

12th Annual AMDIS-Gartner Survey of CMIOs *Preliminary Findings*

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Gartner Viewpoint

Value-based Care becomes
the organizing principle
of 2020 US Healthcare Delivery
Systems

The realization and execution
of this is causing great and
continuing **friction** among
healthcare delivery
organizations



Today's Agenda

- Survey Objectives
- Modeling the Future Role of the CMIO
- The CMIO Today: Who Are You?
- Business and CMIO Priorities
- CMIO Success: What Does It Take?
- CMIO Compensation

AMDIS-Gartner Study Purposes

- Inform CMIOs about current state, future directions and personal development in the profession
- Advise CXOs for planning, recruitment and optimal alignment and success of IT and informatics leaders and staff
- Combine with other Gartner research to detect patterns for predictions, create evaluation/decision frameworks, and prescriptive advice

Figure 1: Gartner Framework for Defining CMIO Role and Responsibilities – US View (draft)

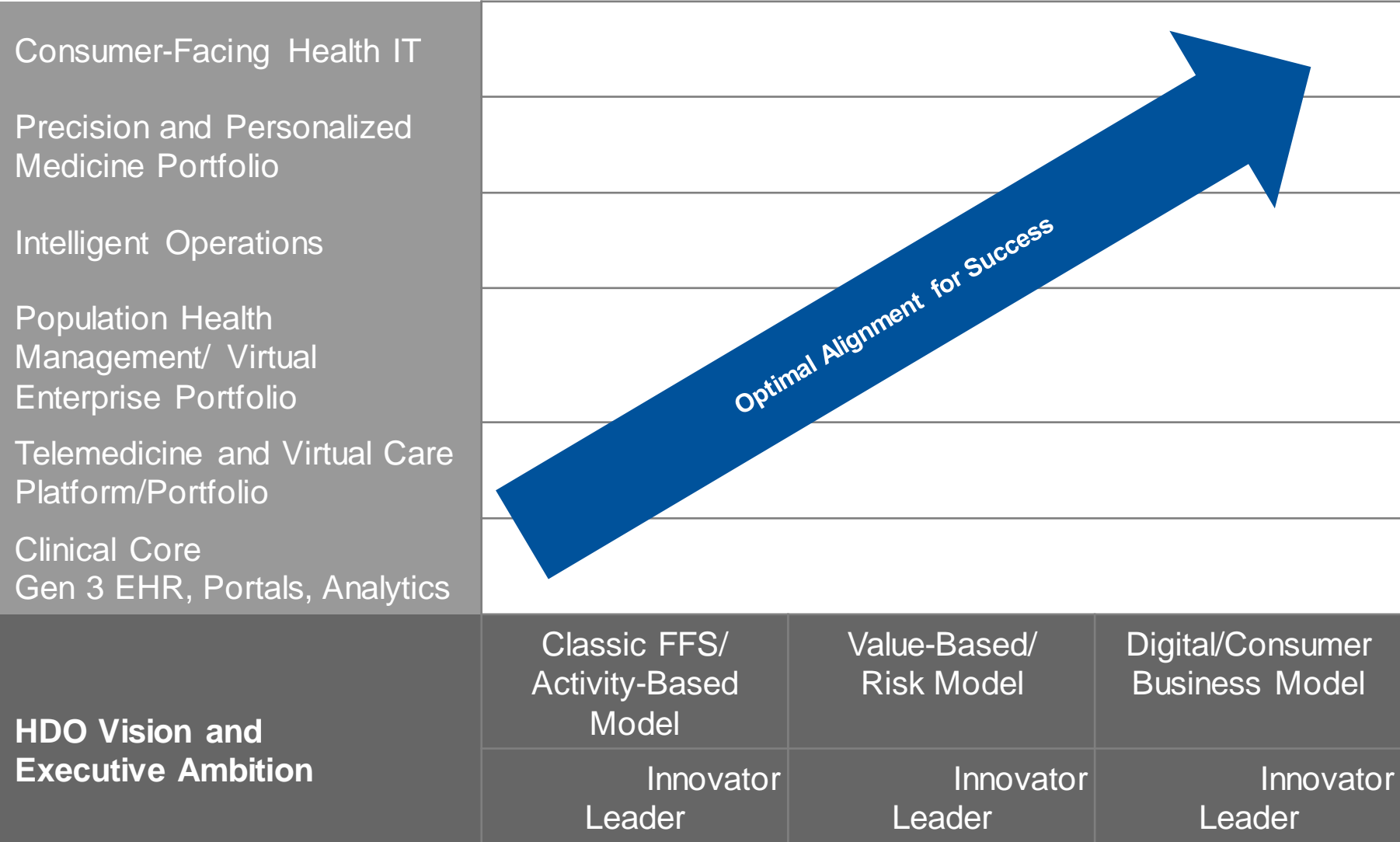
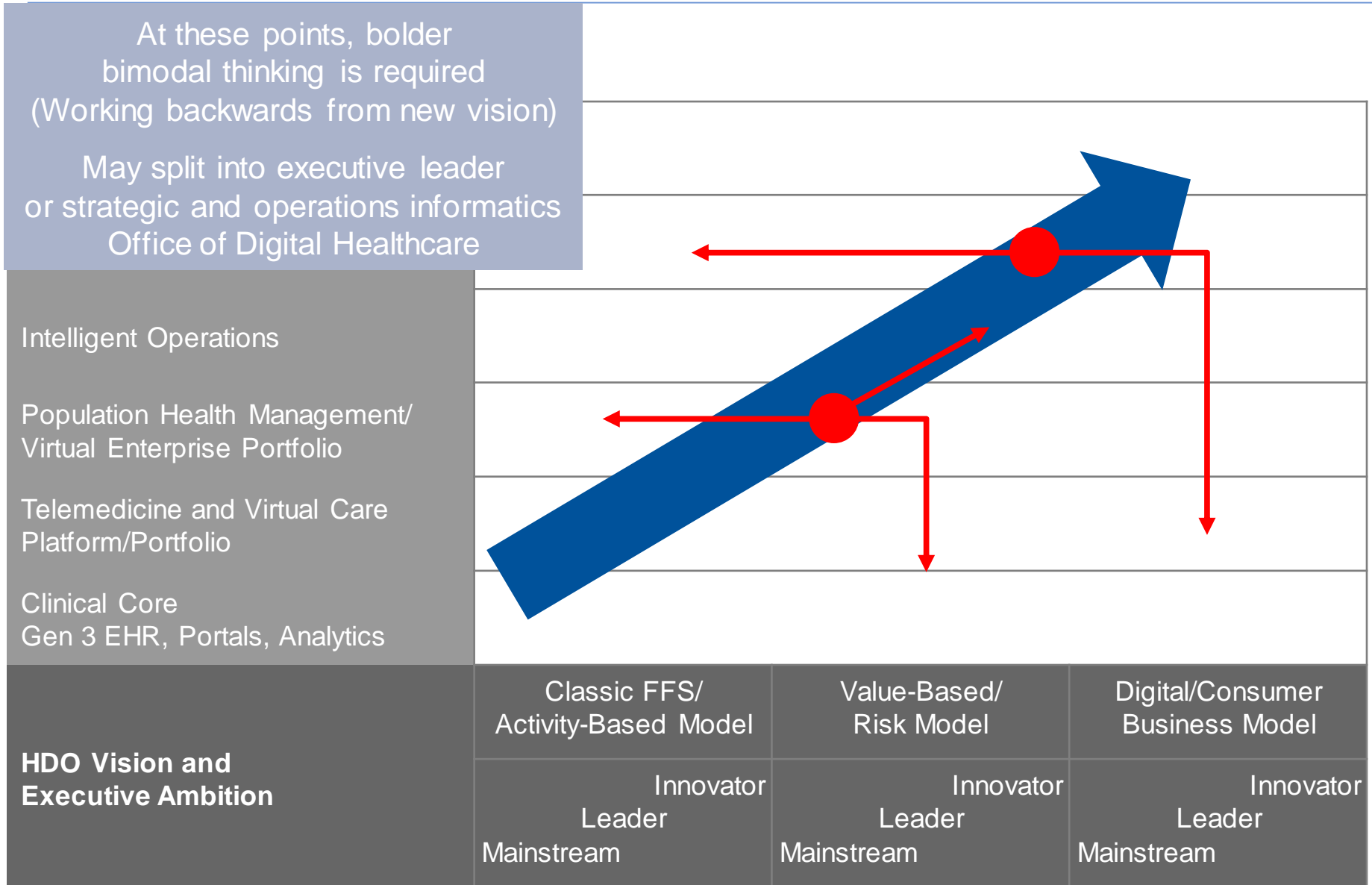


Figure 2: When Is “Bimodal” Medical Informatics Needed? (Draft)

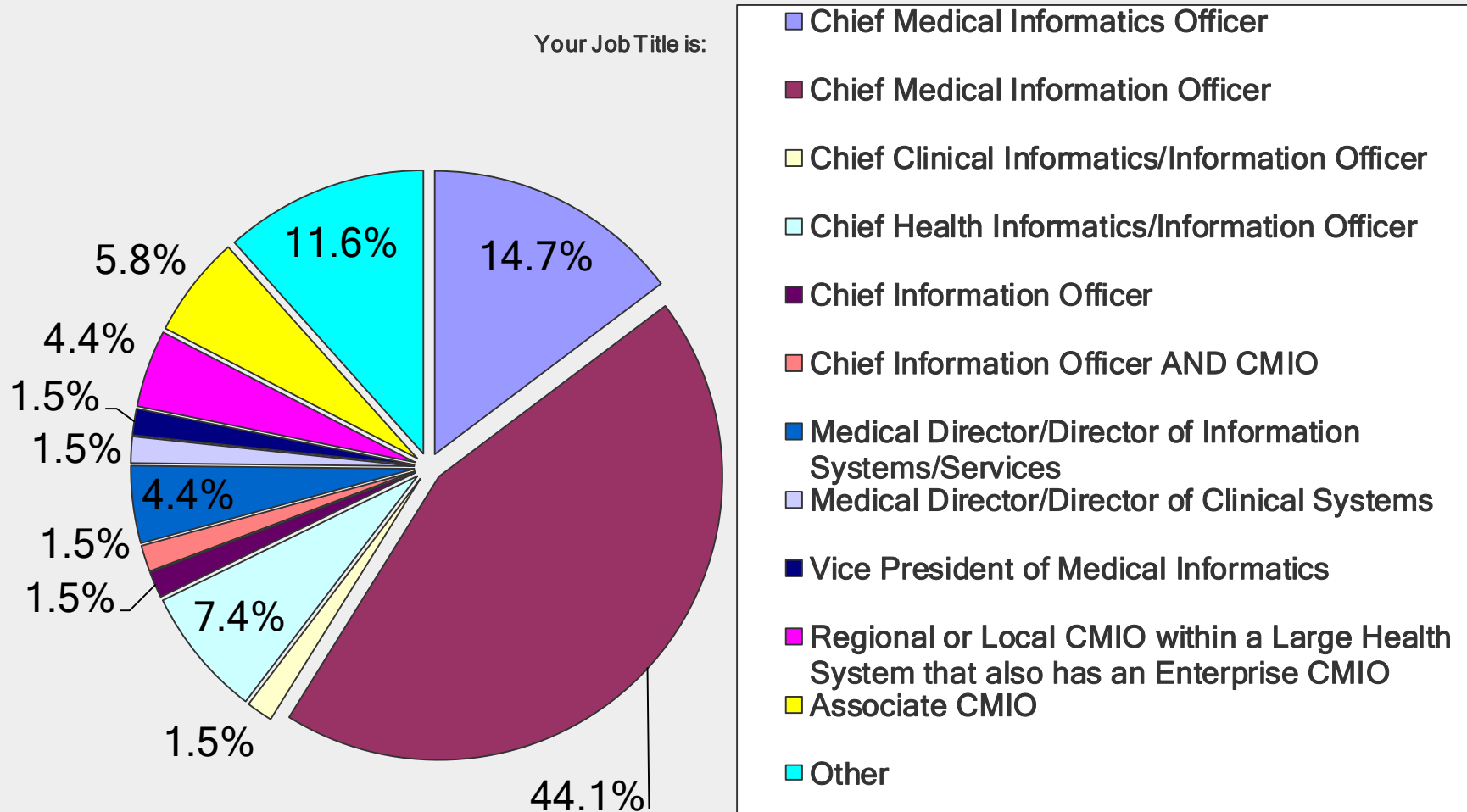


CMIOs

Who Are You?

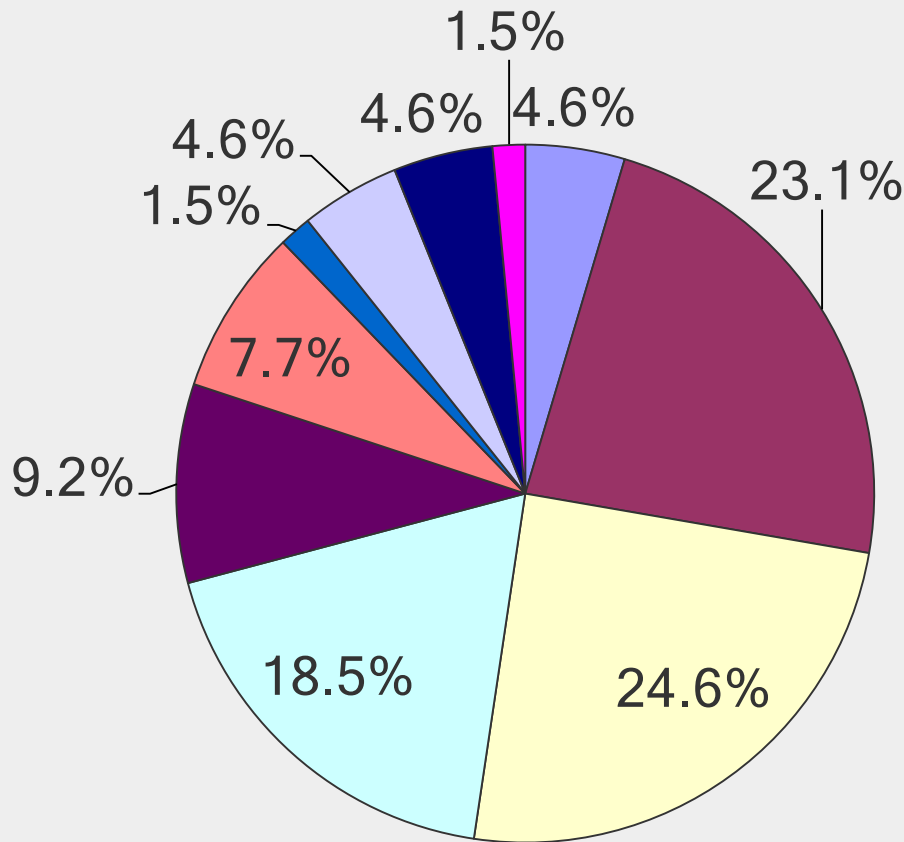
Who Are You?

US medical informatics professionals largely working in integrated delivery systems



CMIOs Are Managing Within Larger-Scale Organizations

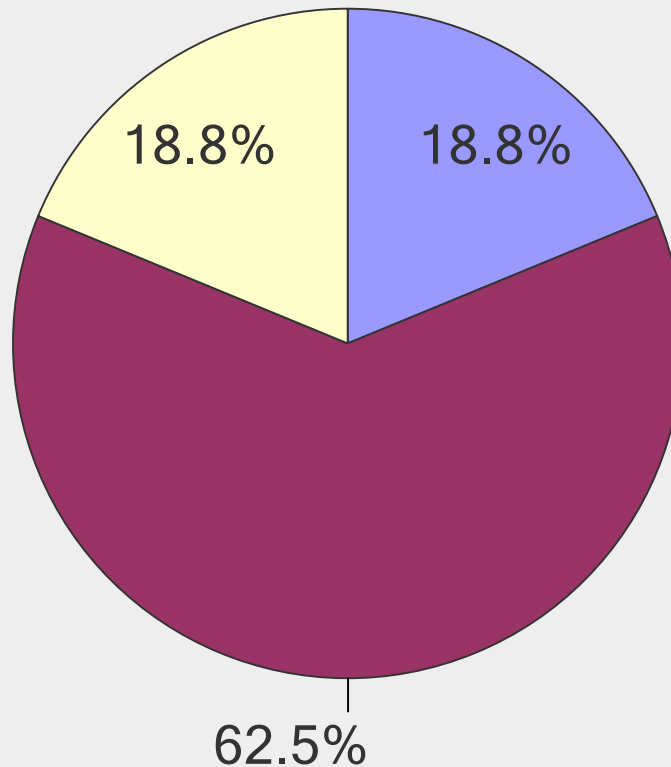
About how many acute care hospital beds are in your entire health system



- 200 beds or under
- 201-500 beds
- 501-1000 beds
- 1001-2000 beds
- 2001-3000 beds
- 3001-4000 beds
- 4001-5000 beds
- 5001-10000 beds
- Over 10,000 beds
- Not applicable, no acute care beds

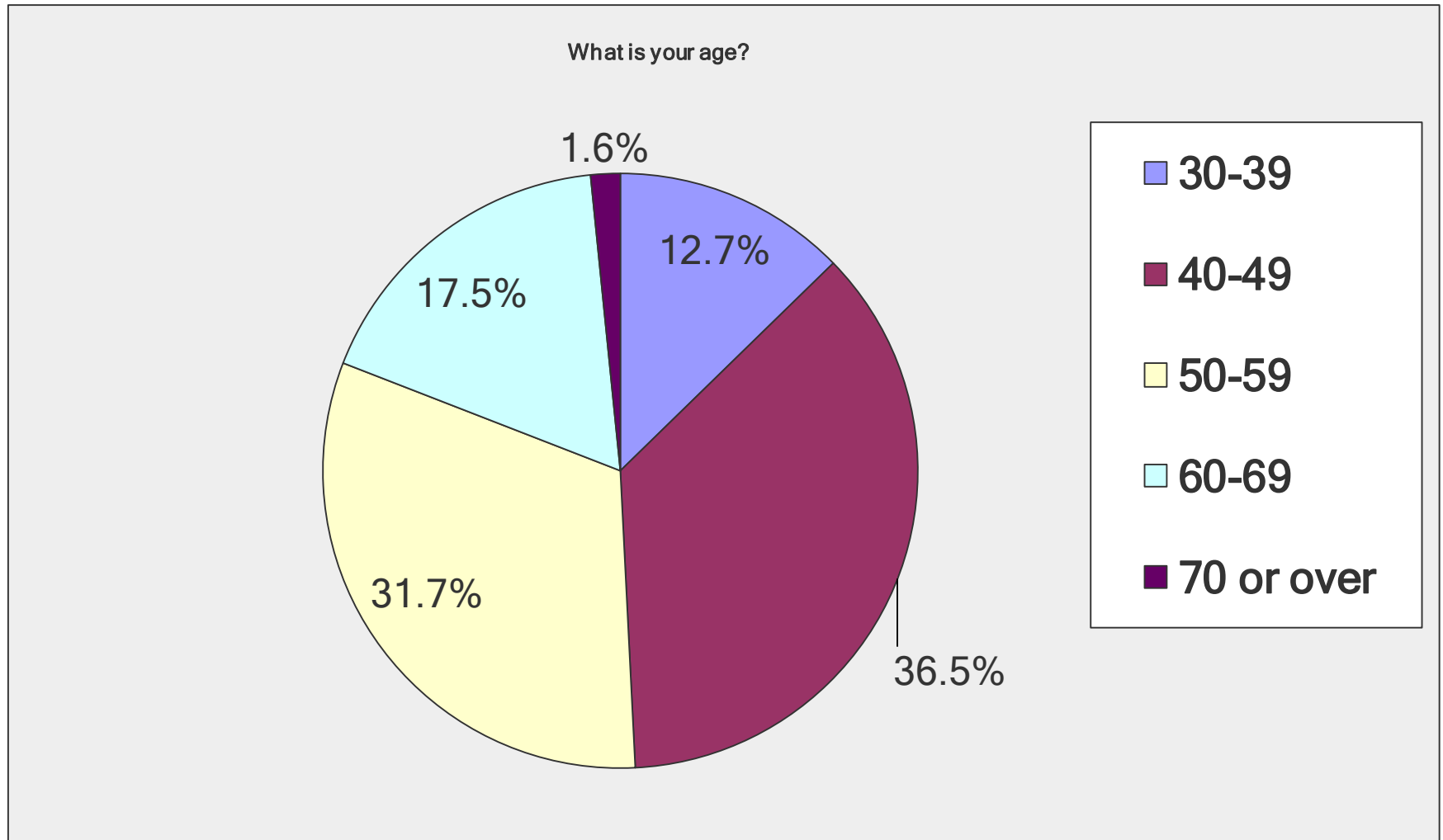
Organization's IT Adoption Profile: Early, Mainstream, Late

In general, how would you characterize your healthcare delivery organization's approach to IT investments?



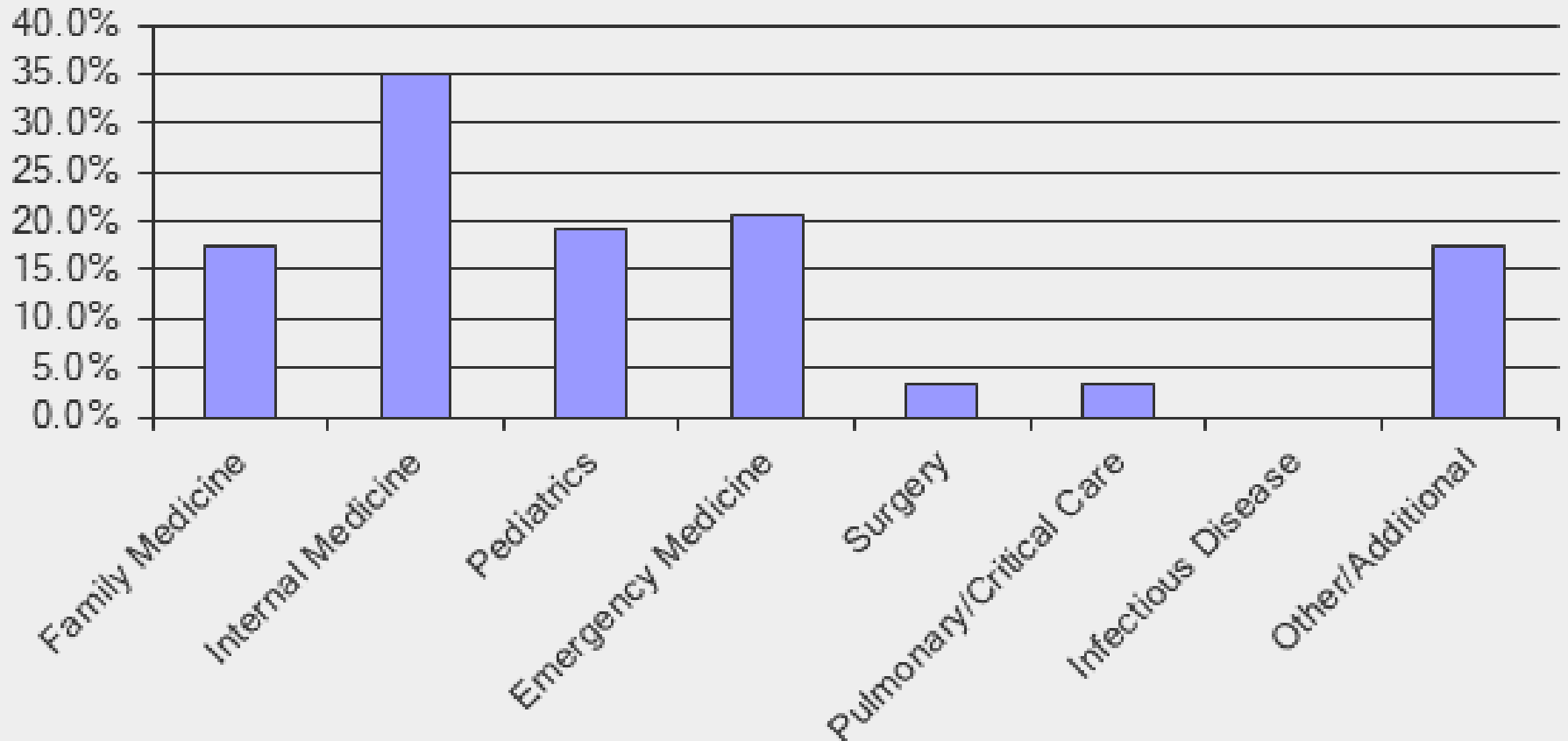
- Aggressive early adopter (take more risk to help shape development and gain earliest benefit)
- Mainstream (adopt maturing technologies with manageable risk)
- Conservative late adopter (adopt only proven technologies)

What Is Your Age?



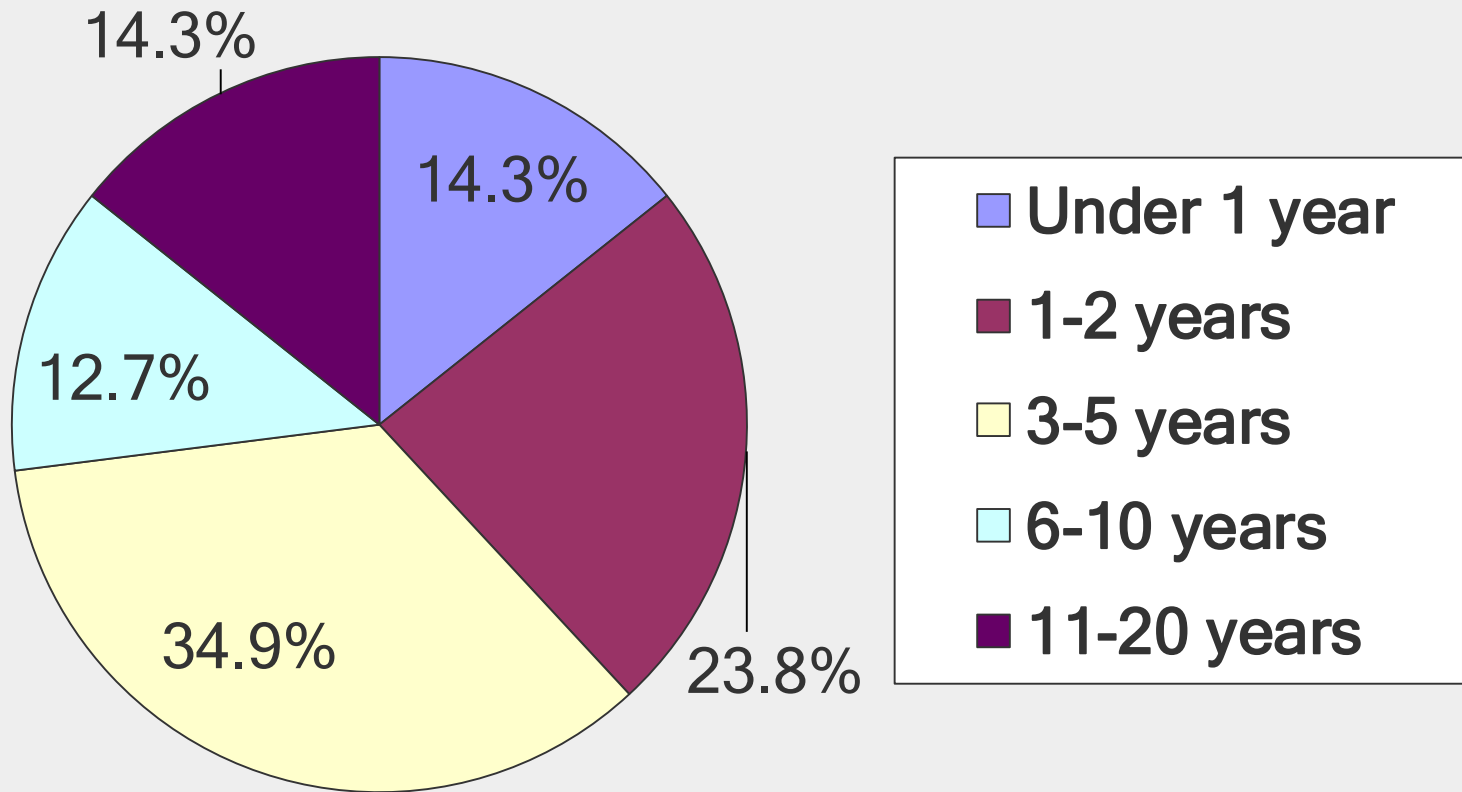
What Is Your Medical Specialty?

What is your medical specialty (or specialties)?



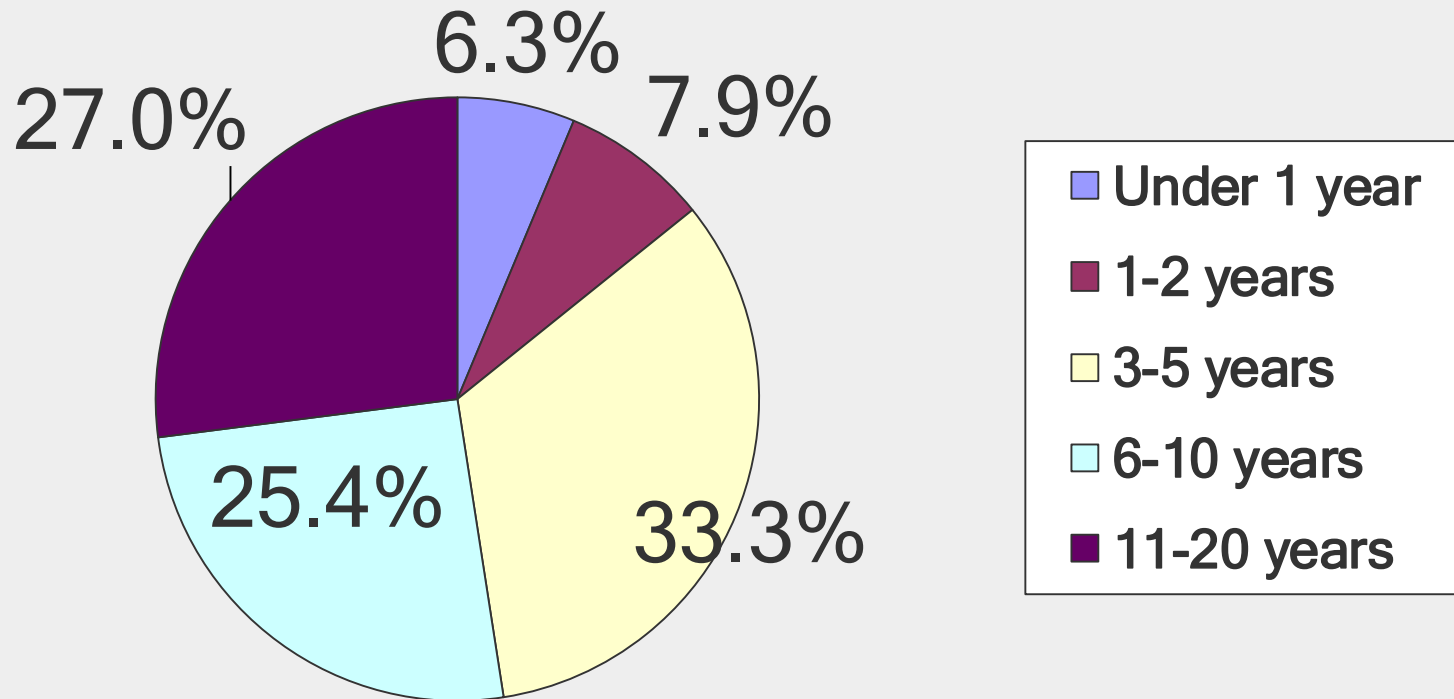
How Long In This Position?

How long have you been in your current position?



Total Tenure as CMIO/Senior Medical Informatics Leader

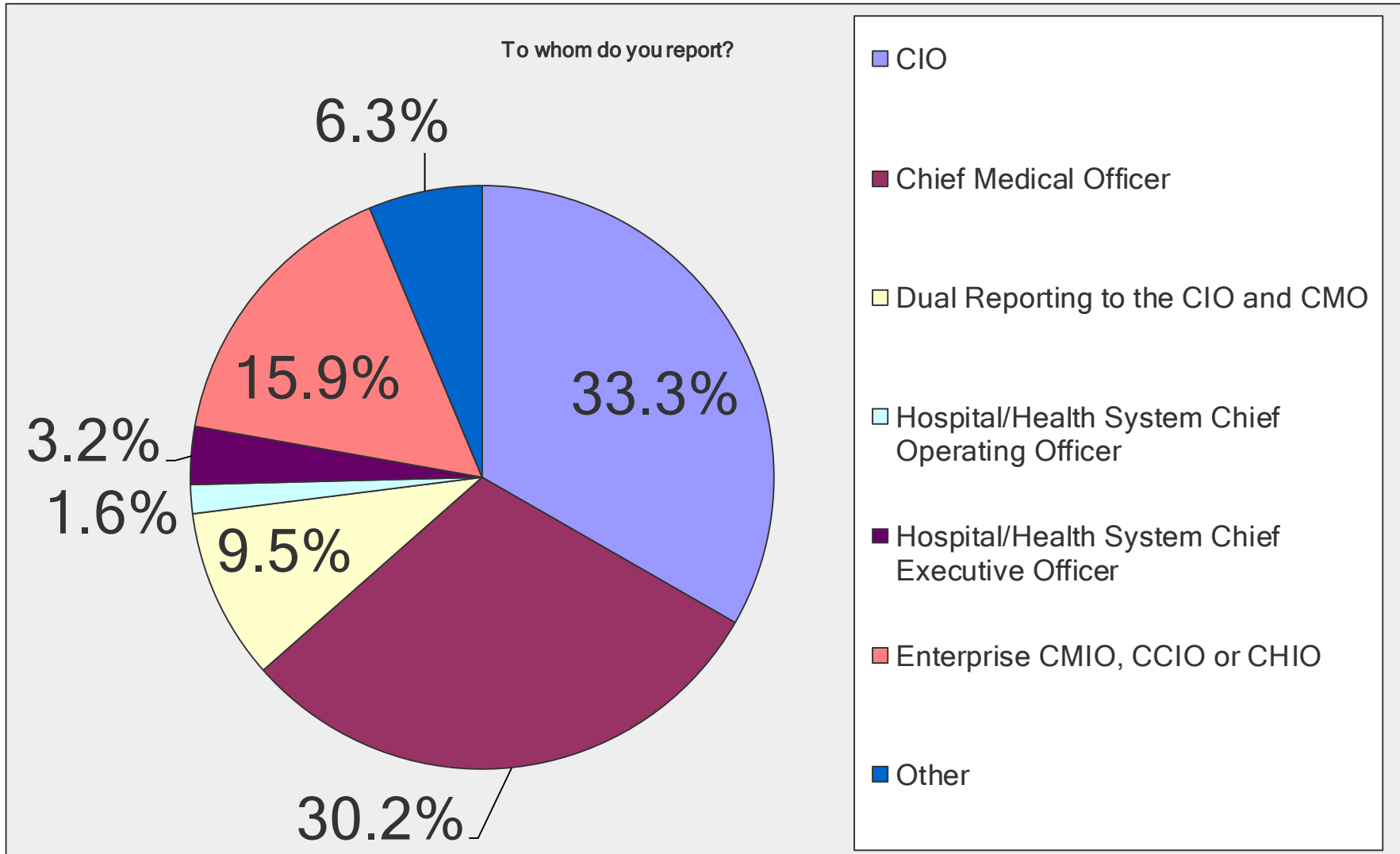
How long have you been a CMIO or other senior medical informatics leader (such as a CHIO) in total across all positions you have held? Skip if you are not a CMIO.



CMIOs/CHIOs Are Highly Educated and Experienced

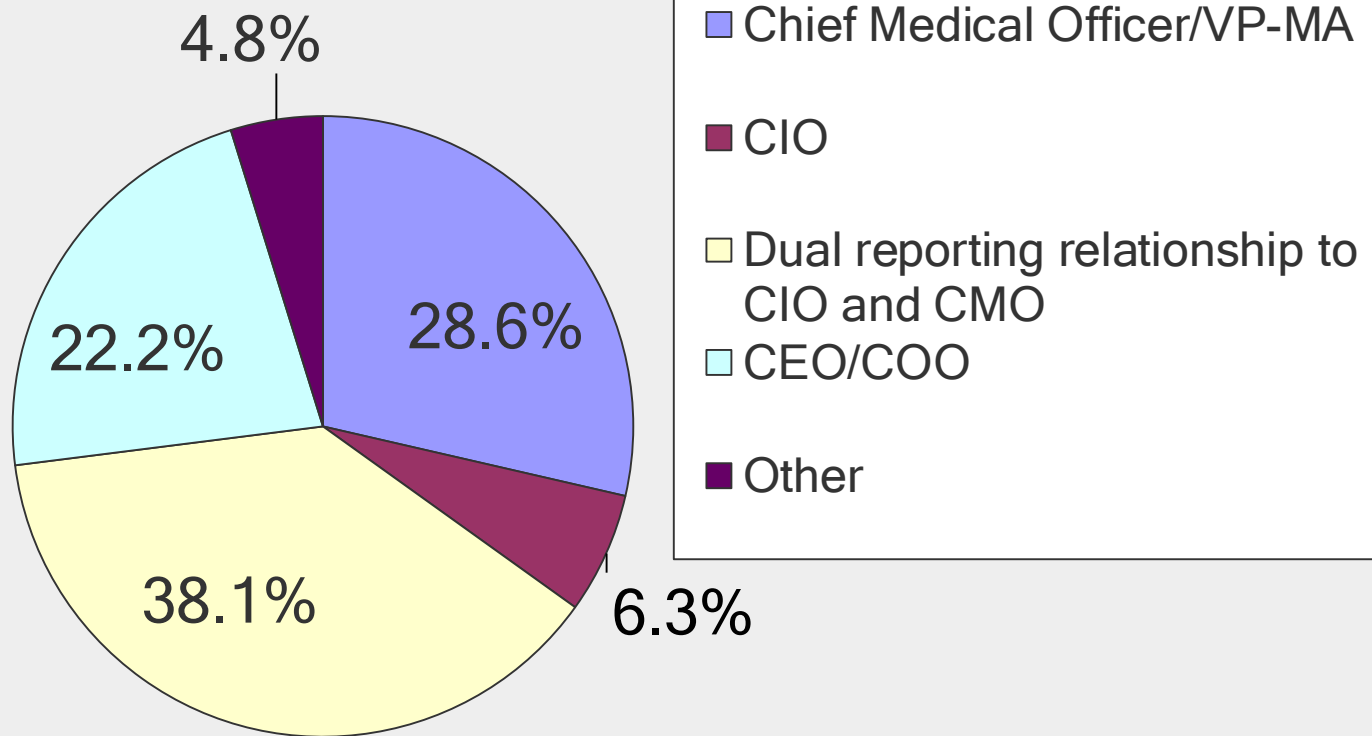
- 81% still practice medicine
- Most have some previous administrative or management experience
- 57% have one masters degree or more and/or AMIA 10/10 course
- **Clinical Informatics Sub-specialty is a “hit**
 - **77% have received, compared to 48% in 2015 and 25% in 2014**
 - **Another 18% are pursuing (total “ interest” is 95%, compared to 68% in 2015 and 53% in 2014)**

To Whom Do You Report? CIO/CMO Split

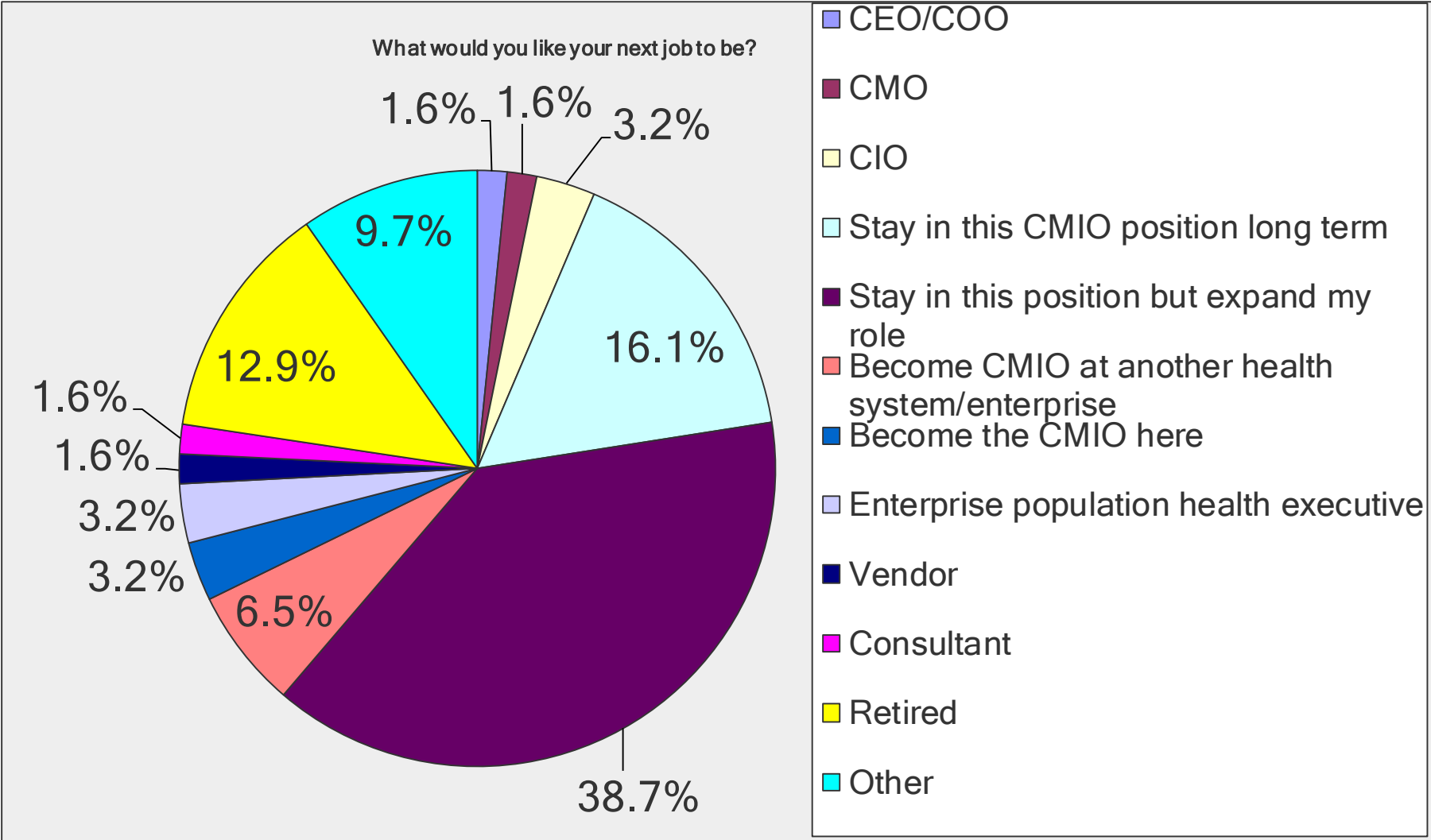


To Whom Would You Recommend a CMIO Report?

If you were advising another health system on to whom the CMIO should report, what would you advise?



What Do You Want Your Next Job To Be?



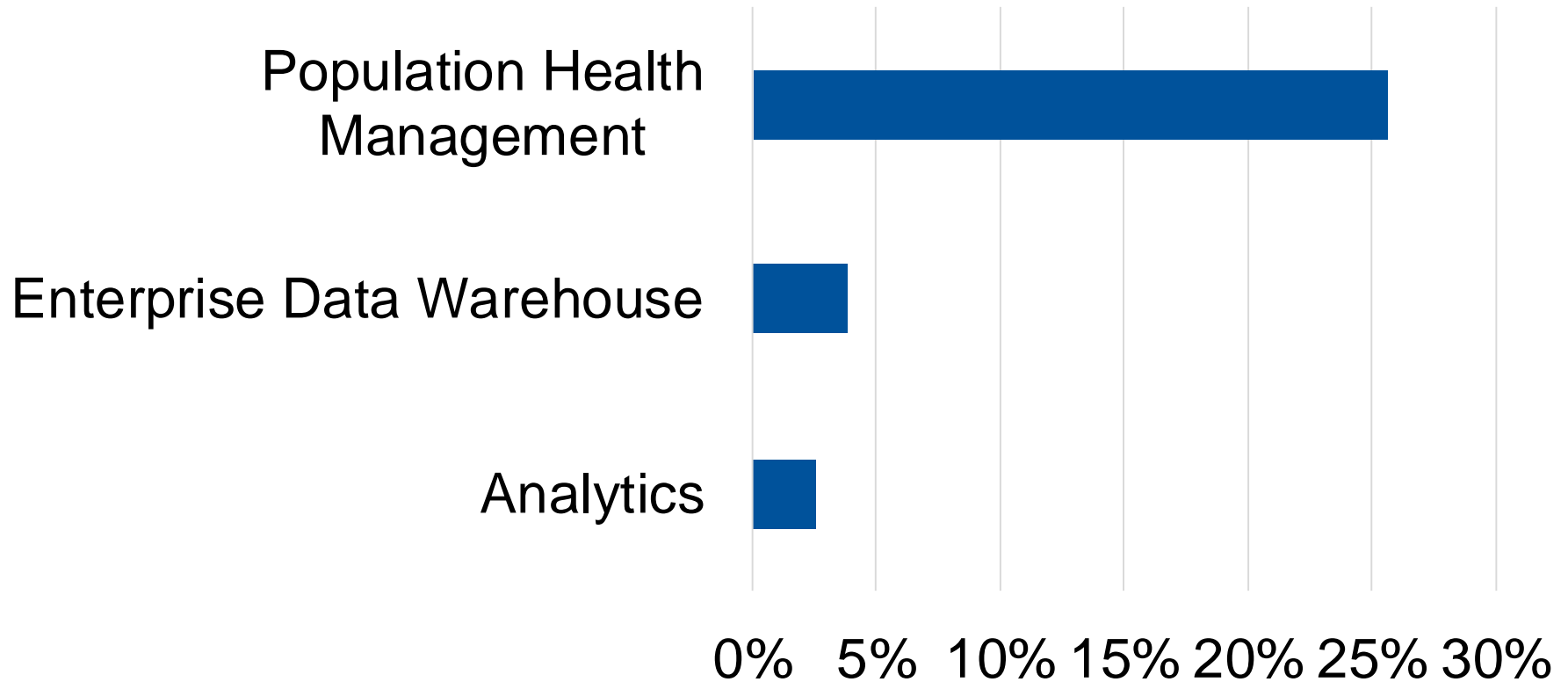
CMIO Priorities & Challenges

Business Priorities

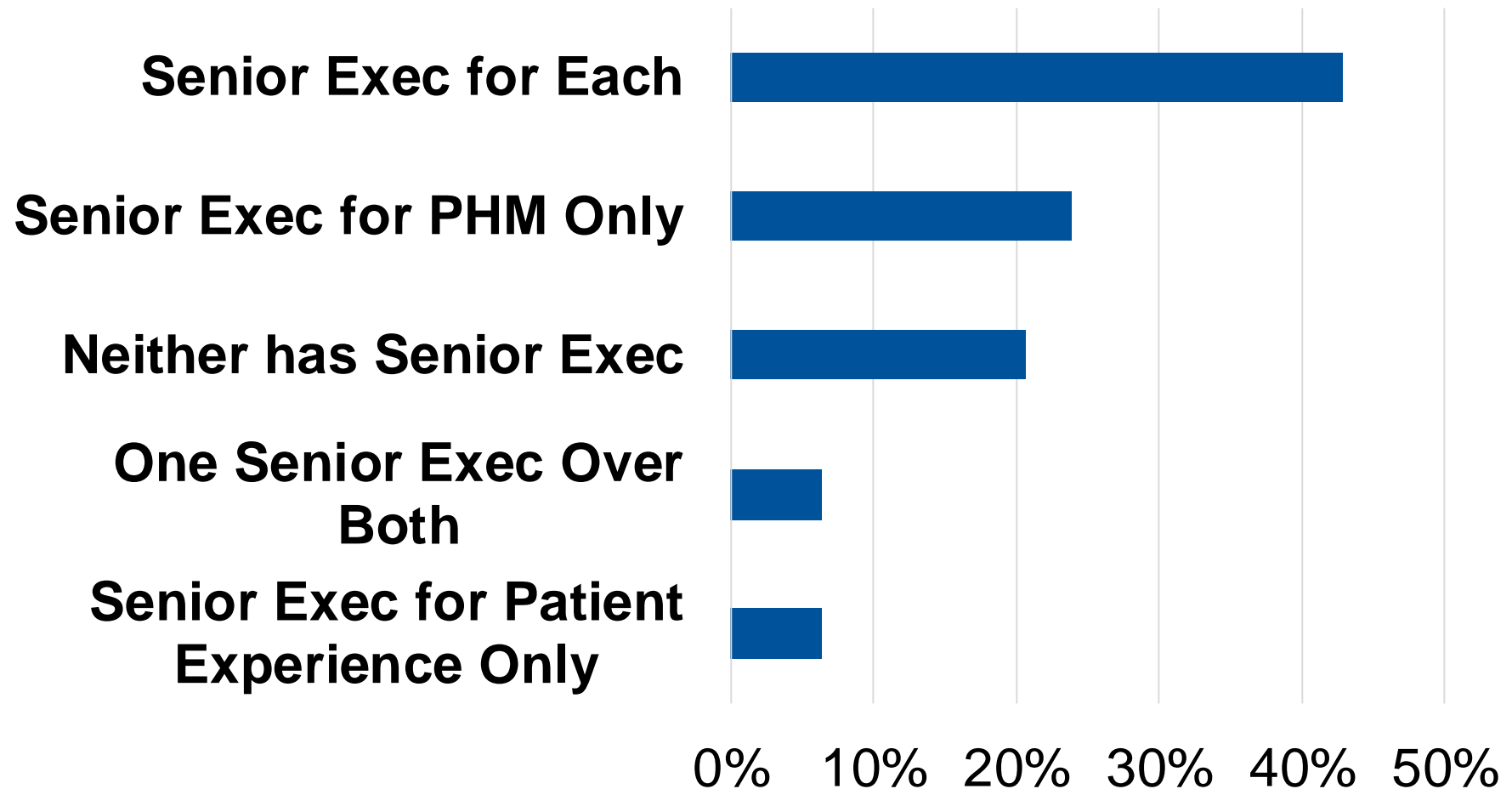
- **Growth/market share/capacity expansion - including acquisitions**
- **Move to population health model**
- **Standardize care**
- **Achieving excellence in customer satisfaction/patient experience**
- **Cost containment**
- **Improve quality**
- **EHR: Optimize value (including replacements and enterprise-wide standardization)***

**Note: The EHR is one of those fairly rare times in healthcare when a specific IT investment/value really does rise to the level of a top executive business priority*

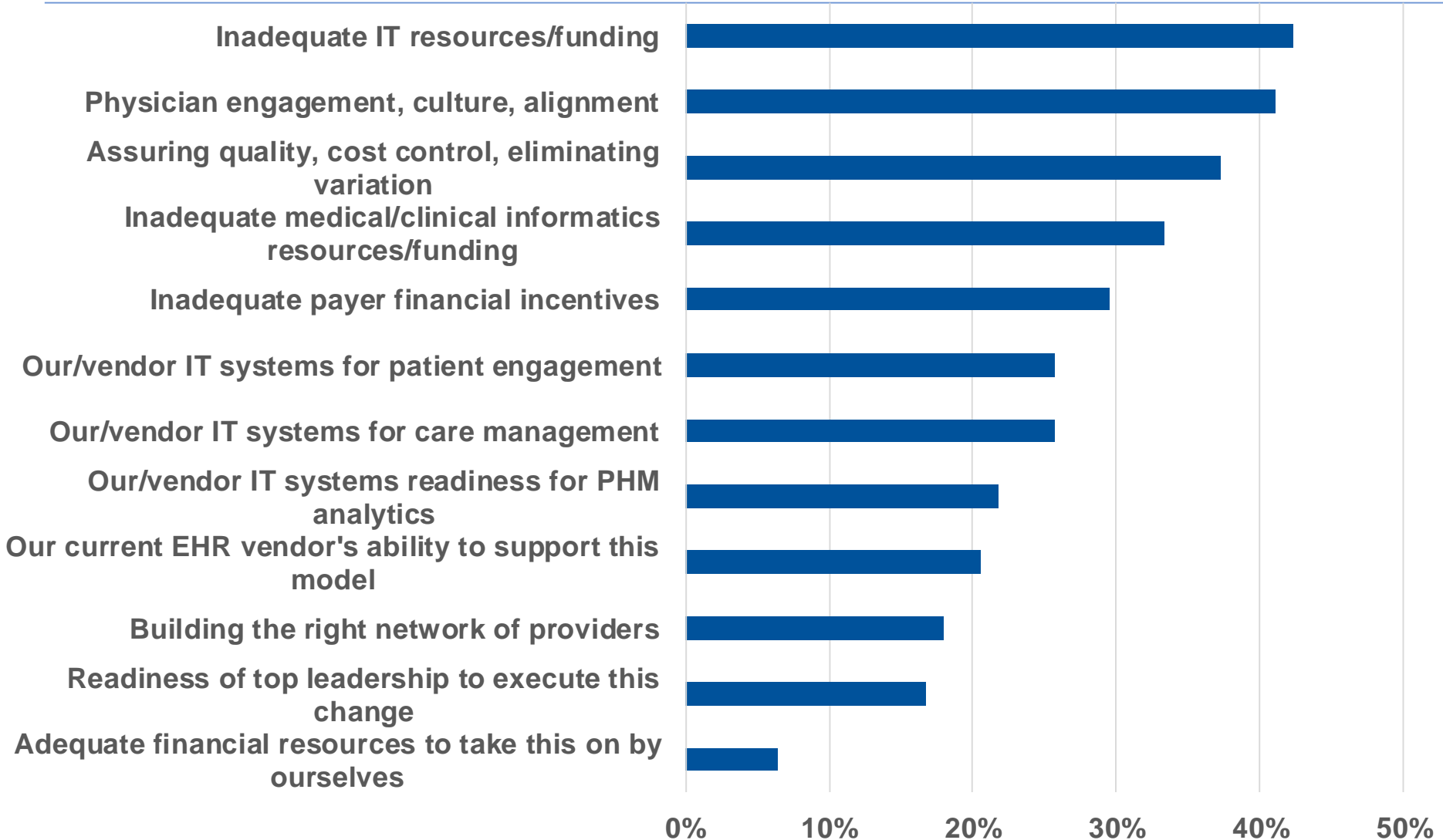
Top Priorities (n=78)



Senior Execs Over PHM and Patient Experience



What PHM area is of Major Concern?



CMIO Success

Organizational Barriers

2016 is..... \$\$Different\$\$

- **Money/Finances/Budget**
- **Talent/Skills/Turnover**
- **Governance: Lack of systemness, too many strategies, too many priorities**
- **Physician culture**
- **Leadership commitment to full value of IT**
- **Change fatigue**
- **Lack of “Systemness”**
- **M&A**
- **Vendor system problems**

Personal Development

Exec/Business/Management Skills

- **Leadership**
- **Budgets/Finance**
- **Developing a business/strategic plan**
- **Strategic thinking**
- **Goal-setting**
- **Personnel management and development**
- **Population health management**
- **Better grasp of regulations**

Personal Development Transformation Skills

- **Change management**
- **Conflict resolution**
- **Negotiation skills (and how to *-strength to-* hold to my positions)**
- **Consensus building/achieving alignment**
- **Communication skills**
- **Presentation skills**
- **How to (*strength to*) hold to my positions**

Personal Development Technology Skills

- **Better understanding of vendor/EHR capabilities**
- **Analytics, data science, visualization, and data governance**
- **Security**
- **Interoperability/APIs/FHIR**

CMIO Compensation

CMIO/CHIO Compensation (US only)

Mean total compensation (salary + any bonus, CMIO and non-CMIO roles) of respondent CMIOs in 2015 is \$376,250, compared with:

Mean total compensation (2015 survey) = \$343,000

Mean total compensation (2014 survey) = \$326,000

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

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

*****Excludes military/DoD or other federal government personnel**

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