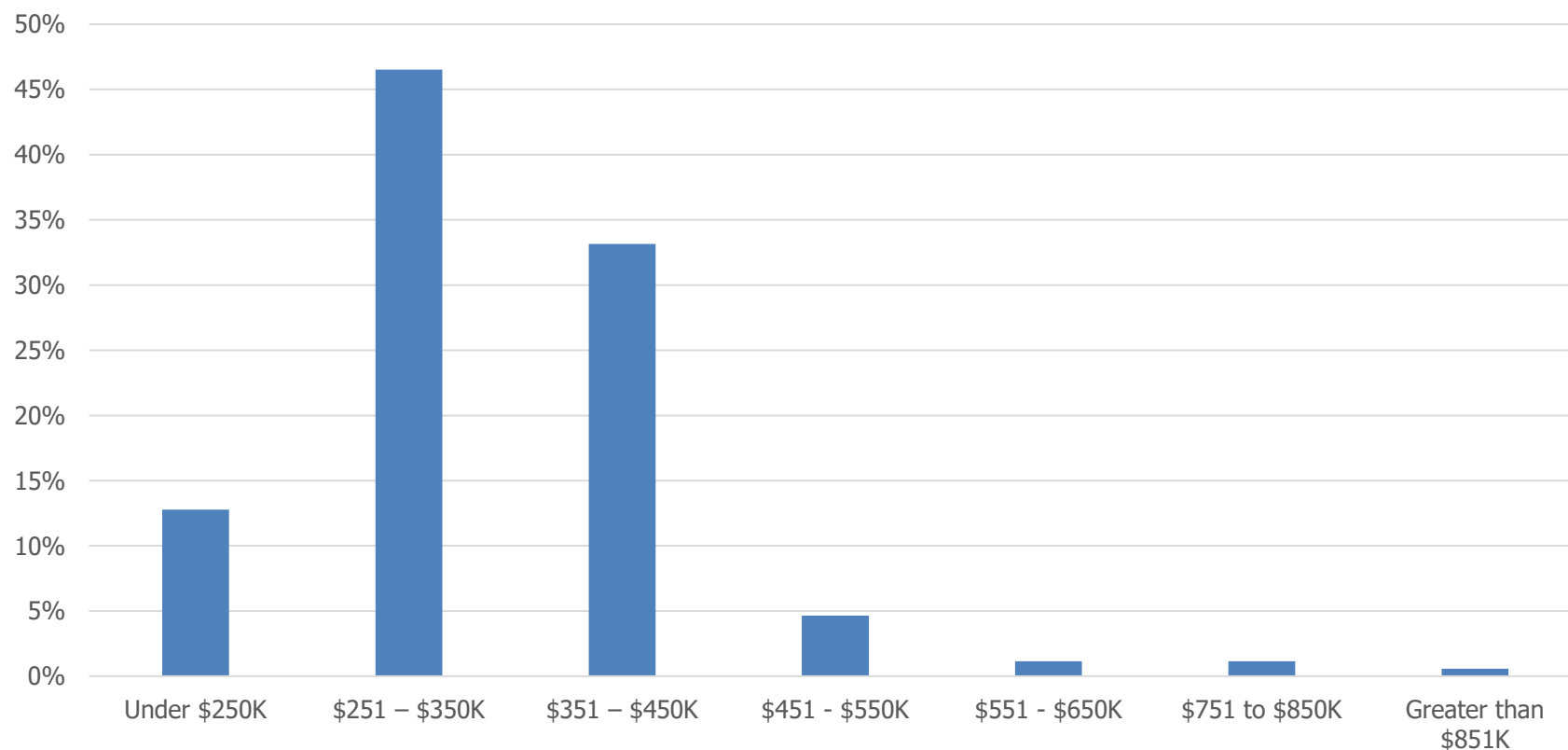


Organization Size



Overall Base Compensation

- Out of 172 respondents, nearly 47% of respondents earn between \$251 and \$350K base.
- The next largest group of respondents, about 33%, earned \$351 to \$450K base.
- About 13% earned under \$250K, and just under 8% earn more than \$451K.

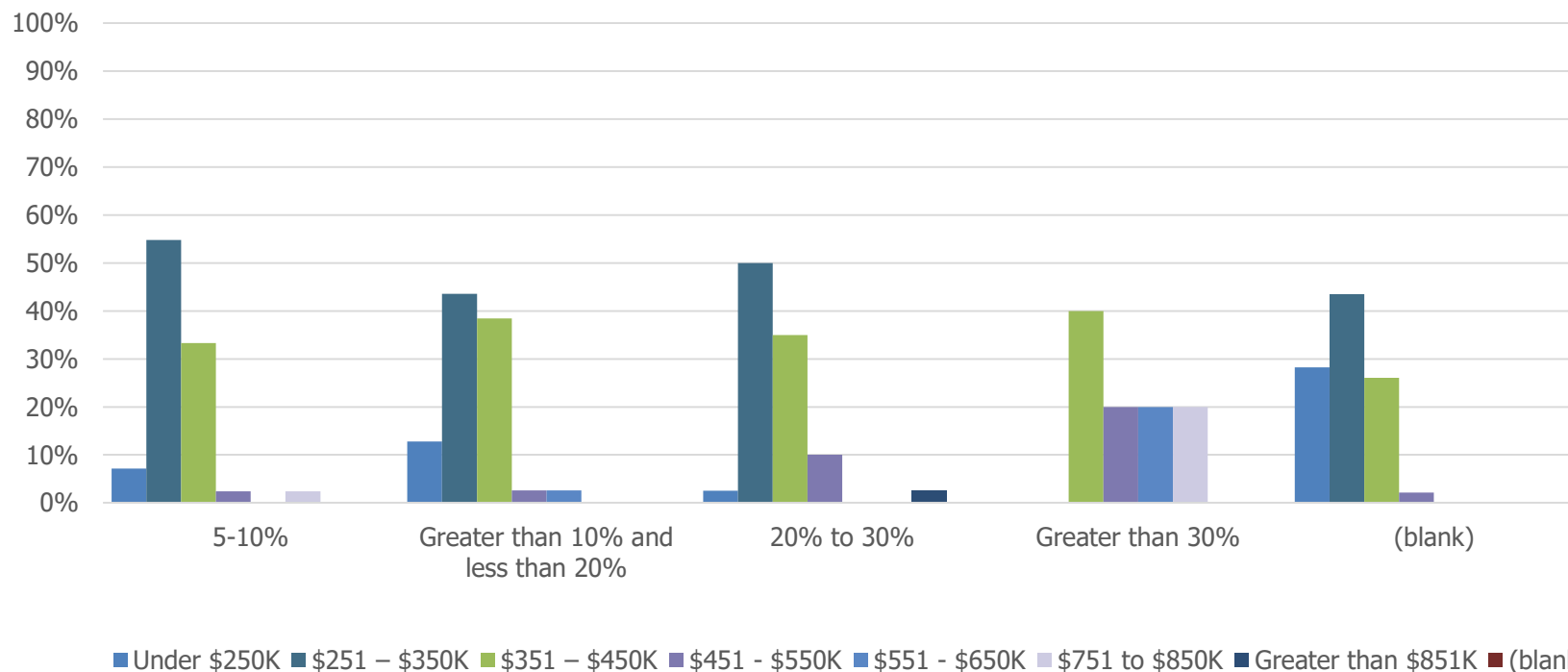


Overall Base Compensation – Respondent Counts

Respondent Counts	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 to \$850K	Greater than \$851K
	22	80	57	8	2	2	1

Overall Bonus Compensation by Salary Range

- Overall, 26% of 172 respondents did not answer the question about bonus potential (blank in the chart below), which may suggest that a bonus opportunity is not available.
- The majority of respondents earning between \$251 and \$450K had bonus potentials between 5% and 30%. Among this group, bonus potentials were fairly evenly distributed between the first three bonus categories.
- Of those respondents who reported bonus potentials greater than 30%, 40% earned \$351 to \$450K and 60% earned greater than \$451K base.



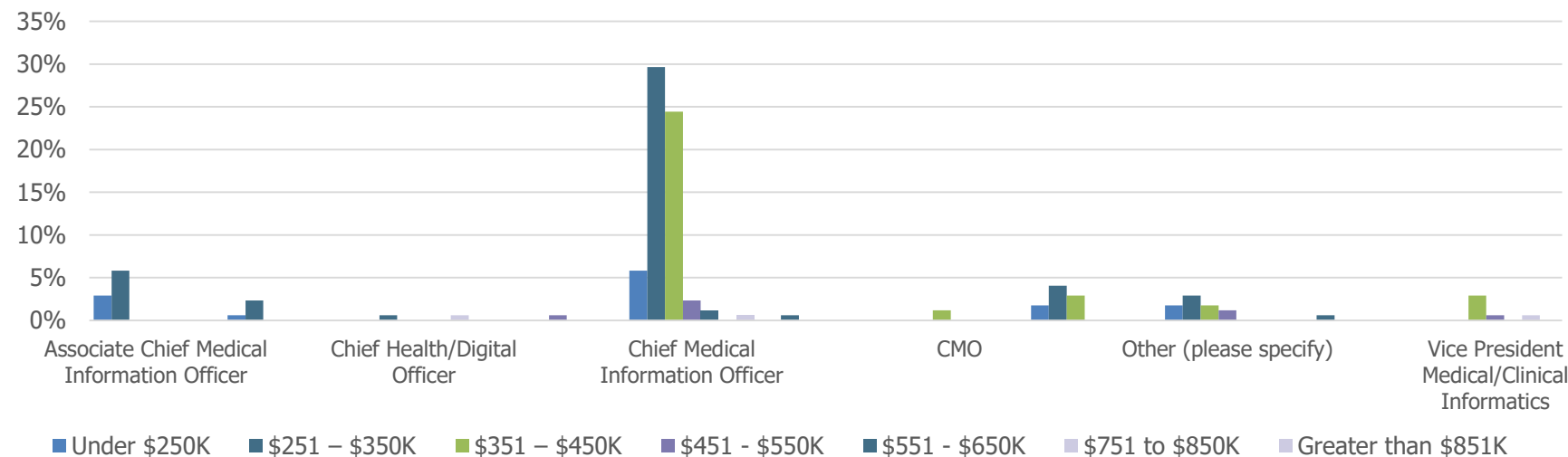
Overall Bonus Compensation by Salary Range

Respondent Counts

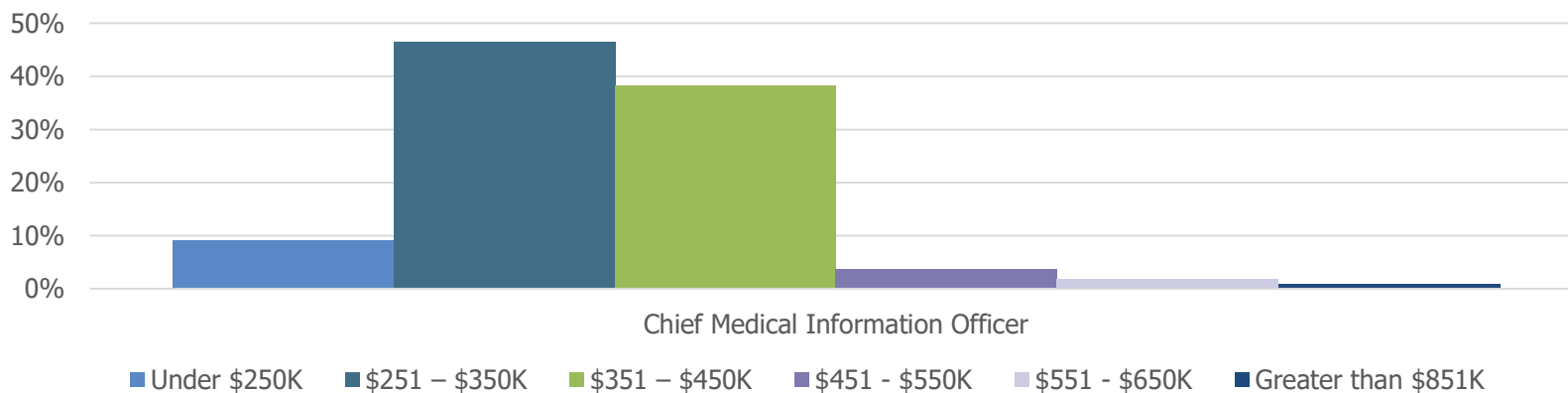
Salary	Bonus Potential					
	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	No Response	Grand Total
Under \$250K	3	5	1		13	22
\$251 – \$350K	23	17	20		20	80
\$351 – \$450K	14	15	14	2	12	57
\$451 - \$550K	1	1	4	1	1	8
\$551 - \$650K		1		1		2
\$751 to \$850K	1			1		2
Greater than \$851K			1			1
Grand Total	42	39	40	5	46	172

CMIO Base Compensation

Out of 182 respondents, the majority (64%) of respondents indicated their title was Chief Medical Information Officer. The next most frequent titles at 9% each were Associate Chief Medical Information Officer and Director, Medical Informatics



46% of CMIOs reported earning between \$251 and \$350K, and 38% reported earning \$351 to \$450K.



Titles – Respondent Count

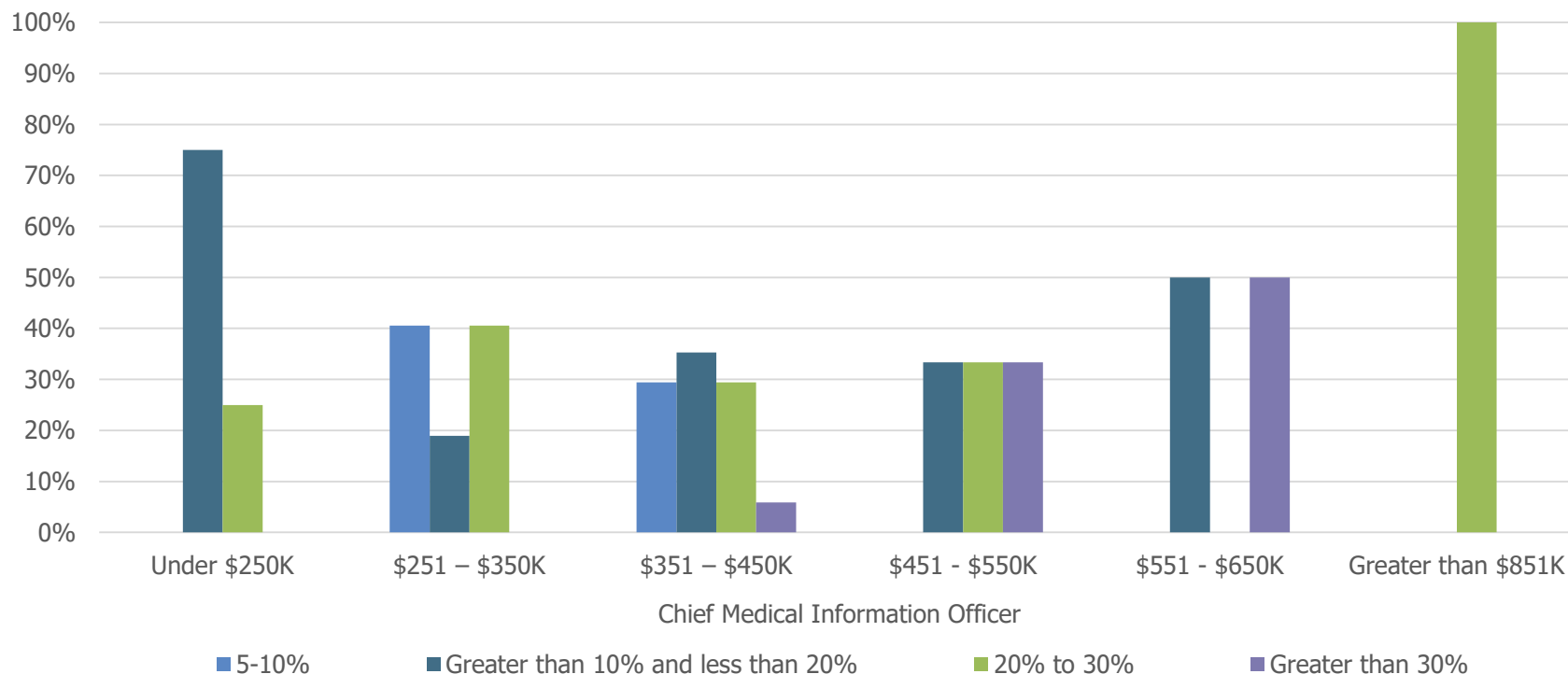
Title	Respondents
Associate Chief Medical Information Officer	17
Chief Health Information Officer	6
Chief Health/Digital Officer	2
Chief Innovation Officer	1
<i>Chief Medical Information Officer</i>	114
CIO	1
CMO	2
Director, Medical Informatics	16
Other (please specify)	13
Physician Executive	3
Vice President Medical/Clinical Informatics	7
Grand Total	182

Title and Base Salary – Respondent Count

Title	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 to \$850K	Greater than \$851K	Grand Total
Associate Chief Medical Information Officer	5	10						15
Chief Health Information Officer	1	4						5
Chief Health/Digital Officer		1				1		2
Chief Innovation Officer				1				1
Chief Medical Information Officer	10	51	42	4	2		1	110
CIO		1						1
CMO			2					2
Director, Medical Informatics	3	7	5					15
Other (please specify)	3	5	3	2				13
Physician Executive		1						1
Vice President Medical/Clinical Informatics			5	1		1		7
Grand Total	22	80	57	8	2	2	1	172

CMIO Bonus Compensation

- Of 182 respondents, the majority (63%) indicated their title was Chief Medical Information Officer.
- Of this majority, 95% indicated that bonus potential was split between three ranges: 5 to 10% (31%), >10 and <20% (30%) and 20 to 30% (35%).
- For those earning under \$250K, 75% reported bonus potential in the 10 to 20% range and 25% reported potentials in the 20 to 30% range. Note that size of the group, however, was limited to 4 respondents.

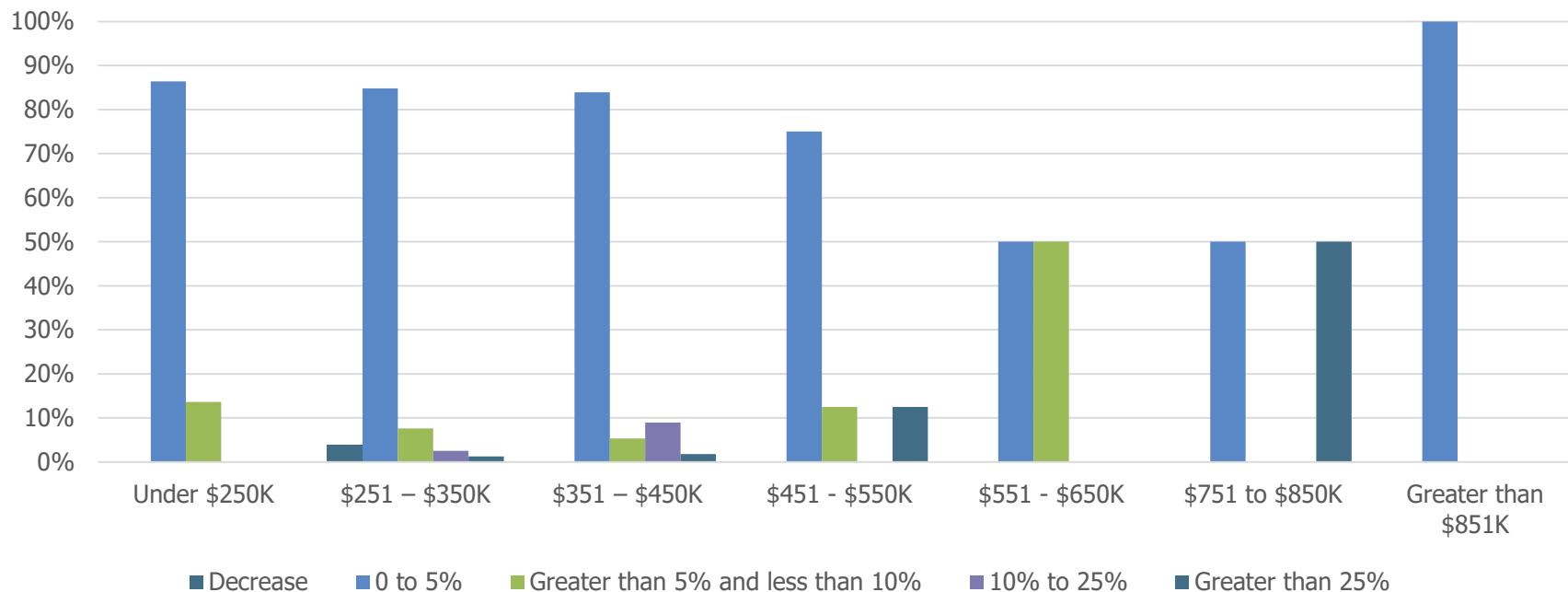


Title, Base and Bonus – Respondent Count

Title	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
Associate Chief Medical Information Officer	4	5	2		11
Chief Health Information Officer	4		1		5
Chief Health/Digital Officer	2				2
Chief Innovation Officer			1		1
<i>Chief Medical Information Officer</i>	<i>25</i>	<i>24</i>	<i>28</i>	<i>4</i>	<i>81</i>
CIO	1				1
CMO		1			1
Director, Medical Informatics	3	8			11
Other (please specify)	2	1	3		6
Physician Executive			1		1
Vice President Medical/Clinical Informatics	1		4	1	6
Grand Total	42	39	40	5	126

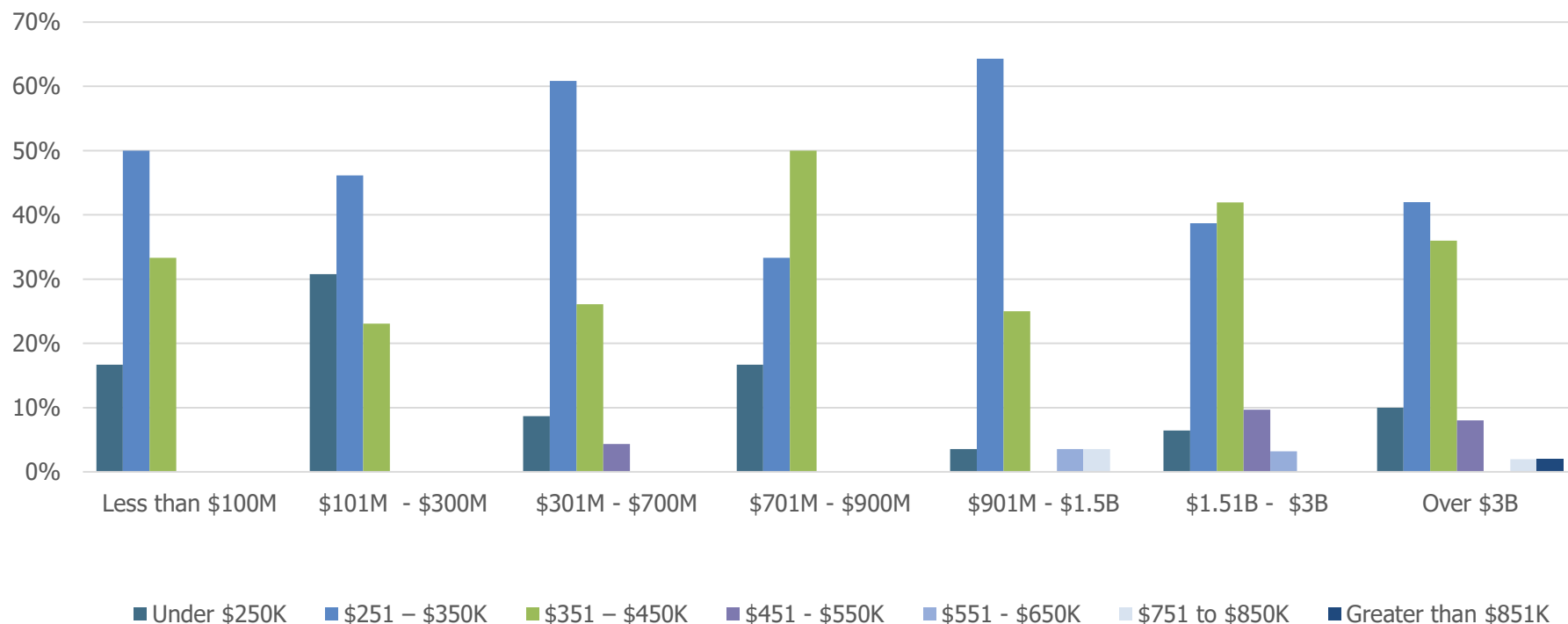
Pay Increases by Base Compensation Range

83% of respondents reported a salary increase in the 0 to 5% range.



Base Compensation by Organization Revenue

- Out of 165 respondents, about 66% work for organizations with revenues greater than \$900M.
- Size of organization is not necessarily accurate predictor of salary distribution, though distributions are more “normal” for organizations with revenues \$1.51B or greater.



Base Compensation by Organization Revenue

Respondent Counts

Organization Revenue	Respondents
Less than \$100M	6
\$101M - \$300M	14
\$301M - \$700M	24
\$701M - \$900M	12
\$901M - \$1.5B	28
\$1.51B - \$3B	31
Over \$3B	50
Grand Total	165

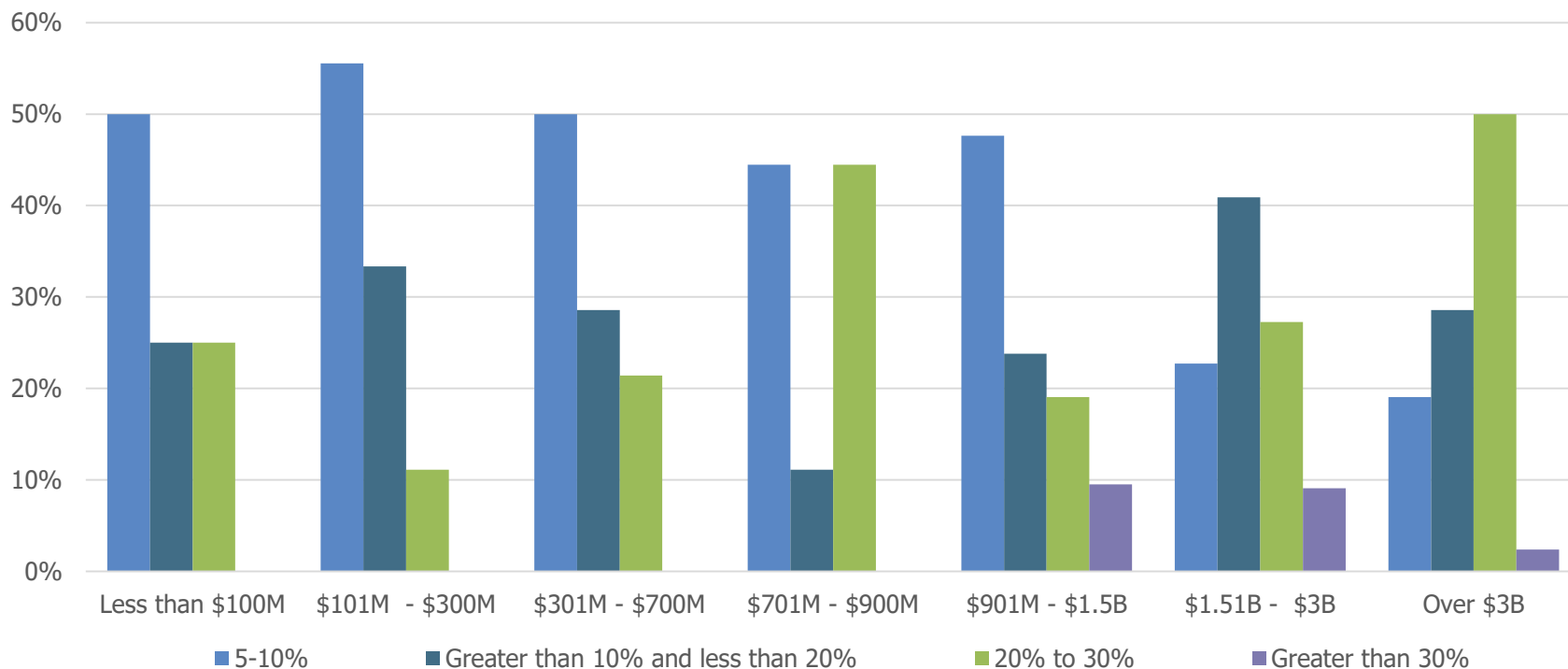
Base Compensation by Organization Revenue

Respondent Counts

Revenue	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
Less than \$100M	1	3	2					6
\$101M - \$300M	4	6	3					13
\$301M - \$700M	2	14	6	1				23
\$701M - \$900M	2	4	6					12
\$901M - \$1.5B	1	18	7		1	1		28
\$1.51B - \$3B	2	12	13	3	1			31
Over \$3B	5	21	18	4		1	1	50
No Response	5	2	2					9
Grand Total	22	80	57	8	2	2	1	172

Bonus Compensation by Organization Revenue

- In organizations with revenues below \$1.51B, 45 to 55% of respondents indicated their bonus potentials were in the 5 to 10% range.
- In organizations with \$1.51B or more in revenue, that percentage drops and generally increases in both the >10 and <20% and 20 to 30% ranges.



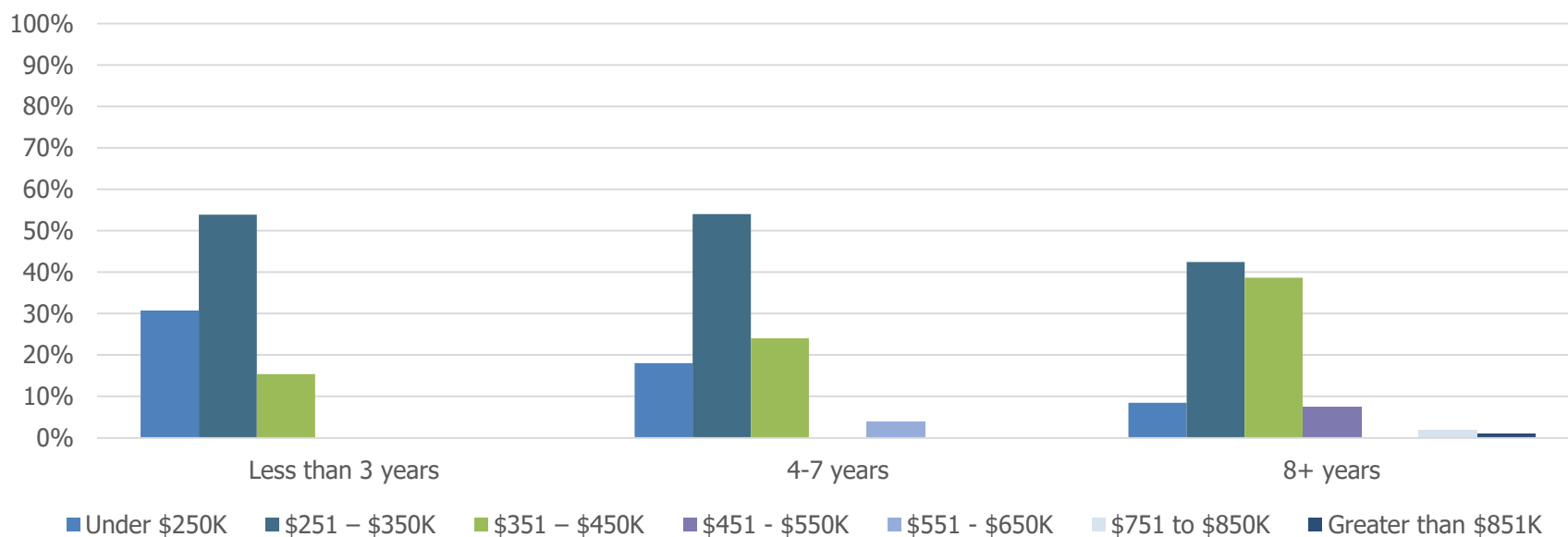
Bonus Compensation by Organization Revenue

Respondent Count

Organization Revenue	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
Less than \$100M	2	1	1		4
\$101M - \$300M	5	3	1		9
\$301M - \$700M	7	4	3		14
\$701M - \$900M	4	1	4		9
\$901M - \$1.5B	10	5	4	2	21
\$1.51B - \$3B	5	9	6	2	22
Over \$3B	8	12	21	1	42
No Response	1	4			
Grand Total	42	39	40	5	126

Clinical Experience and Base Compensation

- Out of 179 respondents, 62% have more than 8 years of clinical experience. Just about 30% have 4 to 7 years. 8% of respondents have less than 3 years of clinical experience. Only 10% of respondents indicated that they'd made a job change in the last year.
- Respondents with 8 or more years of experience appear to be almost evenly split between two base salary ranges spanning \$251 to \$450K (42% for \$251 to \$350K and 39% for \$351 to \$450K), with about 8% earning under \$250K and 8% earning \$451 to \$550K.
- Respondents with 4 to 7 years clinical experience generally fall in the \$251 to \$350K range, with 18% earning below \$250K base, and 24% earning \$351 to \$450K base.
- The majority of those with less than 3 years of experience earn \$251 to \$350K base, with 30% earning less than \$250K and just 15% earning \$351 to \$450K.



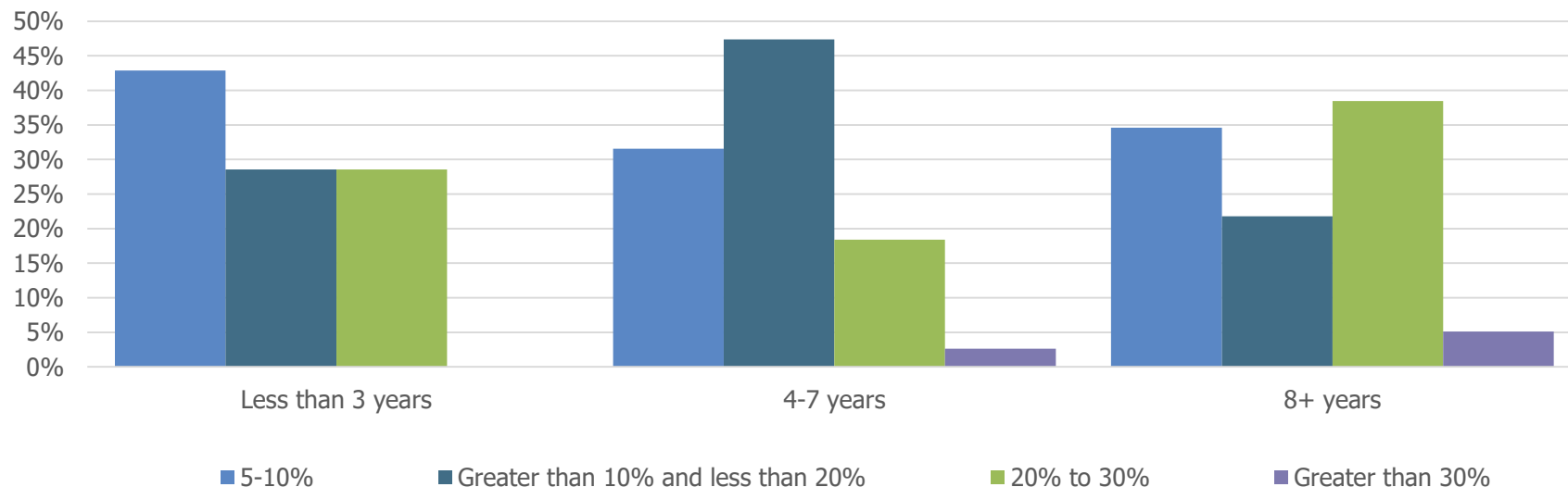
Clinical Experience and Base Compensation Respondent Count

Years Clinical Experience	Respondents
Less than 3 years	14
4-7 years	54
8+ years	111
Grand Total	179

Years Clinical Experience	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
Less than 3 years	4	7	2					13
4-7 years	9	27	12		2			50
8+ years	9	45	41	8		2	1	106
No Response		1	2					3
Grand Total	22	80	57	8	2	2	1	172

Clinical Experience and Bonus Compensation

- Out of 179 respondents, 62% of respondents have more than 8 years of clinical experience. Just about 30% have 4 to 7 years. 8% of respondents have less than 3 years of clinical experience.
- A small number of those with 4+ years of clinical experience achieve bonus potential greater than 30%. And 47% of those with 4 to 7 years of clinical experience have a bonus potential greater than 10% and less than 20%.
- Among those with more than 8 years experience, just under 40% achieve a bonus potential of 20% to 30% compared to those with less clinical experience.

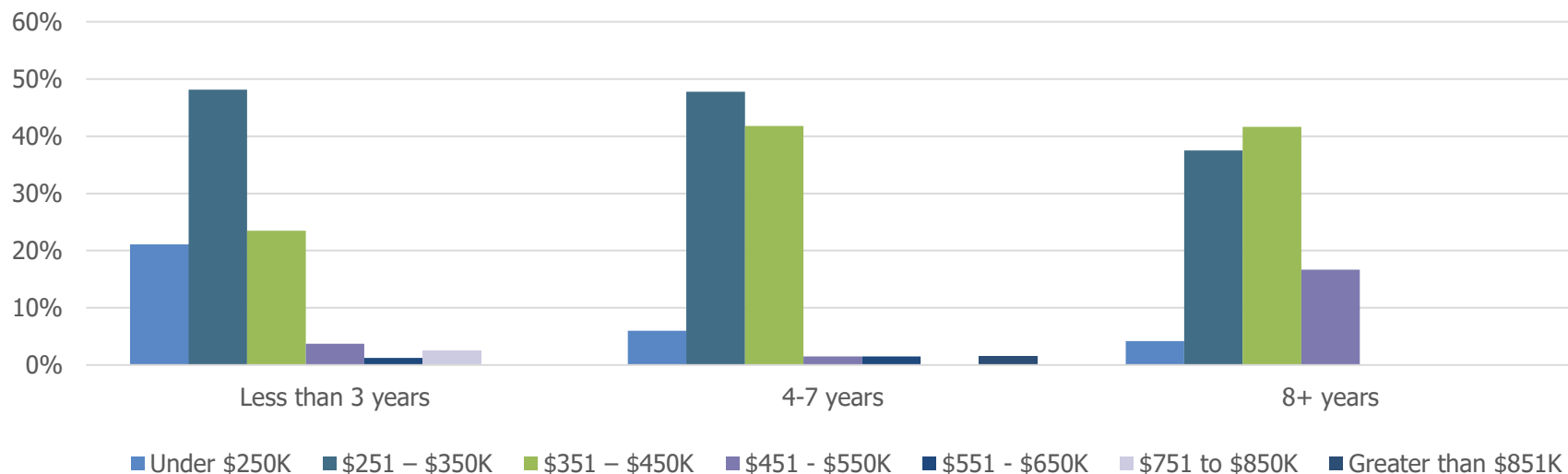


Clinical Experience and Bonus Compensation Respondent Count

Years Clinical Experience	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
Less than 3 years	3	2	2		7
4-7 years	12	18	7	1	38
8+ years	27	17	30	4	78
No Response		2	1		3
Grand Total	42	39	40	5	126

Years in Current Position and Base Compensation

- 48% of 182 respondents reported that they had been in their current positions less than 3 years. 38% had been in their current position 4 to 7 years. And 14% had been in their current positions for 8+ years.
- Still, regardless of time in role, 80% of respondents fell in the \$251 to \$450K base salary range (47% in the \$251 to \$350K category and 33% in the \$351 to \$450K category).
- For those in a role less than 3 years, about 20% earned less than \$250K, compared to about 5% in the other experience ranges.
- For those in a role 8 or more years, just about 17% (24 respondents) reported earning between \$451 and \$550K base.



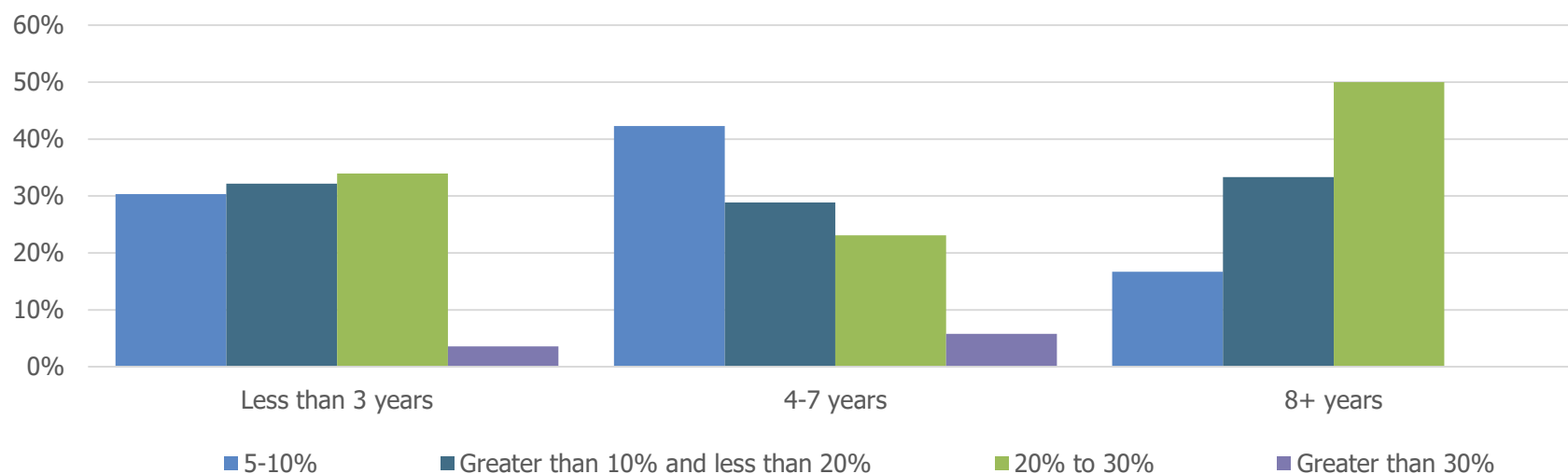
Years in Current Position and Base Compensation Respondent Count

Years in Current Position	Respondents
Less than 3 years	87
4-7 years	70
8+ years	25
Grand Total	182

Years in Current Position	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
Less than 3 years	17	39	19	3	1	2		81
4-7 years	4	32	28	1	1		1	67
8+ years	1	9	10	4				24
Grand Total	22	80	57	8	2	2	1	172

Years in Current Position and Bonus Compensation

- 48% of respondents reported that they had been in their current positions less than 3 years. 38% had been in their current position 4 to 7 years. And 14% had been in their current positions for 8+ years.
- There's little consistency in bonus progression in comparison to time in current position. For those with less than 3 years in their current position, bonus potential is spread fairly evenly. But that's where consistency ends. 42% of individuals with 4 to 7 years of time in their current role had a bonus opportunity of 5 to 10% compared to 30% of individuals with less than 3 years of experience. At the same time, 23% of individuals with 4 to 7 years in their current roles had a bonus potential of 20 to 30% compared to 33% in the less than 3 years category.

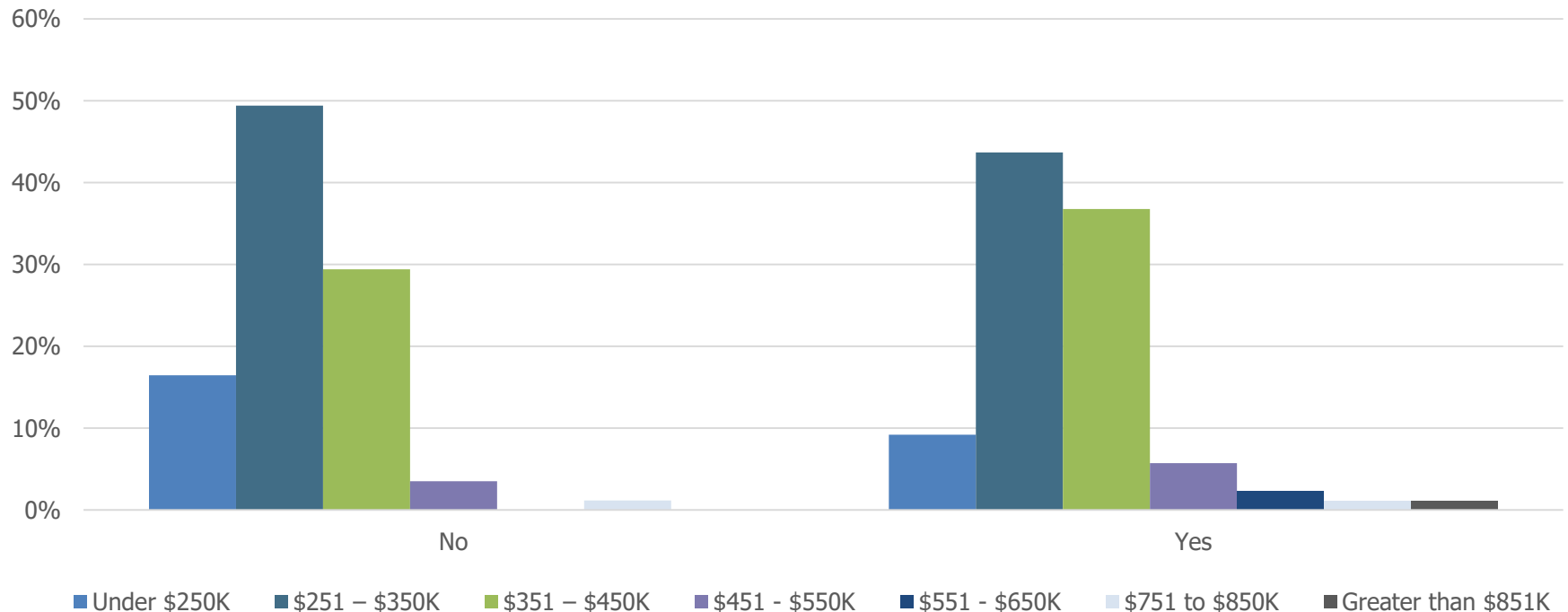


Years in Current Position and Bonus Compensation Respondent Count

Years in Current Position	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
Less than 3 years	17	18	19	2	56
4-7 years	22	15	12	3	52
8+ years	3	6	9		18
Grand Total	42	39	40	5	126

Membership in Executive Leadership and Base Compensation

- About half of 182 respondents are members of the executive leadership team (ELT).
- Of those who are not part of the ELT, about 17% earn under \$250K, compared to 9% of those on the ELT.
- Around 5% of those who are not members of the ELT earn greater than \$451K per year, compared to 10% of those on the ELT.



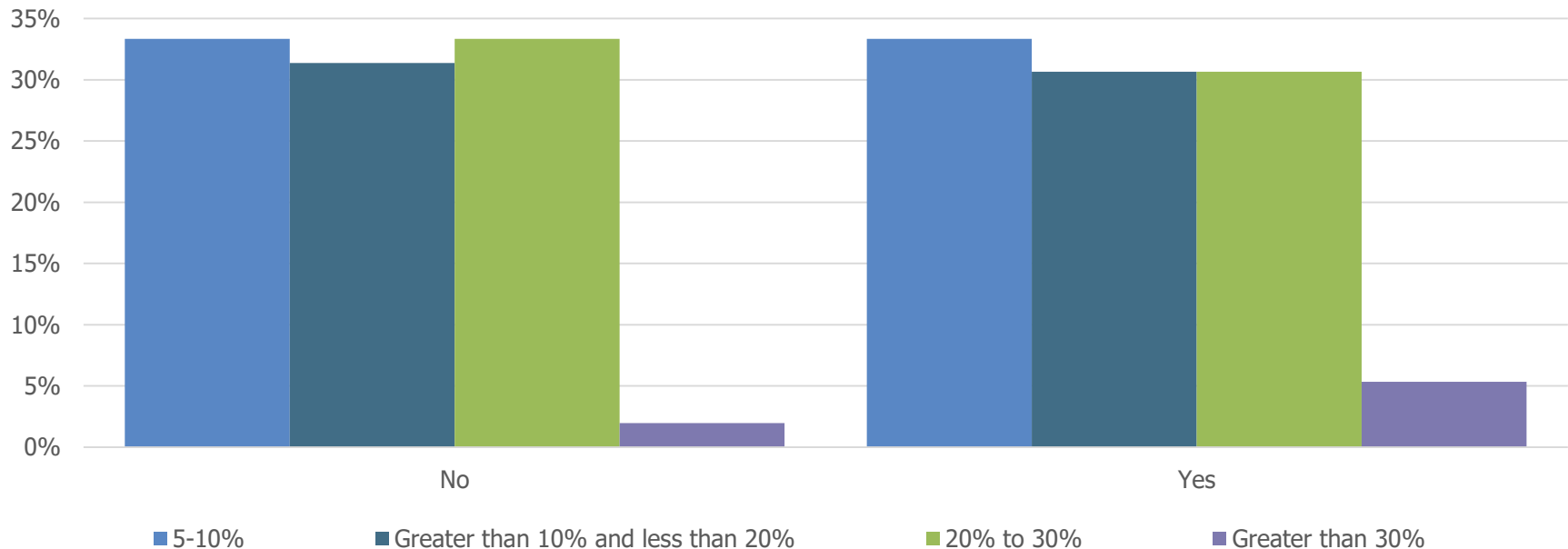
Membership in Executive Leadership and Base Compensation – Respondent Count

Membership in ELT	Respondents
No	90
Yes	92
Grand Total	182

Membership in ELT	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
No	14	42	25	3		1		85
Yes	8	38	32	5	2	1	1	87
Grand Total	22	80	57	8	2	2	1	172

Membership in Executive Leadership and Bonus Compensation

- About half of respondents are members of the executive leadership team (ELT).
- In this sample, bonus opportunity does not appear to vary much based on ELT membership with one notable exception. 5% in the “Yes” category reported a greater than 33% bonus opportunity compared to 2% in the “No” category.

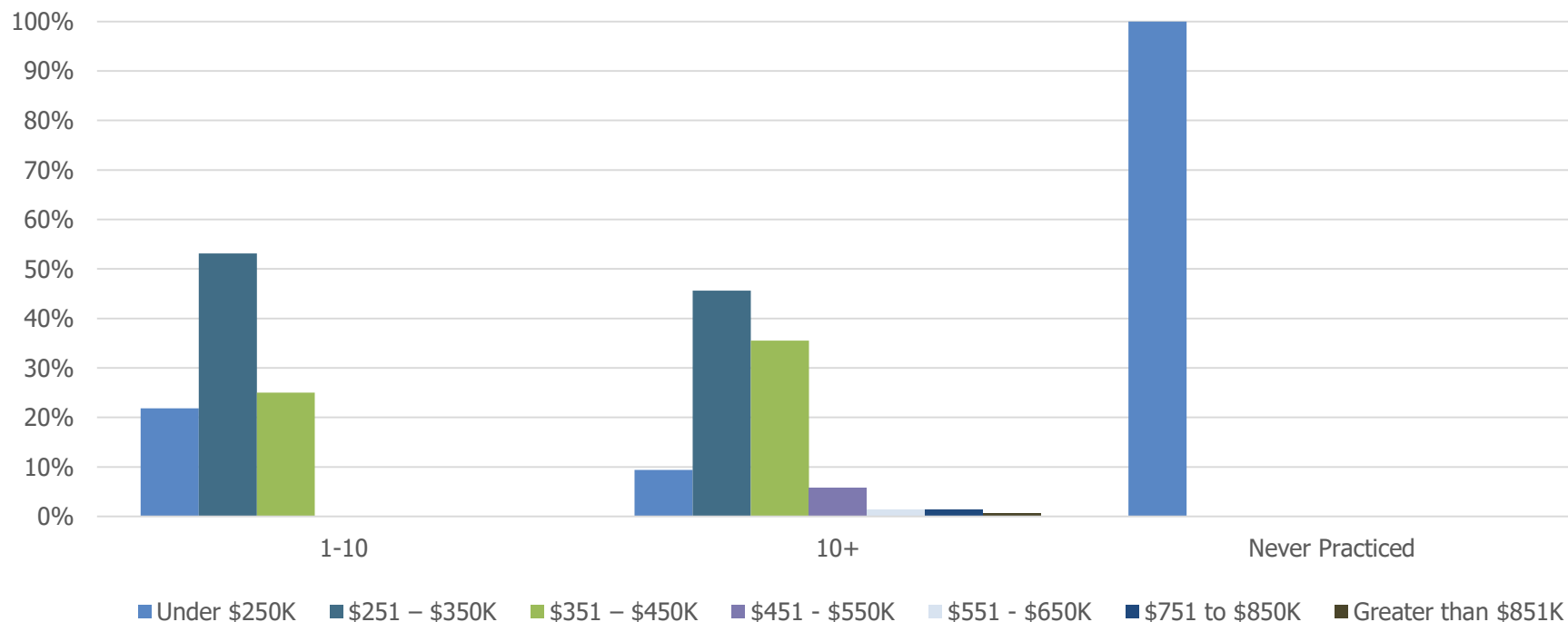


Membership in Executive Leadership and Bonus Compensation – Respondent Count

Membership in ELT	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
No	17	16	17	1	51
Yes	25	23	23	4	75
Grand Total	42	39	40	5	126

Years of Clinical Practice and Base Compensation

- 80% of 182 respondents have more than 10 years of experience in clinical practice. 19% have 1 to 10 years of clinical practice and just 1% have never practiced.
- Of those with 10 or more years in clinical practice, the majority earn between \$251 and \$450K per year base (46% in the \$251 to \$350K category and 36% in the \$351 to \$450K category). Of that group, just over 9% earn less than \$250K and just about 9% earn more than \$451K.
- Of the group with 1 to 10 years in clinical practice, 53% earn between \$251 and \$350K, with just under 22% earning less than \$250K and 25% earning \$351 to \$450K.



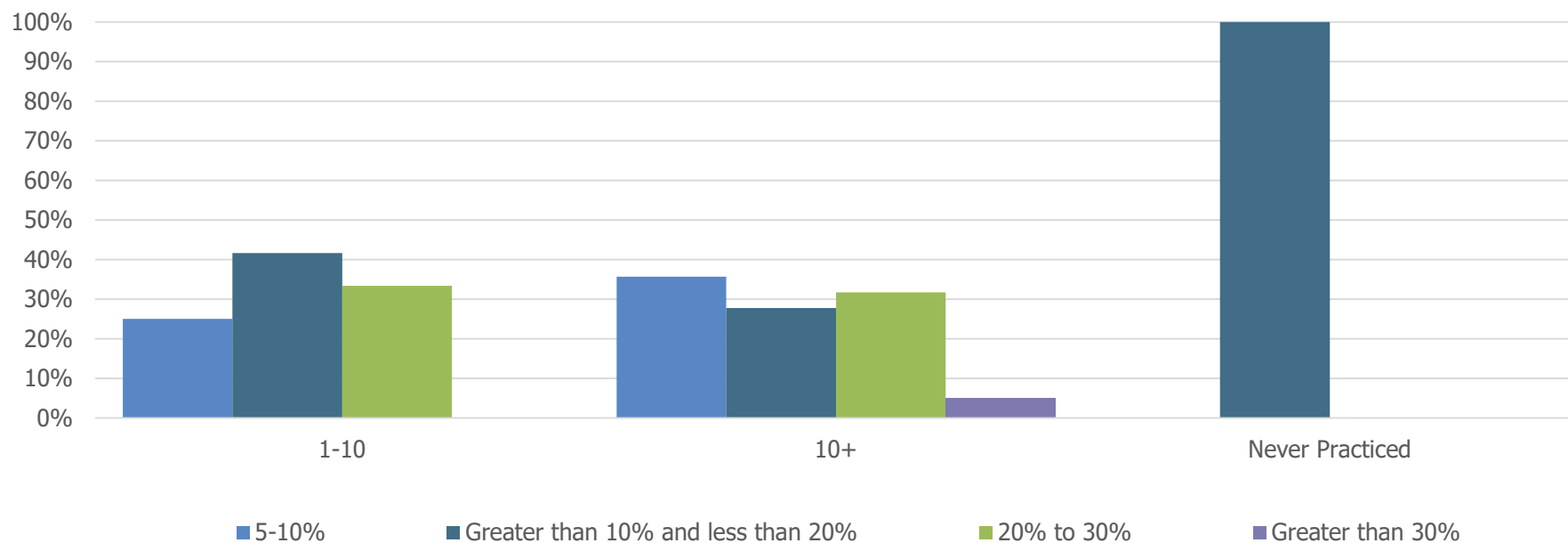
Years of Clinical Practice and Base Compensation Respondent Count

Years of Clinical Practice	Respondents
1-10	33
10+	147
Never Practiced	2
Grand Total	182

Years of Clinical Practice	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
1-10	7	17	8					32
10+	13	63	49	8	2	2	1	138
Never Practiced	2							2
Grand Total	22	80	57	8	2	2	1	172

Years of Clinical Practice and Bonus Compensation

- 80% of 182 respondents have more than 10 years of experience in clinical practice. 19% have 1 to 10 years of clinical practice and just 1% have never practiced.
- 5% of those with 10+ years in clinical practice have bonus potentials of greater than 30%.

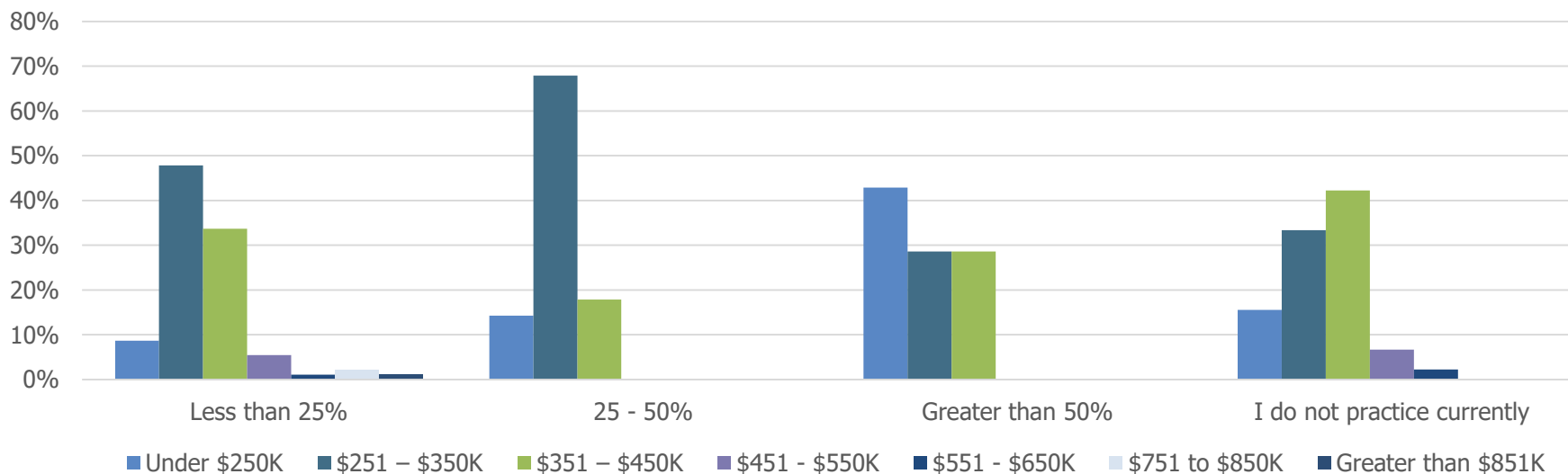


Years of Clinical Practice and Bonus Compensation Respondent Count

Years of Clinical Practice	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
1-10	6	10	8		24
10+	36	28	32	5	101
Never Practiced		1			1
Grand Total	42	39	40	5	126

Time Spent on Clinical Work and Base Compensation

- Just over 50% of 182 respondents spend less than 25% of their time on clinical work. In this group, 48% of respondents earn between \$251 and \$350K and 34% earn between \$351 to \$450K.
- 26% of respondents do not practice currently, and again the majority of this group (about 75%) fall between \$251 and \$450K base.
- 16% of respondents spend 25% to 50% of their time on clinical work; in this category, nearly 68% earn in the \$251 to \$350K base salary range.
- Nearly 43% of those who spend greater than 50% of their time on clinical work report salaries less than \$250K. 28% of this group reports salaries in each of the following ranges: \$251 to \$350K and \$351 to \$450K.
- Of those who do not practice, 33% earn \$251 to \$350K and 42% earn \$351 to \$450K.
- A very small number of those who spend less than 25% of their time on clinical work or do not practice appear to attain higher base compensation.



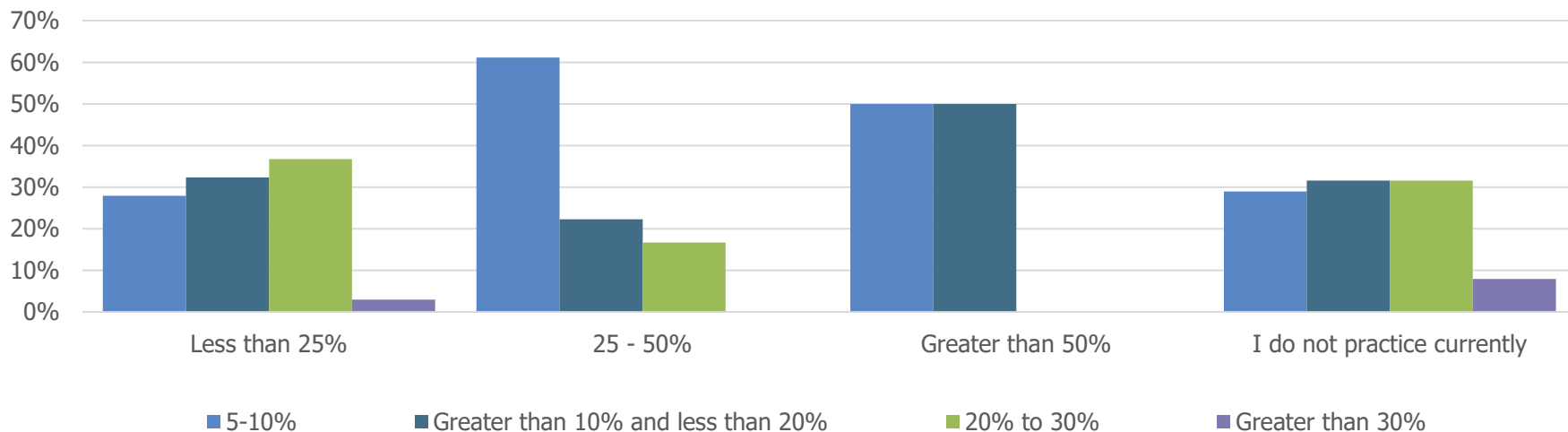
Time Spent on Clinical Work and Base Compensation – Respondent Counts

Time Spent on Clinical Work	Total Respondents
Less than 25%	96
25 - 50%	30
Greater than 50%	8
I do not practice currently	48
Grand Total	182

Time Spent on Clinical Work	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
Less than 25%	8	44	31	5	1	2	1	92
25 - 50%	4	19	5					28
Greater than 50%	3	2	2					7
I do not practice currently	7	15	19	3	1			45
Grand Total	22	80	57	8	2	2	1	172

Time Spent on Clinical Work and Bonus Compensation

- Just over 50% of 182 respondents spend less than 25% of their time on clinical work. 26% of respondents do not practice currently. 16% of respondents spend 25 to 50% of their time on clinical work.
- 61% of those who practice 25 to 50% of the time have a bonus potential of 5 to 10%. About half of those who practice more than 50% of the time also have a bonus potential of 5 to 10%. The other half of this population has a bonus potential of greater than 10% and less than 20%.
- For those who practice less than 25% of the time or do not practice at all, bonus potential is spread more evenly between ranges, again with a small percentage of individuals in these groups earning bonus potentials greater than 30%.

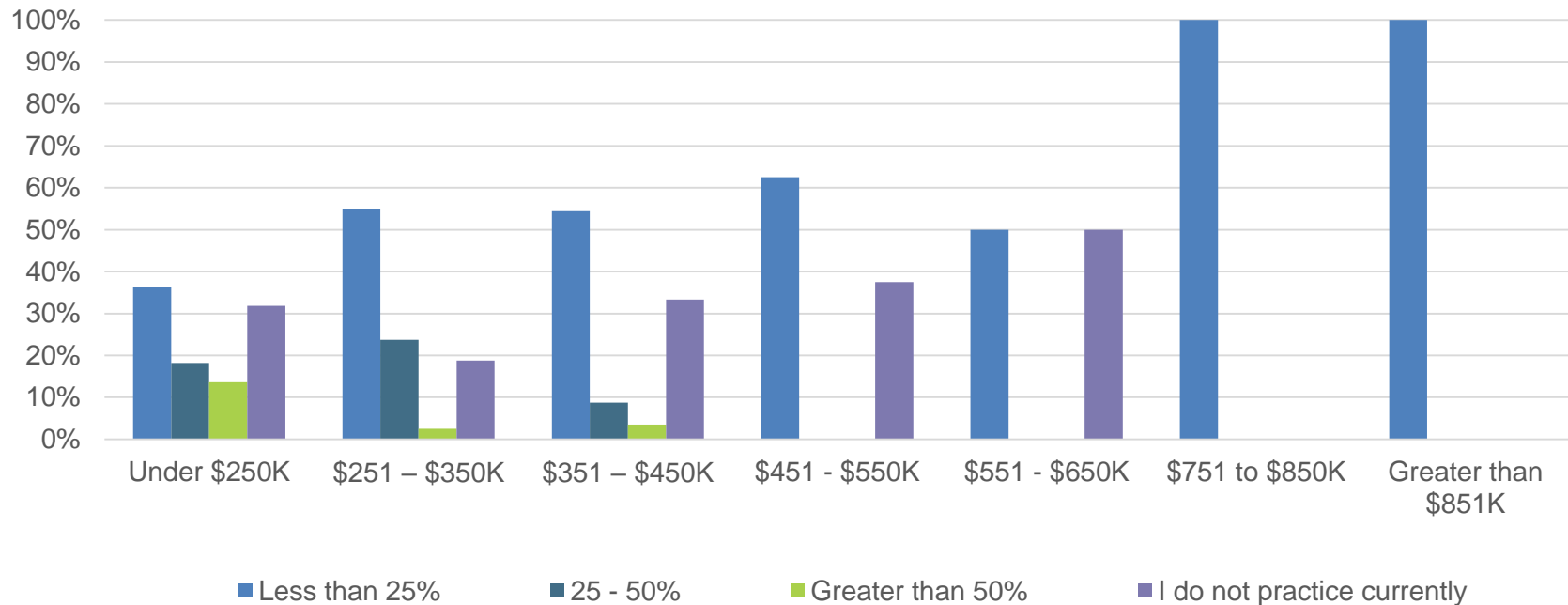


Time Spent on Clinical Work and Bonus Compensation – Respondent Count

Time Spent on Clinical Work	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
Less than 25%	19	22	25	2	68
25 - 50%	11	4	3		18
Greater than 50%	1	1			2
I do not practice currently	11	12	12	3	38
Grand Total	42	39	40	5	126

Time Spent on Clinical Work and Base Compensation – Alternative View

- Those who earn less than \$250K appear to be spending more time on clinical work, compared to those who make \$251K or more.



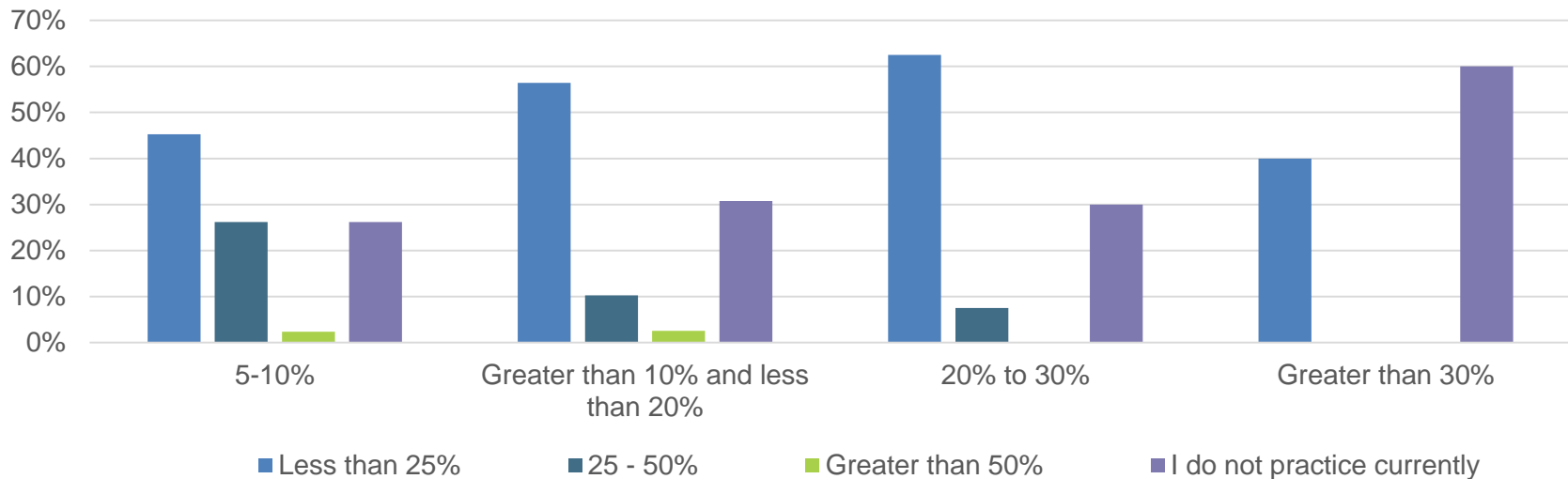
Time Spent on Clinical Work and Base Compensation – Respondent Counts – Alt View

Time Spent on Clinical Work	Total Respondents
Less than 25%	96
25 - 50%	30
Greater than 50%	8
I do not practice currently	48
Grand Total	182

Base Compensation	Less than 25%	25 - 50%	Greater than 50%	I do not practice currently	Grand Total
Under \$250K	8	4	3	7	22
\$251 – \$350K	44	19	2	15	80
\$351 – \$450K	31	5	2	19	57
\$451 - \$550K	5			3	8
\$551 - \$650K	1			1	2
\$751 to \$850K	2				2
Greater than \$851K	1				1
Grand Total	92	28	7	45	172

Time Spent on Clinical Work and Bonus Compensation – Alt View

- Those who attain a 5 to 10% bonus potential also seem to spend more time on clinical work, compared to those who attain a higher bonus potential.

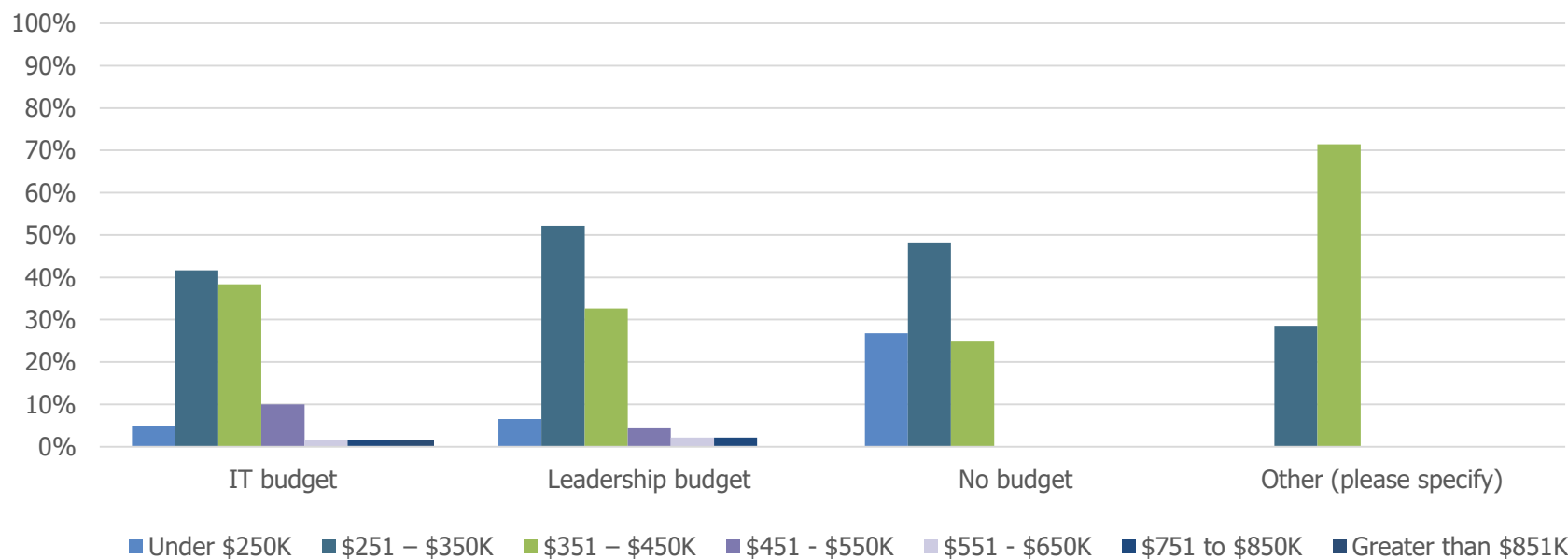


Time Spent on Clinical Work and Bonus Compensation – Respondent Count – Alt View

Bonus Opportunity	Less than 25%	25 - 50%	Greater than 50%	I do not practice currently	Grand Total
5-10%	19	11	1	11	42
Greater than 10% and less than 20%	22	4	1	12	39
20% to 30%	25	3		12	40
Greater than 30%	2			3	5
Grand Total	68	18	2	38	126

Budget Location and Base Compensation

- Budget locations for informatics appear to be close to evenly split between IT (34%), Leadership (27%) and no budget at all (33%) for of 174 respondents.
- When the budget resided with IT, 41% of respondents reported they earned a base salary in the \$251 to \$350K range. 38% earned a base salary in the \$351 to \$450K range.
- When the budget resided with Leadership, 52% of respondents reported a base salary in the \$251 to 350K range. 32% reported a base salary in the \$351 to \$450K range.
- Of those respondents who indicated that they didn't have a budget, 27% earned under \$250K, 48% earned between \$251 and \$350K and 25% earned between \$351 and \$450K.



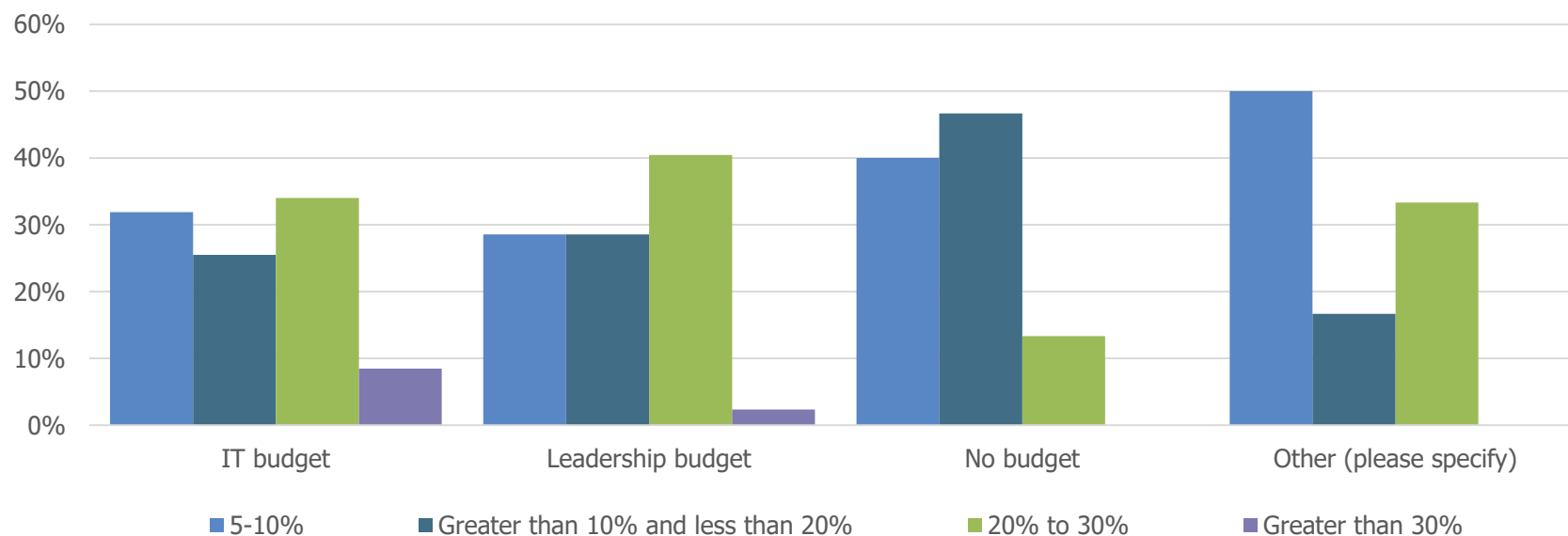
Budget Location and Base Compensation Respondent Count

Budget Location	Respondents
IT budget	61
Leadership budget	47
No budget	58
Other (please specify)	7
Practice	1
Grand Total	174

Budget Location	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
IT budget	3	25	23	6	1	1	1	60
Leadership budget	3	24	15	2	1	1		46
No budget	15	27	14					56
Other (please specify)		2	5					7
Practice		1						1
No Response	1	1						2
Grand Total	22	80	57	8	2	2	1	172

Budget Location and Bonus Compensation

- Budget locations for informatics appear to be close to evenly split between IT (34%), Leadership (27%) and no budget at all (33%) for 174 respondents.
- When the budget resided with IT, 31% of respondents reported their bonus potential to be 5 to 10%, 25% reported it to be 10 to 20%, and 34% reported a range of 20 to 30%.
- When the budget resided with Leadership, 28% of respondents reported their bonus potential to be 5 to 10% and 10 to 20% each, with 40% reporting potentials of 20 to 30%.
- Of those respondents who indicated that they didn't have a budget, 40% reported a bonus potential of 5 to 10% and 47% reported a bonus potential in the greater than 10 and less than 20% range. Of those respondents who indicated their budget was elsewhere in the organization, 50% had a bonus potential of 5 to 10%.

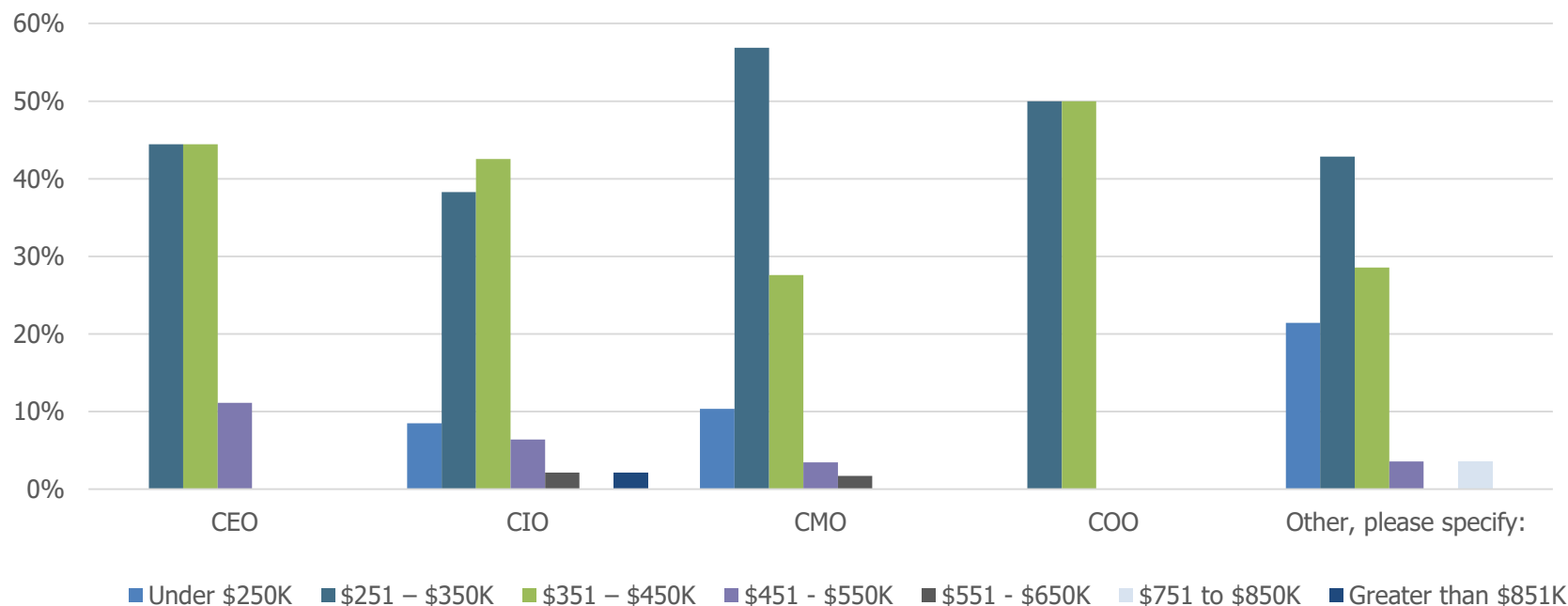


Budget Location and Bonus Compensation Respondent Count

Budget Location	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
IT budget	15	12	16	4	47
Leadership budget	12	12	17	1	42
No budget	12	14	4		30
Other (please specify)	3	1	2		6
Grand Total	42	39	39	5	125

Reporting Relationship and Base Compensation

- 94% of 182 respondents report to the CMO, CIO or other entity, with a very small number reporting to the CEO or COO.
- In these three reporting relationships, 43% on average earn \$251 to \$350K base and about 33% on average earn \$351 to \$450K.
- In these three reporting relationships, just over 40% total earn less than \$250K base salary, with 20% being in the "Other" category.



Reporting Relationship and Base Compensation Respondent Count

Reporting Relationship	Respondents
CEO	11
CIO	50
CMO	63
COO	2
Other, please specify:	56
Grand Total	182

Reporting Relationship	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
CEO		4	4	1				9
CIO	4	18	20	3	1		1	47
CMO	6	33	16	2	1			58
COO		1	1					2
Other, please specify:	12	24	16	2		2		56
Grand Total	22	80	57	8	2	2	1	172

Reporting Relationship and Bonus Compensation

- 94% of 182 respondents report to the CMO, CIO or other entity, with a very small number reporting to the CEO or COO.
- Those who report to another entity have a lower percentage of bonus potentials in the 20% to 30% category compared to those who report to the CIO or the CMO.

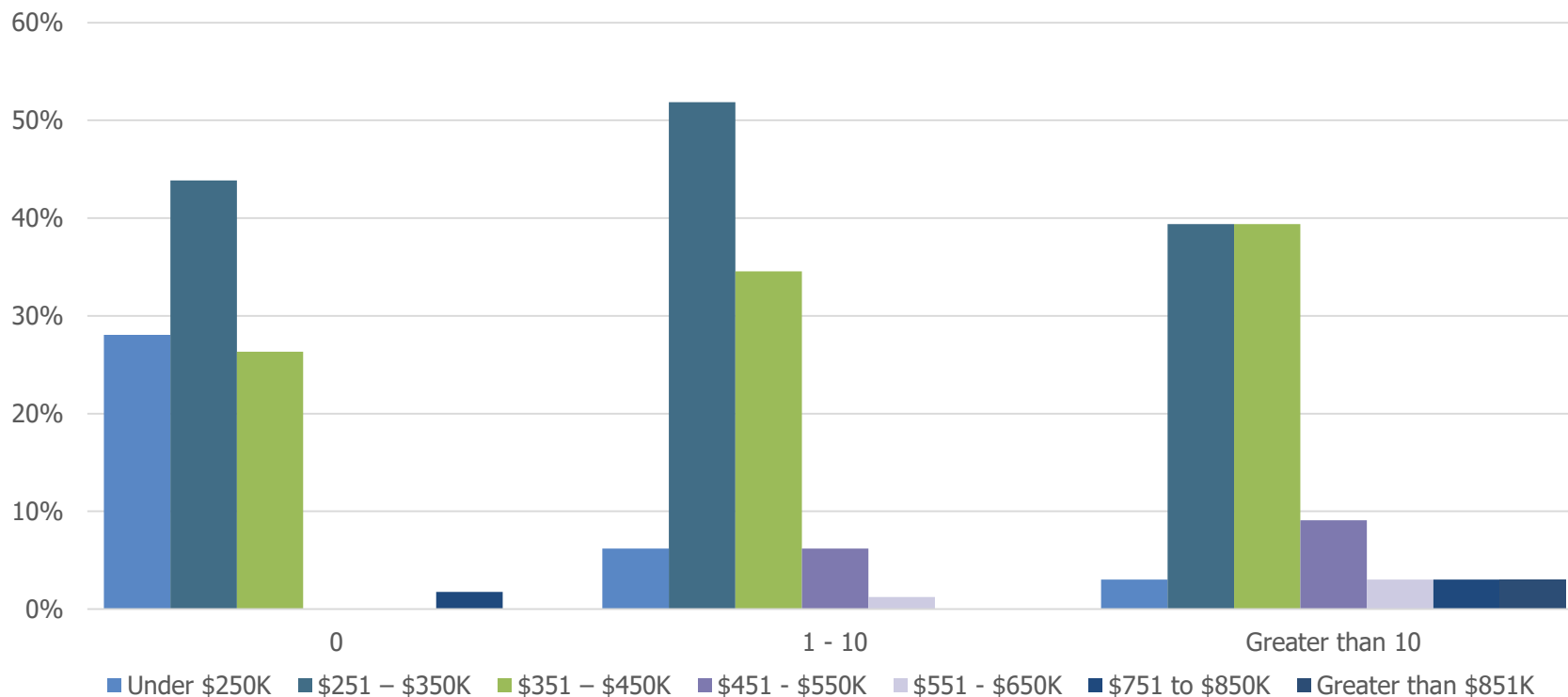


Reporting Relationship and Bonus Compensation Respondent Count

Reporting Relationship	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
CEO	3	1	2	1	7
CIO	11	9	13	2	35
CMO	13	13	16	1	43
COO	1	1			2
Other, please specify:	14	15	9	1	39
Grand Total	42	39	40	5	126

Direct Reports and Base Compensation

- The majority of 181 respondents have direct reports. 48% of respondents have 1 to 10 direct reports and 19% have more than 10 direct reports. 33.5% of respondents indicated they have no direct reports.
- The availability of higher base salaries seems to be greater as the number of direct reports increases, and 28% of those with no direct reports earn under \$250K compared to those with more direct reports.



Direct Reports and Base Compensation

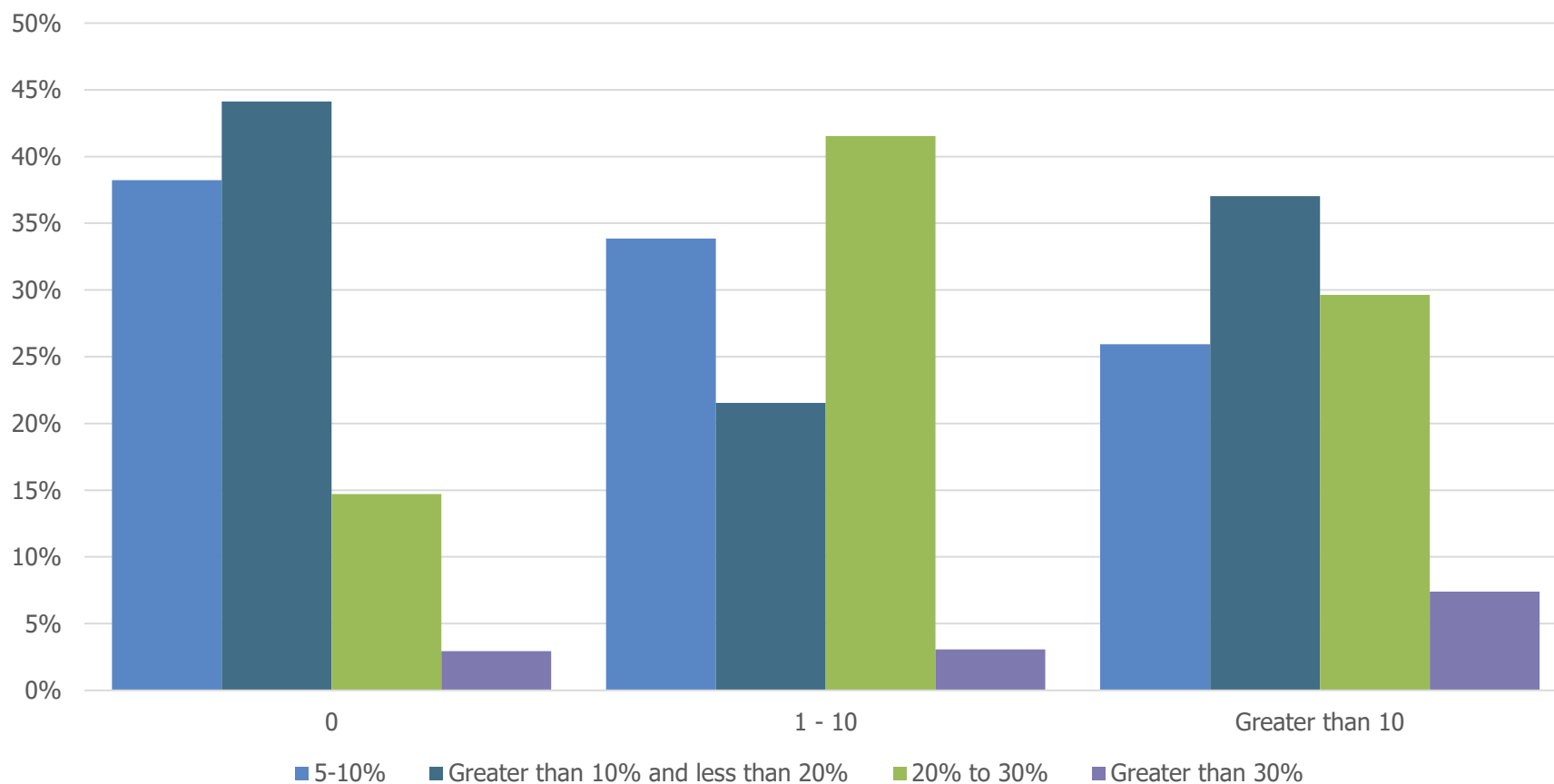
Respondent Count

Direct Reports	Respondents
0	60
1 - 10	87
Greater than 10	34
Grand Total	181

Direct Reports	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
0	16	25	15			1		57
1 - 10	5	42	28	5	1			81
Greater than 10	1	13	13	3	1	1	1	33
Grand Total	22	80	56	8	2	2	1	171

Direct Reports and Bonus Compensation

- The majority of respondents have direct reports. 48.7% of respondents have 1 to 10 direct reports and 19% have more than 10 direct reports. 33.5% of respondents indicated they have no direct reports.
- 15% of those with no direct reports have bonus potentials greater than 20%, which is significantly lower than those who have direct reports.



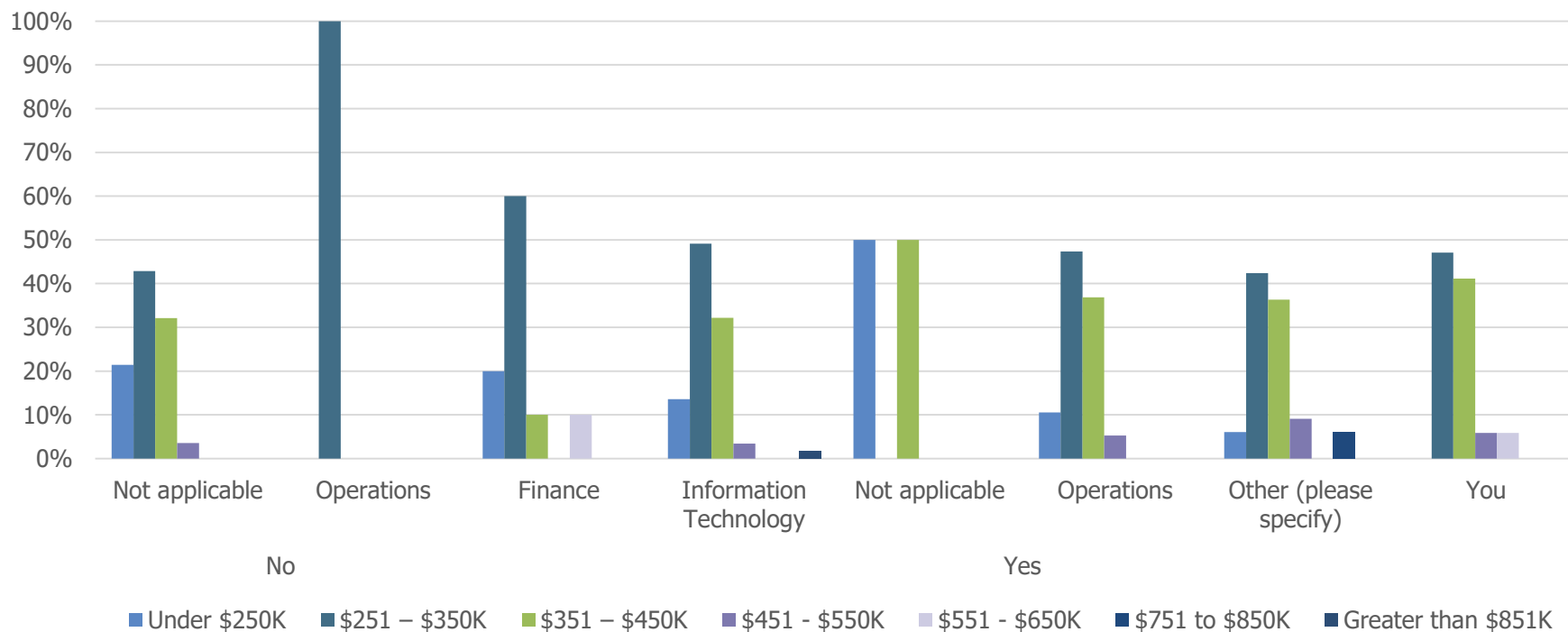
Direct Reports and Bonus Compensation

Respondent Count

Direct Reports	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
0	13	15	5	1	34
1 - 10	22	14	27	2	65
Greater than 10	7	10	8	2	27
Grand Total	42	39	40	5	126

Teams and Base Compensation

- Nearly 83% of 171 respondents indicated that the organization has a dedicated health analytics team.
- 34% of respondents indicated that the team reported to Information Technology. 19% indicated it reported to another part of the organization. 11% indicated the team reported to operations. Around 10% indicated the team reported to the survey respondent. 5% indicated the team reported to Finance.
- Generally, significant differences between salary ranges were not noted, with a couple of exceptions. Where the team reported to another area of the firm, fewer respondents earned less than \$250K. And, where the team reported directly to the survey respondent, respondents did not report a base salary lower than \$251K.



Teams and Base Compensation Respondent Count

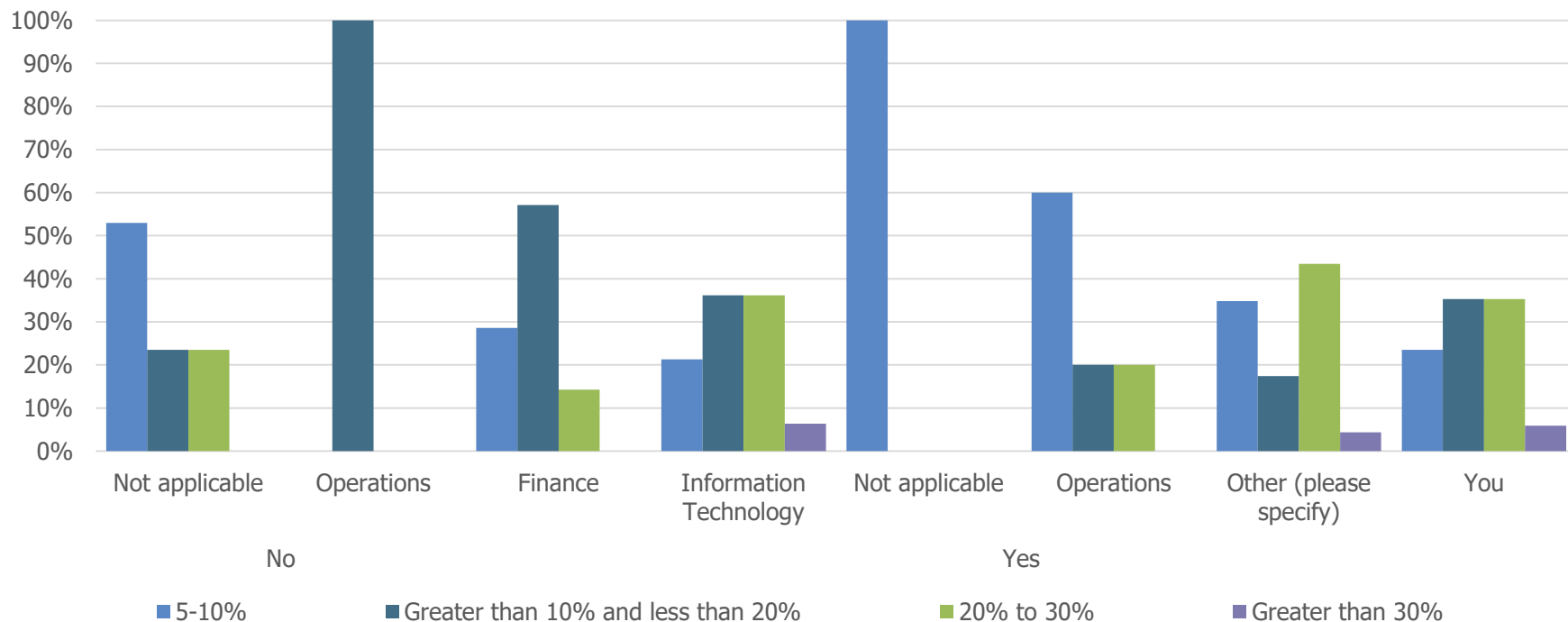
Dedicated Team and Reporting Relationship	Respondents
No	29
Not applicable	28
Operations	1
Yes	142
Finance	10
Information Technology	60
Not applicable	2
Operations	19
Other (please specify)	33
You	18
Grand Total	171

Teams and Base Compensation Respondent Count

Dedicated Team and Reporting Relationship	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
No	6	13	9	1				29
Not applicable	6	12	9	1				28
Operations		1						1
Yes	15	66	47	7	2	2	1	140
Finance	2	6	1		1			10
Information Technology	8	29	19	2			1	59
Not applicable	1		1					2
Operations	2	9	7	1				19
Other (please specify)	2	14	12	3		2		33
You		8	7	1	1			17
Grand Total	21	79	56	8	2	2	1	169

Teams and Bonus Compensation

- Nearly 83% of 171 respondents indicated that the organization has a dedicated health analytics team.
- 34% of respondents indicated that the team reported to Information Technology. 19% indicated it reported to another part of the organization. 11% indicated the team reported to Operations. Around 10% indicated the team reported to the survey respondent. 5% indicated the team reported to Finance.
- Where the team reported to Operations, 60% of respondents reported bonus potentials of 5 to 10%. And 35% of those who indicated the team reported to another area of the organization also reported bonus potentials in the 5 to 10% range.

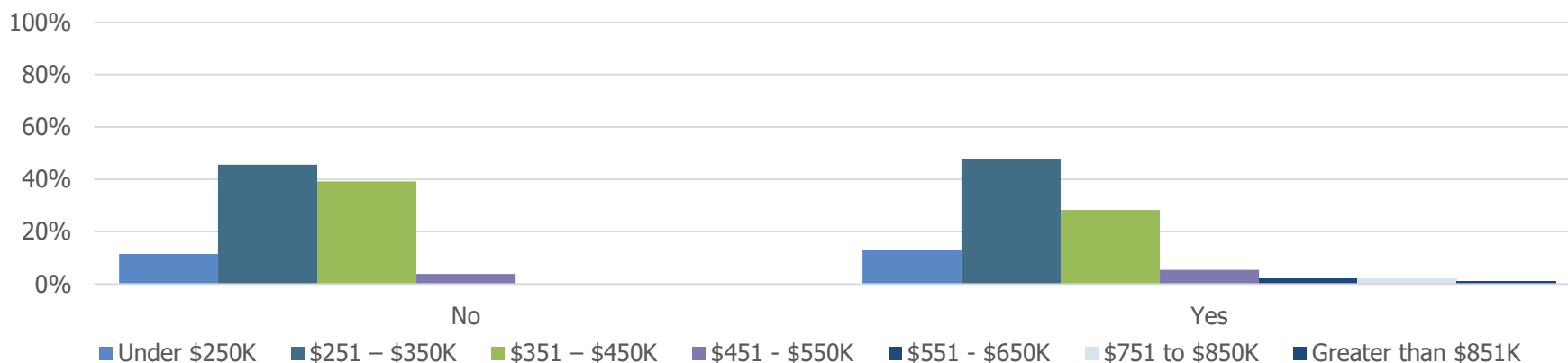


Teams and Bonus Compensation Respondent Count

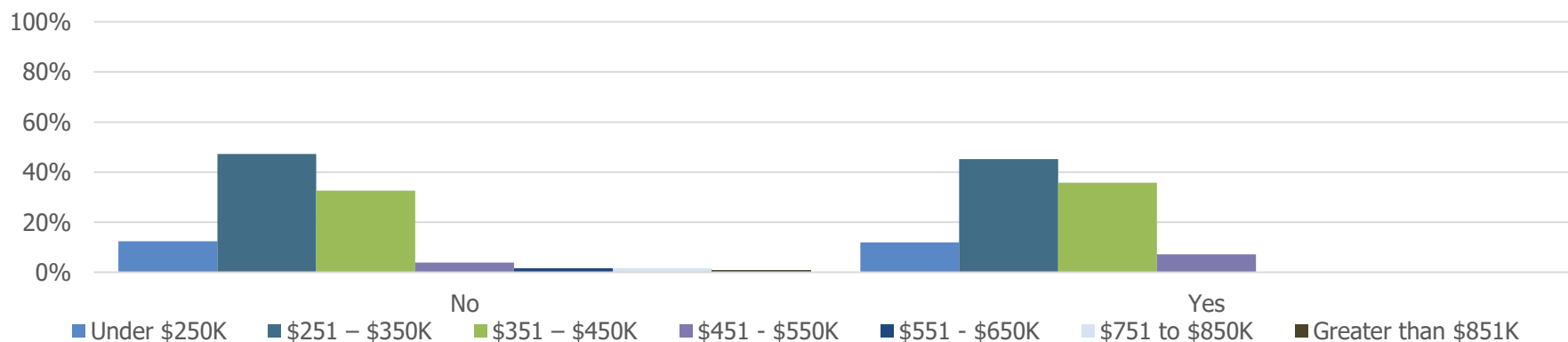
Dedicated Team and Reporting Relationship	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
No	9	5	4		18
Not applicable	9	4	4		17
Operations		1			1
Yes	32	33	36	5	106
Finance	2	4	1		7
Information Technology	10	17	17	3	47
Not applicable	2				2
Operations	6	2	2		10
Other (please specify)	8	4	10	1	23
You	4	6	6	1	17
Grand Total	41	38	40	5	124

Certification and Training and Base Compensation

Just about 54% of 172 respondents were board certified in clinical informatics. A very small percentage of those with Board Informatics certification attained a salary greater than \$451K.



75% of 172 respondents reported they'd received formal informatics training. A very small number of those with no informatics certification attained a salary greater than \$451K.



Certification and Training and Base Compensation

Respondent Count

Board Certified in Clinical Informatics	Respondents
No	80
Yes	92
Grand Total	172

Formal Informatics Training	Respondents
No	130
Yes	42
Grand Total	172

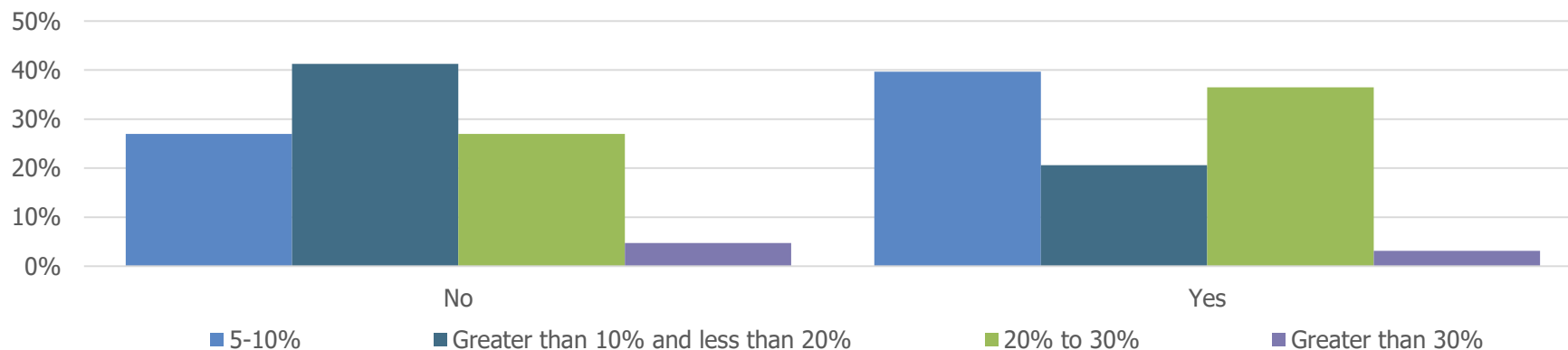
Certification and Training and Base Compensation Respondent Count

Board Certified Clinical Informatics	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
No	9	36	31	3				79
Yes	12	44	26	5	2	2	1	92
No Response	1							1
Grand Total	22	80	57	8	2	2	1	172

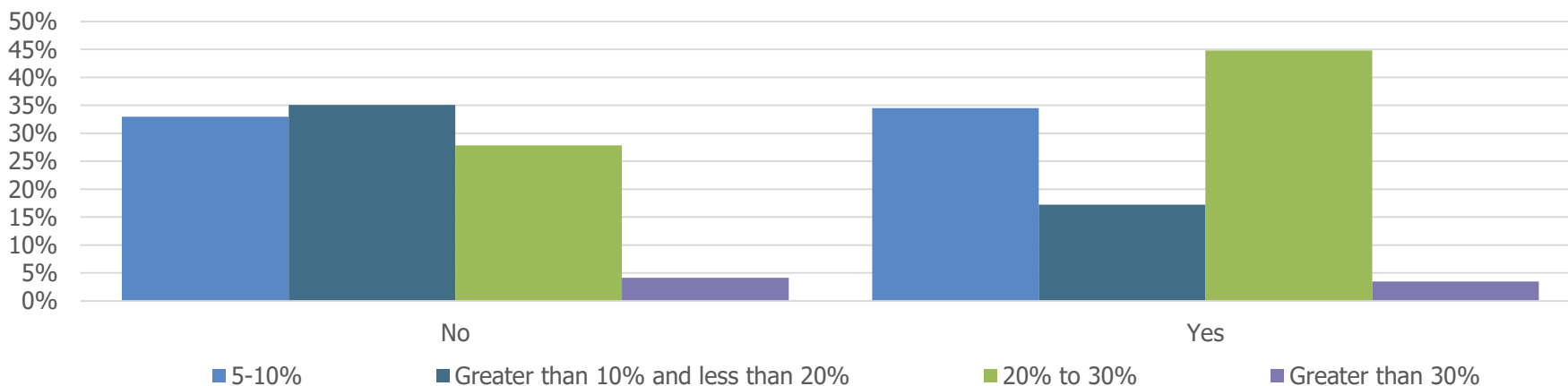
Formal Informatics Training	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
No	16	61	42	5	2	2	1	129
Yes	5	19	15	3				42
No Response	1							1
Grand Total	22	80	57	8	2	2	1	172

Certification and Training and Bonus Compensation

Nearly 54% of 172 respondents were board certified in clinical informatics.



75% of 172 respondents reported they have not received formal informatics training.



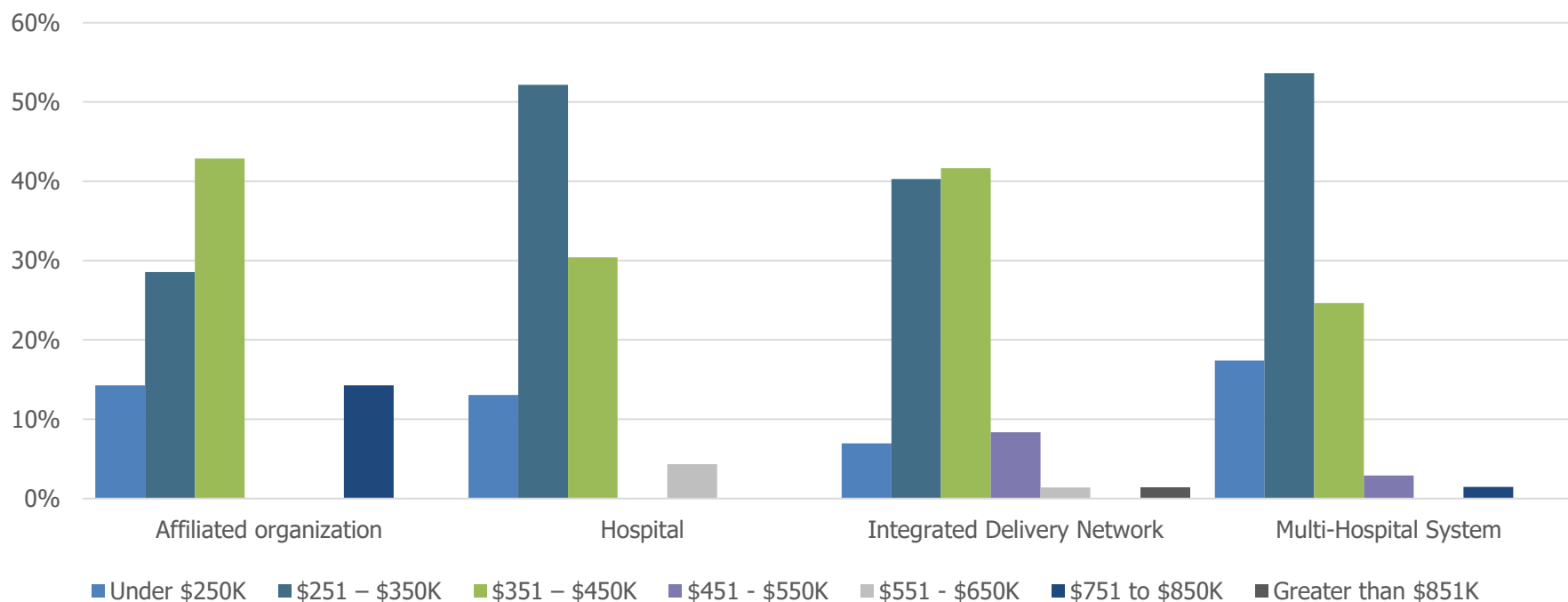
Certification and Training and Bonus Compensation Respondent Count

Board Certification	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
No	17	26	17	3	63
Yes	25	13	23	2	63
Grand Total	42	39	40	5	126

Formal Informatics Training	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
No	32	34	27	4	97
Yes	10	5	13	1	29
Grand Total	42	39	40	5	126

Organization Type and Base Compensation

- Just about 42% of 181 respondents described their organization as an integrated delivery network (IDN), and 40% described it as a multi-hospital system. Just 13% percent and 4% described it as a hospital or an affiliated organization, respectively.
- Base compensation ranges for those working for an IDN vs. a multi-hospital system differed slightly. About 17% at a multi-hospital system reported earning under \$250K compared to 7% at an IDN. Just about 54% reported earning in the \$251 to \$350K range at a multi-hospital system compared to 40% at an IDN. And, in the range from \$351 to \$450K, the difference was 17% between IDNs and multi-hospital systems.



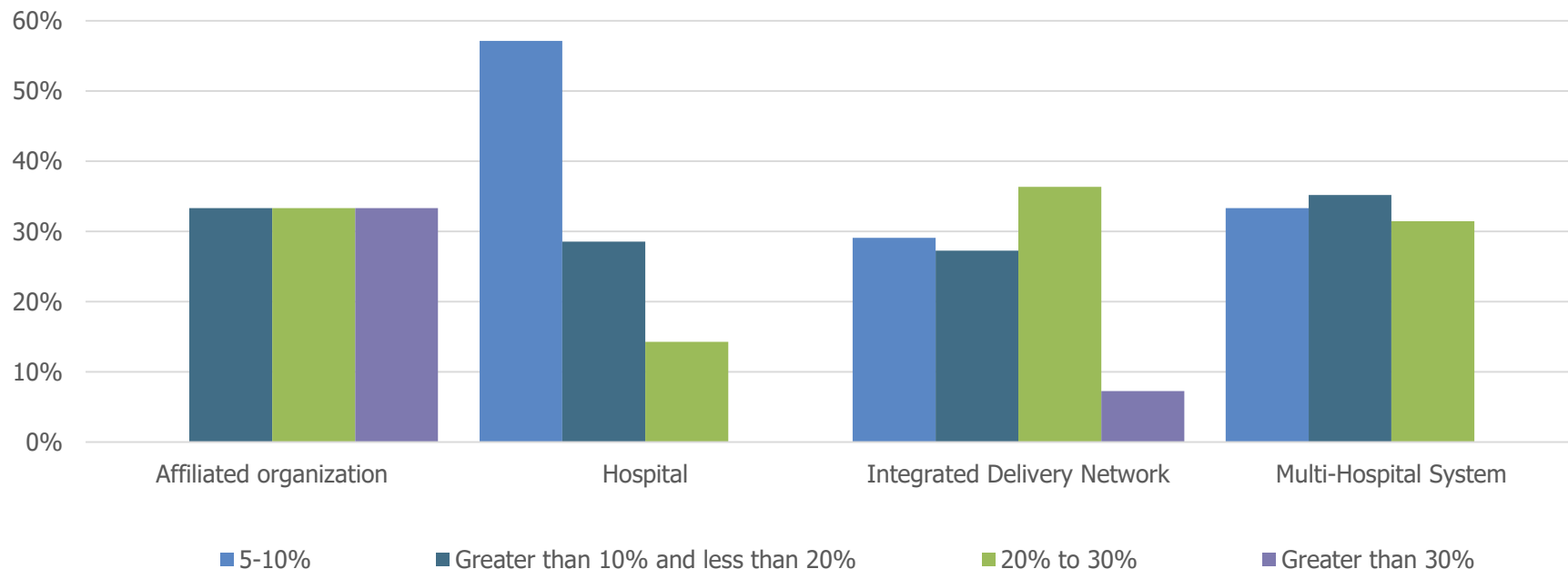
Organization Type and Base Compensation Respondent Count

Organization Type	Respondents
Affiliated organization	8
Hospital	26
Integrated Delivery Network	75
Multi-Hospital System	72
Grand Total	181

Organization Type	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
Affiliated organization	1	2	3			1		7
Hospital	3	12	7		1			23
Integrated Delivery Network	5	29	30	6	1		1	72
Multi-Hospital System	12	37	17	2		1		69
No Response	1							1
Grand Total	22	80	57	8	2	2	1	172

Organization Type and Bonus Compensation

- Just about 42% of 181 respondents described their organization as an integrated delivery network (IDN), and 40% described it as a multi-hospital system. Just 13% percent and 4% described it as a hospital or an affiliated organization, respectively.
- Bonus opportunity differed a bit less than compensation, when comparing IDNs and multi-hospital systems.

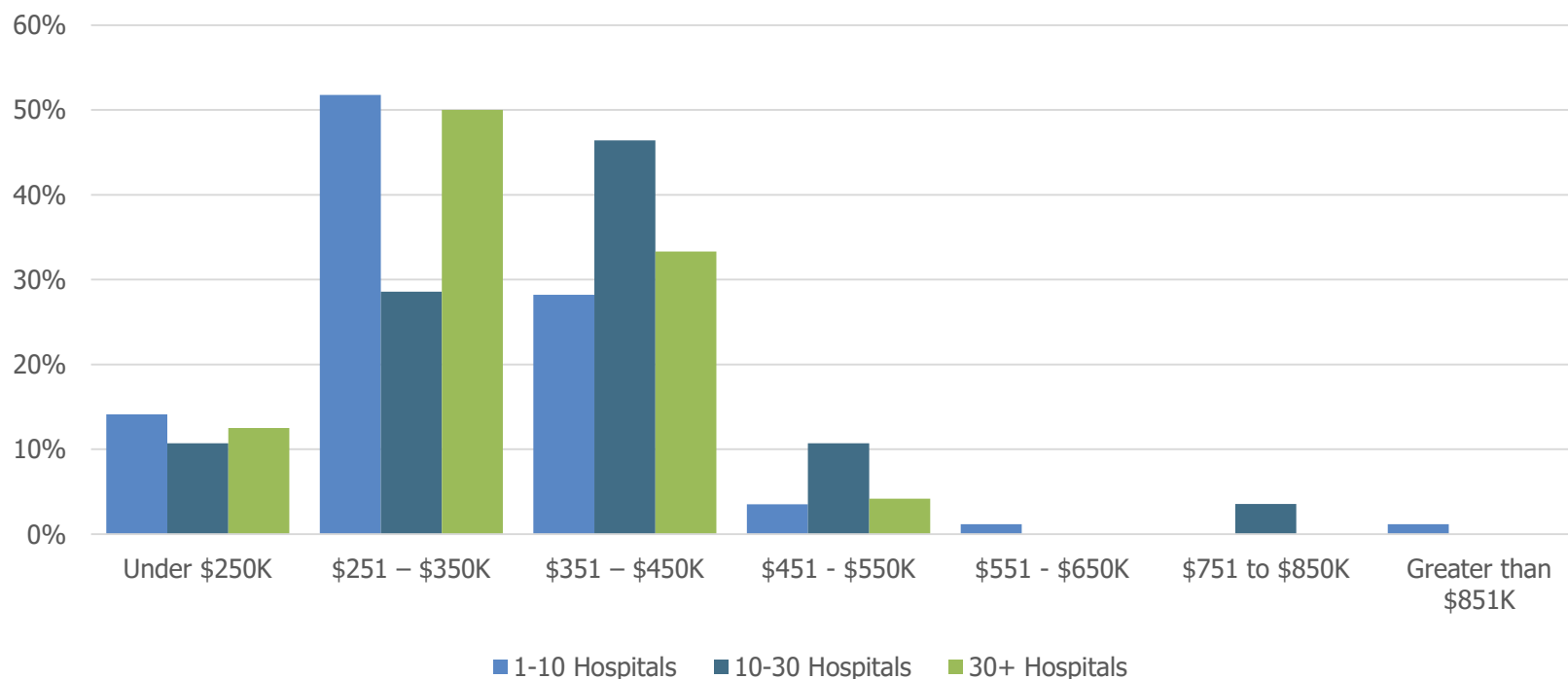


Organization Type and Bonus Compensation Respondent Count

Organization Type	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
Affiliated organization		1	1	1	3
Hospital	8	4	2		14
Integrated Delivery Network	16	15	20	4	55
Multi-Hospital System	18	19	17		54
Grand Total	42	39	40	5	126

Organization Size and Base Compensation

- Roughly 80% of respondents described their organization as an organization comprising other organizations.
- Just about 50% of 143 respondents reported that their organization included 1 to 10 hospitals; 14% indicated 30+ hospitals, and 16% indicated 10 to 30 hospitals.
- We see some variation in base pay ranges for respondents who reported working at an organization with 10 to 30 hospitals. Similar percentages of individuals reported base compensation under \$250K for all categories. But organizations comprised of 10 to 30+ hospitals appeared to pay higher base compensation.



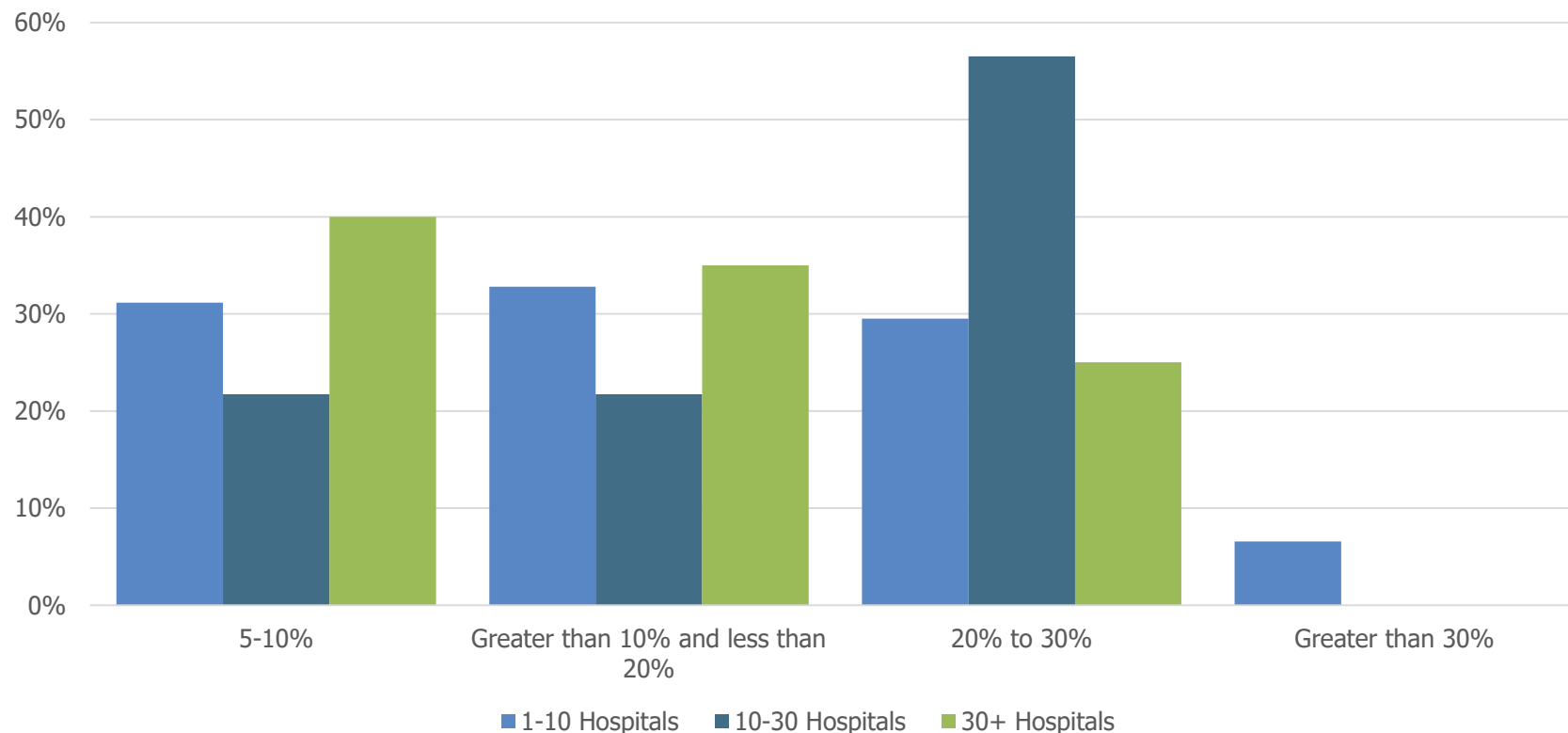
Organization Size and Base Compensation

System Organization Size	Respondents
1 to 10 Hospitals	89
10 to 30 Hospitals	30
30+ Hospitals	24
Grand Total	143

System Organization Size	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 to \$850K	Greater than \$851K	Grand Total
1-10 Hospitals	12	44	24	3	1		1	85
10-30 Hospitals	3	8	13	3		1		28
30+ Hospitals	3	12	8	1				24
Grand Total	18	64	45	7	1	1	1	137

Organization Size and Bonus Compensation

- Bonus potential in organizations comprised of 1 to 10 hospitals was fairly evenly distributed across the 5 to 10%, 10 to 20% and 20 to 30% categories, but in organizations comprised of 10 to 30+, the distribution was less even.
- In organizations comprised of 10 to 30 hospitals, 56% of respondents reported a 20 to 30% bonus opportunity. At the same time, in organizations comprised of 30+ hospitals, 40% of respondents reported bonus opportunities between 5 and 10%.

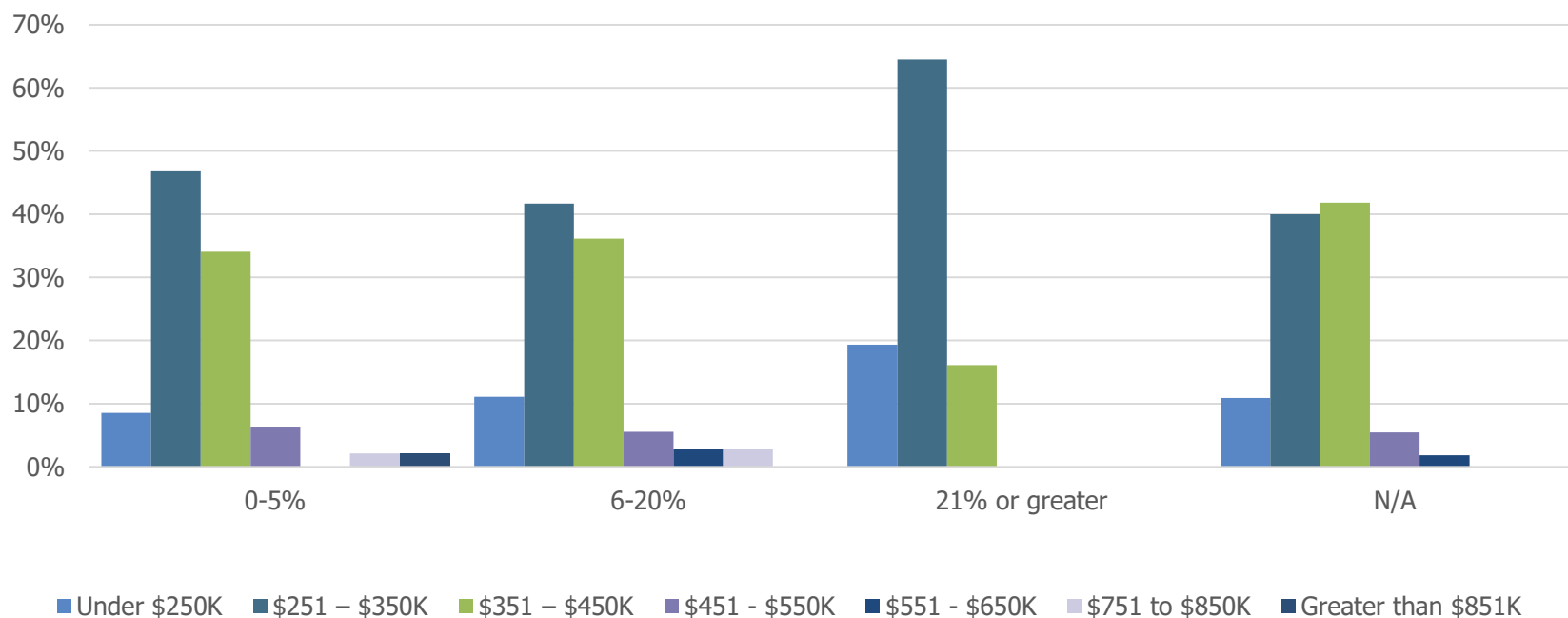


Organization Size and Bonus Compensation

System Organization Size	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
1-10 Hospitals	19	20	18	4	61
10-30 Hospitals	5	5	13		23
30+ Hospitals	8	7	5		20
Grand Total	32	32	36	4	104

Clinical Work Compensation and Base Compensation

- 27% of 170 respondents indicated they receive 0 to 5% of their compensation from clinical work. 21% fell into the 6 to 20% category and 19% were in the 21% or greater category.
- Just about 65% of those who indicated they receive more than 21% of their compensation from clinical work also reported they earned in the \$251 to \$350K range compared to 40% to 47% for the other categories. More respondents in this category also indicated that they earned less than \$250K than the other categories.



Clinical Work Compensation and Base Compensation

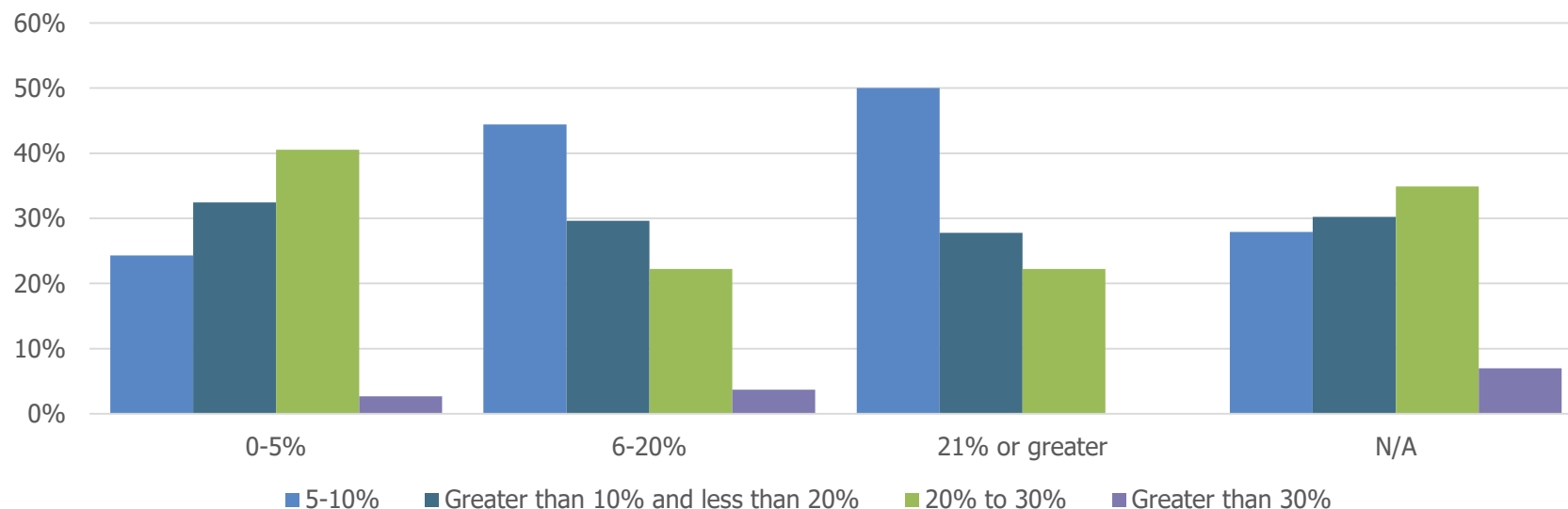
Respondent Count

Clinical Work Compensation	Respondents
0-5%	47
6-20%	36
21% or greater	32
N/A	55
Grand Total	170

Clinical Work Compensation	Under \$250K	\$251 – \$350K	\$351 – \$450K	\$451 - \$550K	\$551 - \$650K	\$751 - \$850K	Greater than \$851K	Grand Total
0-5%	4	22	16	3		1	1	47
6-20%	4	15	13	2	1	1		36
21% or greater	6	20	5					31
N/A	6	22	23	3	1			55
Grand Total	20	79	57	8	2	2	1	169

Clinical Work Compensation and Bonus Compensation

- 27% of 170 respondents indicated they receive 0 to 5% of their compensation from clinical work. 21% fell into the 6 to 20% category and 19% were in the 21% or greater category.
- Again, those receiving more compensation from clinical work experience have slightly lower bonus opportunities than those who do less or no clinical work.

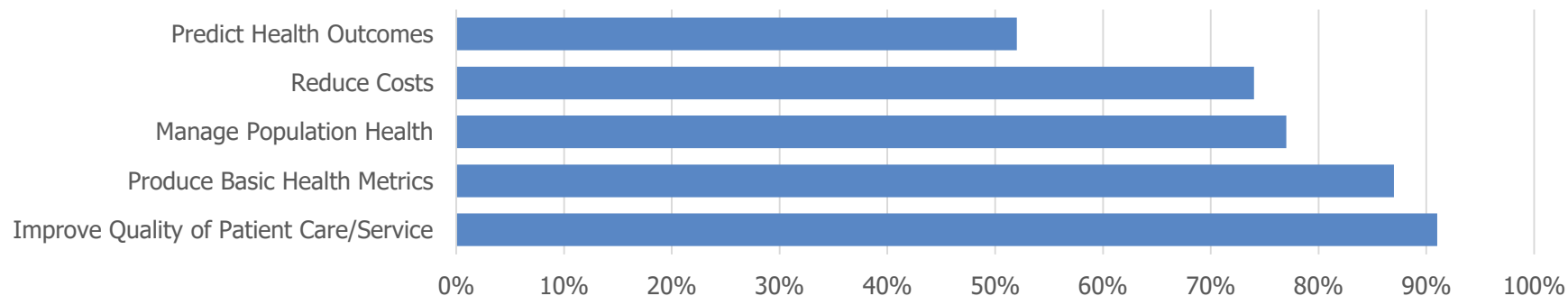


Clinical Work Compensation and Bonus Compensation

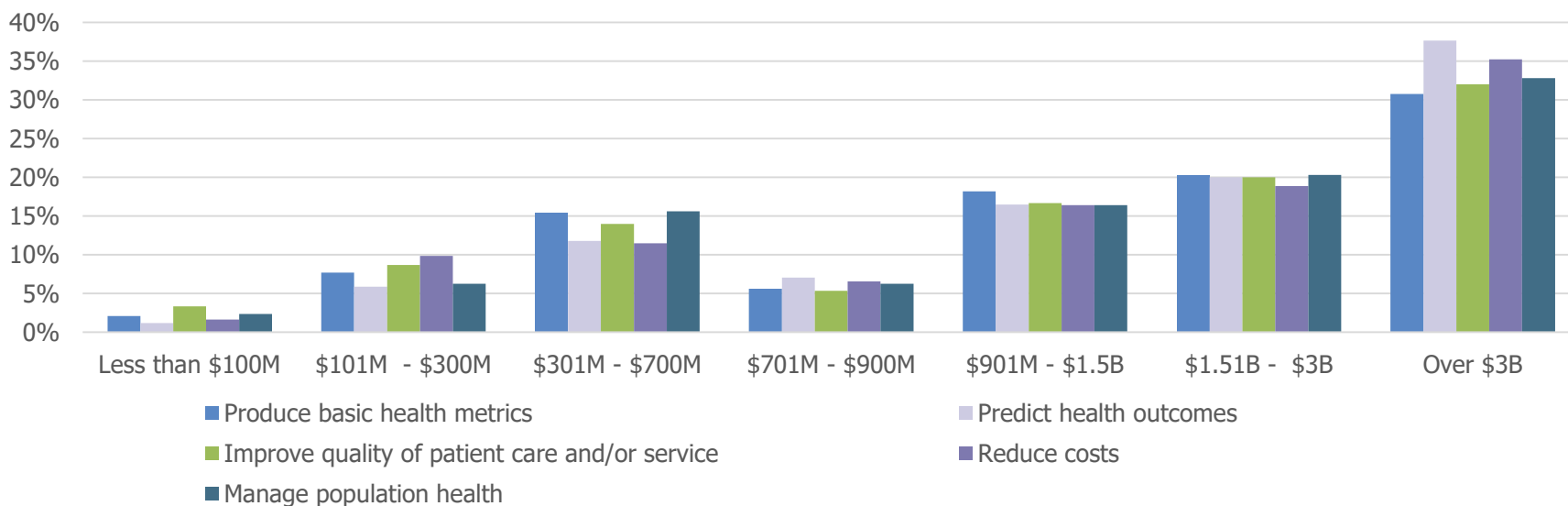
Clinical Work Compensation	5-10%	Greater than 10% and less than 20%	20% to 30%	Greater than 30%	Grand Total
0-5%	9	12	15	1	37
6-20%	12	8	6	1	27
21% or greater	9	5	4		18
N/A	12	13	15	3	43
Grand Total	42	38	40	5	125

Uses for Health Analytics

Overall



By Organization Revenue Category



Involvement in Digital Transformation Initiatives

Respondent Count

