



# CMIO CAREER CURATION

WHAT'S NEXT – A CONVERSATION



From the  
Playing Field to  
the Press Box:  
**The Emerging  
Role of the  
Chief Health  
Information  
Officer**

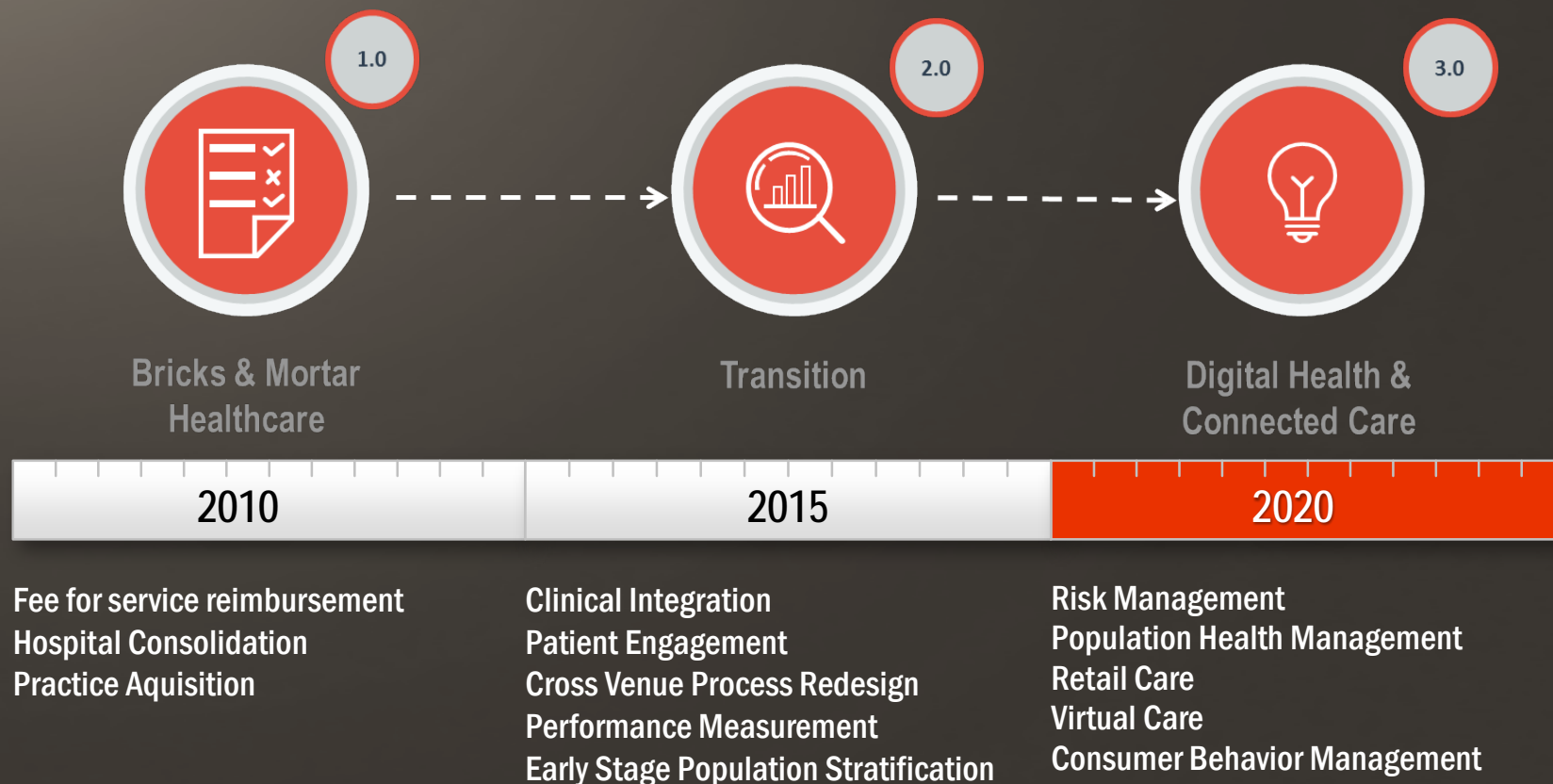


# LANDMARK HARVARD BUSINESS REVIEW ARTICLE – “THE WORK OF LEADERSHIP”

- **Adaptive Change** – People and organizations are forced to adapt to radically altered environments, much like what is happening in healthcare today
- Strong leaders have the capacity to move from the field of play to the press box
- By understanding the game from a broader perspective, they see how offense and defense are working together, who is missing the block, who is open for a pass – they are able to execute strategy by considering a larger field of play

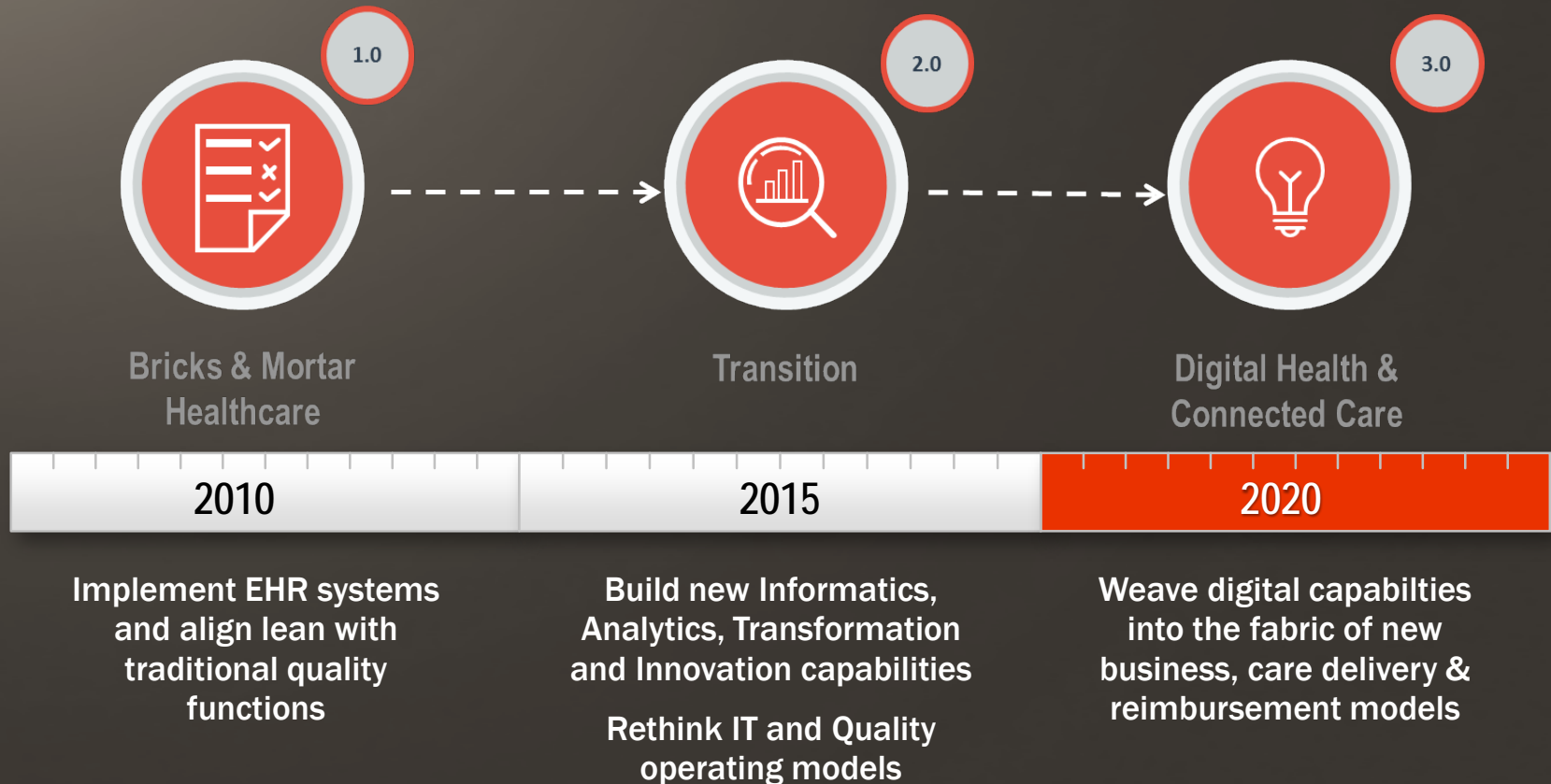
Source: Heifetz and Laurie, “The Work of Leadership”, Harvard Business Review, Dec 2001

# TRANSFORMATION FRAMEWORK – ENTERPRISE STRATEGY



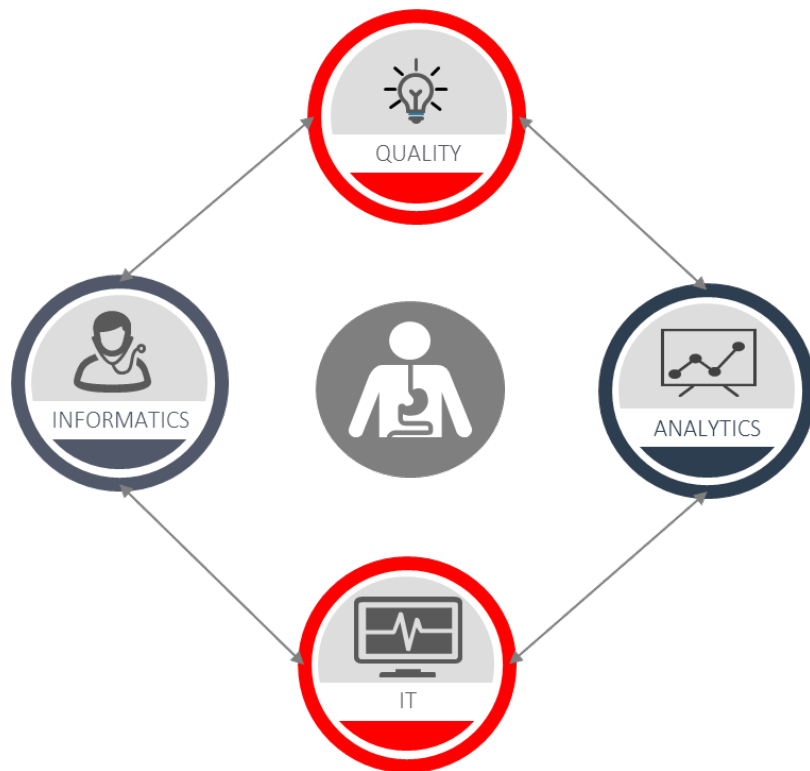
*"In the past, informatics was about **automating existing** clinical processes in hospitals" (Stead 2005)  
"Today and tomorrow, informatics will be about **transforming** clinical decision-making and work processes across the care continuum" (Brown, Patrick, Pasupathy 2013)*

# TRANSFORMATION FRAMEWORK – THE INFORMATICS “PIVOT”



*“The future will be about getting the right information to the right person at the right time to make the right decision to create value”*

# RECOGNIZE THE VIRTUOUS CYCLE



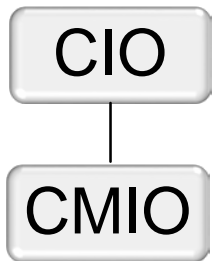
“There is a virtuous cycle created by having the foundational IT systems in place, applying health informatics skills to help make the systems ‘smart’, building analytics capabilities to inform decision making and partnering with quality to drive performance improvement and transformed care processes.”

John Fox, CEO, Beaumont Health

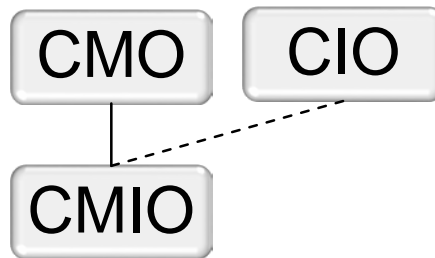
# EVOLVING ROLE OF THE CMIO



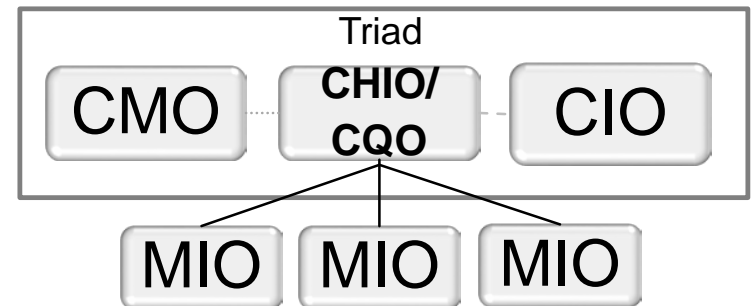
Bricks & Mortar  
Healthcare



Transition



Digital Health &  
Connected Care



## THE “PIVOT”



### Micro (1.0) View

- Represented by 1 encounter between 1 physician and 1 patient within 1 entity

*EHR does not fundamentally change the clinical decision making process*

### Macro (2.0 & Beyond) View

- Characterized by multiple or ongoing encounters, by patients with chronic disease (& multiple comorbidities) getting treatment from many providers
- Transcends time, geography, professional domains, organizations and technology
- Focused on population health, patient experience and reduction in total cost of care

*Clinical integration and new payment models drive new clinical decision making processes in connected, patient centered care models*





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