



# Key Findings From the 13<sup>th</sup> Annual AMDIS-Gartner CMIO Survey

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# Today's Discussion

- Survey Objectives and Process
- 2017 CMIO Profile
- What Will Digital Do For Healthcare?
- Key Findings
  - CMIO/CHIO Priorities & Challenges
  - Assessing and Addressing Physician Burnout
  - Challenges in Becoming Value-Based

## *Special Thanks to:*

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- Dr. Michael Schrift
- Dr. Michael Zaroukian
- Dr. Dick Gibson



And of course,  
Eric Liederman!

# AMDIS-Gartner Survey Research Purposes

- ✓ Inform CMIOs/CHIOs/CCIOs about current state, and future directions in medical informatics leadership.
- ✓ Advise CXOs for planning, recruitment and optimal alignment and success of IT and informatics leaders and staff.
- ✓ Help define and aid in professional development and staffing needs.
- ✓ Combine with other Gartner research to detect patterns for predictions, create assessments, best practice decision frameworks, and prescriptive advice

## Profile of Respondents

- Largely US - increasingly large - integrated delivery systems
- 68% of you still practice medicine
- 66% are in your first CMIO position
- 63% of you manage an informatics team or department
- 70% want to remain CMIOs/CHIOs as your “next job” - somewhere
- The majority have additional non-medical education & training (AMIA 10X10, various masters’ degrees & certificate)
- 60% of you have achieved the clinical informatics subspecialty board certification, with 9% pursuing this



# 2014 CMIO: MU2 Overwhelms

What three words come to mind when you think of the CMIO's job in 2014?

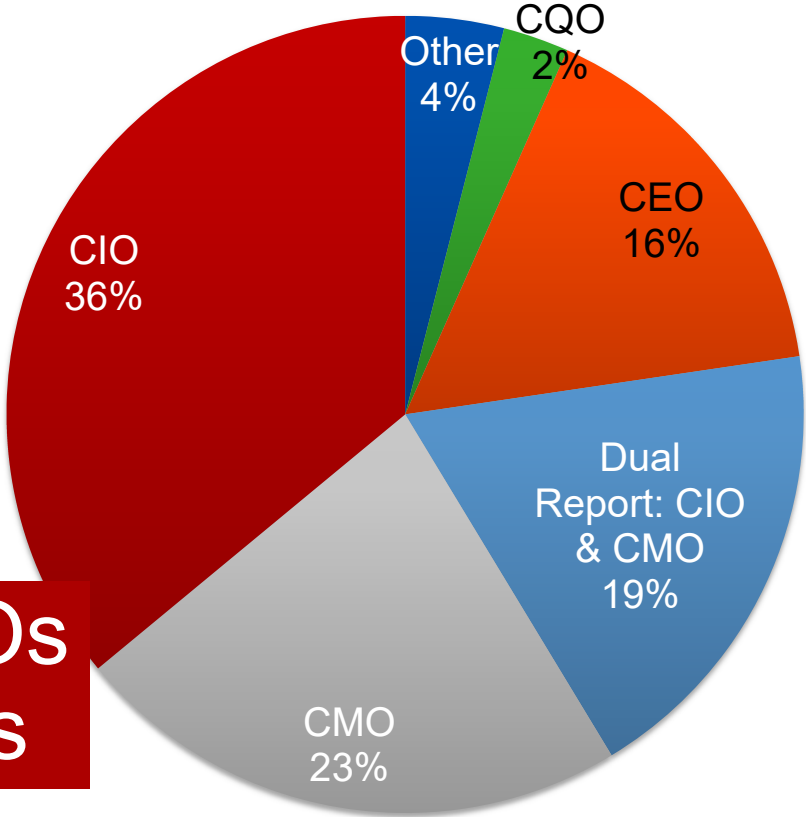


# CMIOs Circa 2017





# CMIO Reporting Relationship



Only 2% of CMIOs  
Want to be CIOs



# CMIO Compensation

## How is CMIO Performance Measured?

- Loosely, subjectively
  - “Not objectively measured for the past 3 years”
- Top line enterprise-level performance metrics (quality, cost)
  - “Annual review based 50% on corporate values and 50% on goal attainment”
  - “Same as other execs (organization, financial, and clinical goals) plus various metrics set by my boss (a successful go live etc.)”
- Achievement of milestones
- Set my own objectives
- “Regular appraisals and reviews. Incentives based on use of order sets, MU, CPOE, Vaccinations”
- “Varies but mixture of peer review and performance”

## **CMIO/CHIO Compensation (US only)**

**Mean total compensation  
(salary + any bonus, CMIO and non-CMIO roles):**

**Mean total salary = \$358,100**

**Median total salary = \$350,000**

**Range: \$215,000 - \$510,000**

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

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

**\*\*\*Excludes federal employees/military personnel**

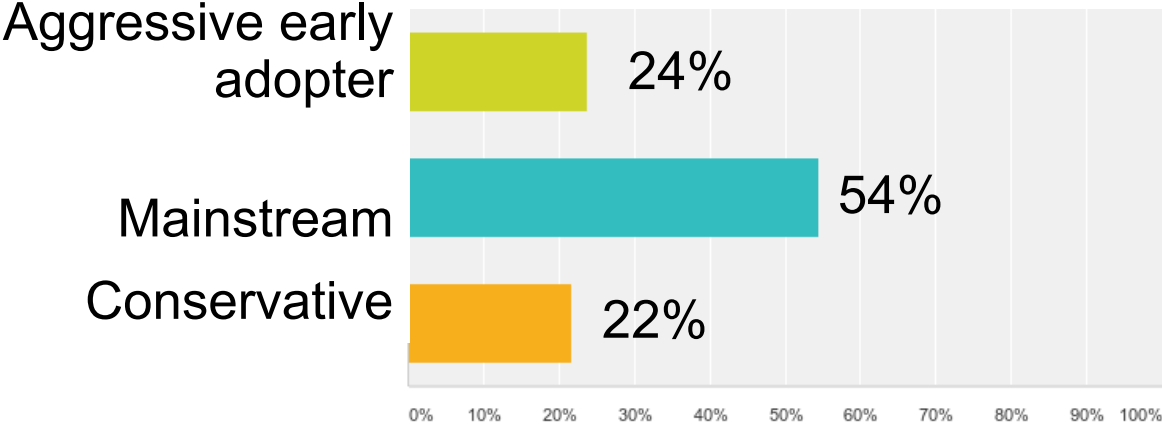
**\*\*\*\*Excludes medical informaticists in other senior roles (CIO/CMIO, senior strategist, chief innovation officer, “chief digital officer”)**

**Gartner.**

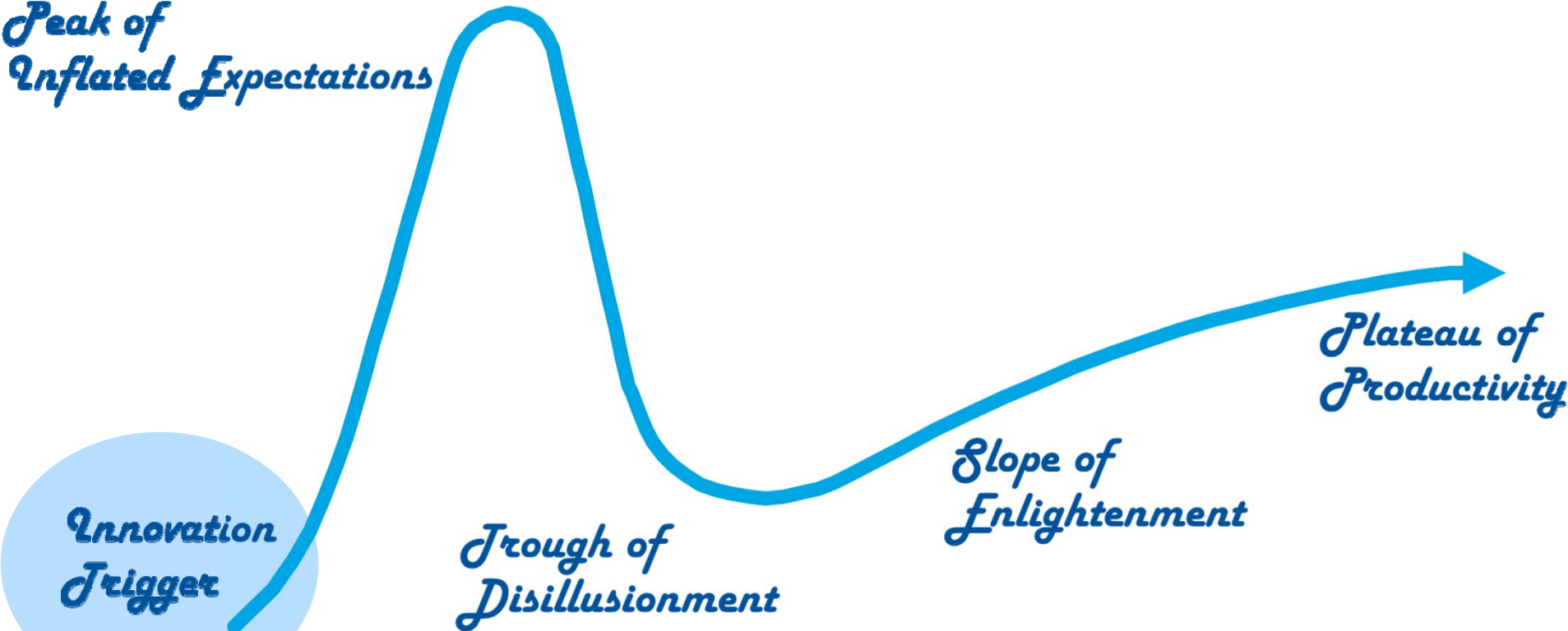
# What Does Digital Do For Healthcare And The CMIO's Evolving Role

**Gartner.**

# Your Organization's Approach to IT Investments



# Gartner's Hype Cycle



# The EHR is the Single Biggest “Technology” Trigger of Innovation in Healthcare Today

- ✓ Eliminate the logistical, workflow, communication and collaboration problems of handwriting, paper, phone, and fax
- ✓ Enhance patient safety
- ✓ Encourage evidence-based medicine, standardization and adoption of new practices
- ✓ Make the informational "gold" accessible for clinical, epidemiological, population and performance research
- ✓ Reliably and persistently connect the clinicians and their workflows to the computer
- ✓ Feed clinical data into innovative systems for:
  - ✓ Patient-directed information sharing and collaboration, portals
  - ✓ Real-time value-based care and population health management tools
  - ✓ Operations intelligence and patient throughput management/integrated dashboards
  - ✓ Integration with advanced medical technologies, AI, etc. for “seamless medical service line” reengineering





Also Known As “I Thought We Were Done....  
Why Is IT Cost **STILL GOING UP?**”

*Peak of  
Inflated Expectations*

# The EHR-Enabled Digitalization Era(s)

*Slope of  
Enlightenment*

*Trough of  
Disillusionment*

*Innovation Trigger*

ERP/Suite:  
HRM  
SCM  
FM

The Integrated  
Enterprise Data  
Warehouse  
The Healthcare  
Enterprise Megsuite  
PAS, RCM, EHR  
Core Clinicals  
The Gen 3 EHR

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LIS  
RIS  
PACS  
ICU  
ED

# What Digital Will Do For Health & Care

## Personalized Medicine & Health Management

## The Real-time Health System

Cloud Gen. ERP

*Inflated Expectations*

CRM and Patient Engagement Portfolios

Genomics/Precision Medicine

Artificial Intelligence Healthcare Sages

Consumer Engagement & Persuasion Hub

Operational Intelligence Systems

Telemedicine and Virtual Care

Population Health Systems, Platforms and Point Solutions

Evidence-Based Medicine:  
Core Clinicals  
The EHR

Patient Administration

ERP:  
HRM  
SCM  
FM

Best of Breed:  
LIS  
RIS  
PACS  
ICU  
ED

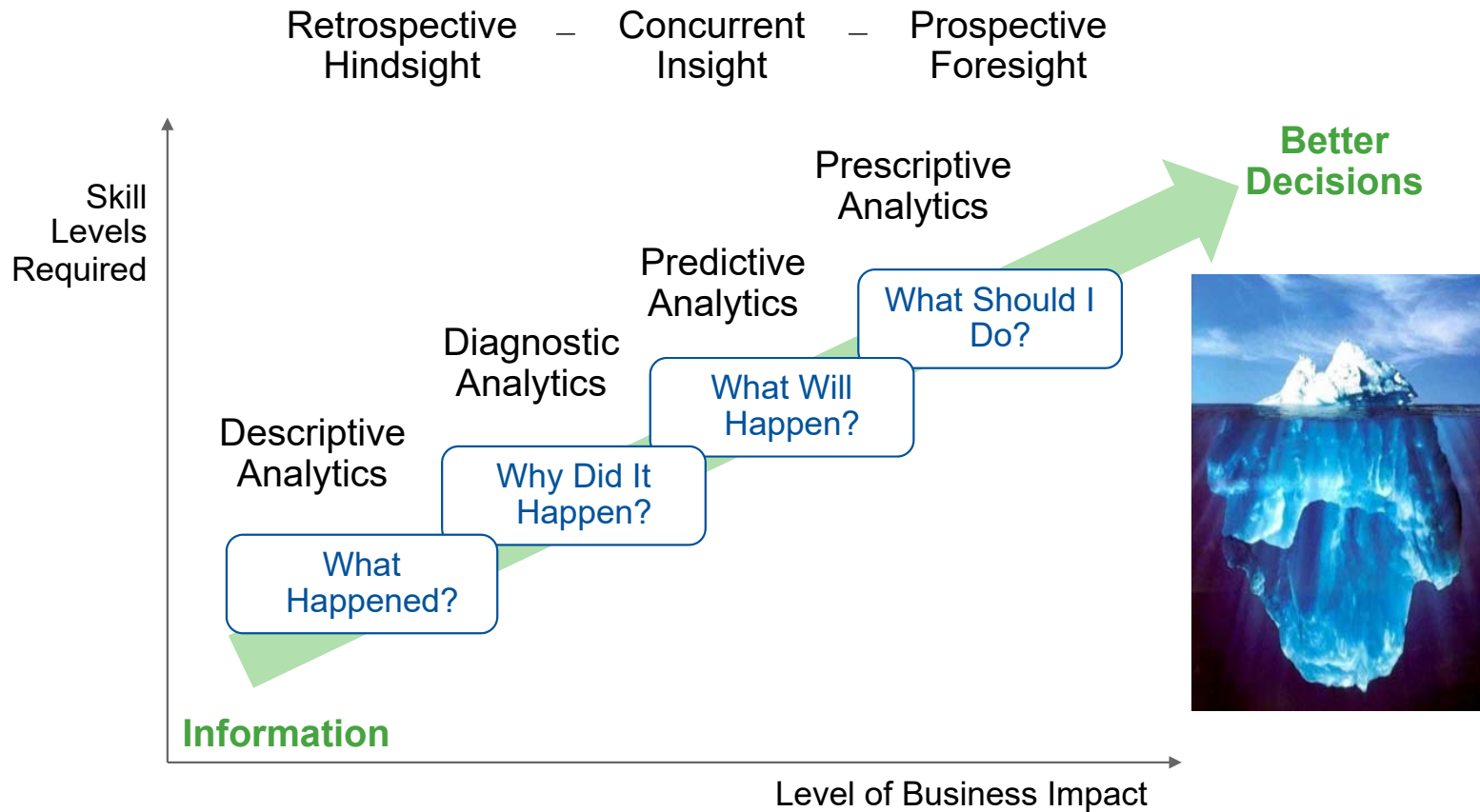
2027: Medical Macro & Micro

*Slope of Enlightenment*

*Innovation Trigger*

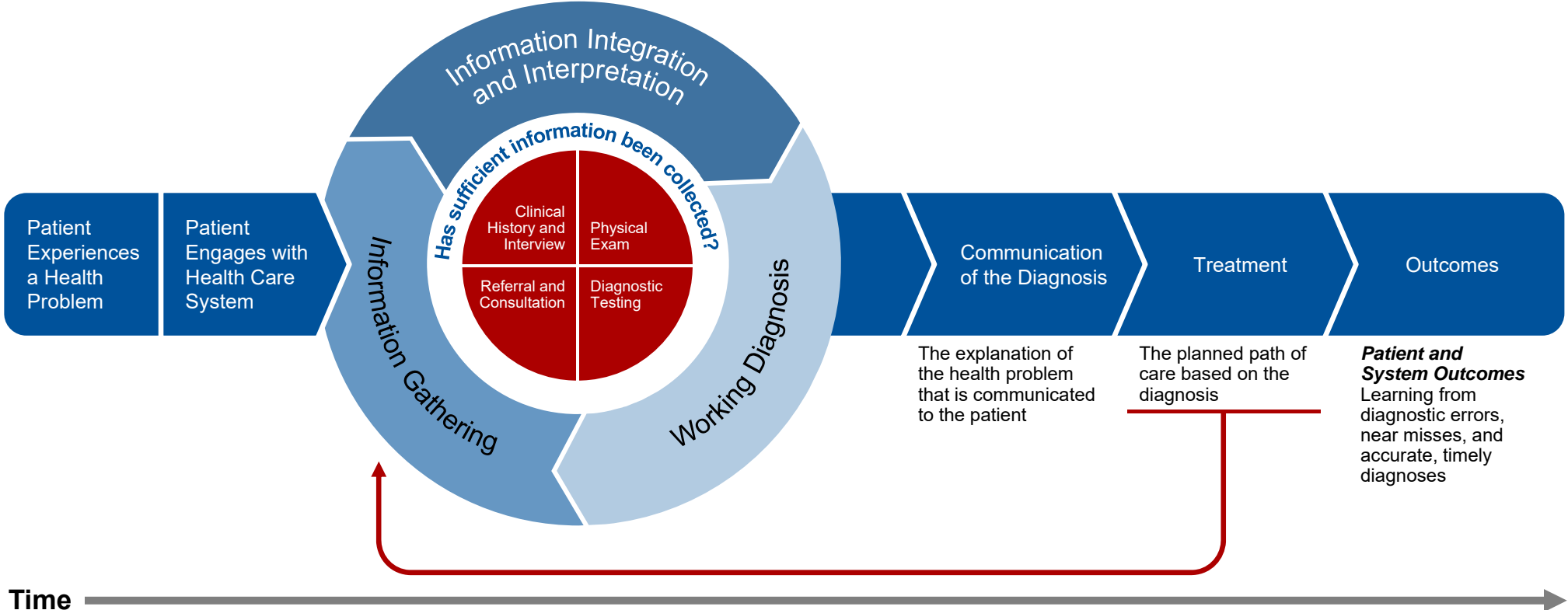
*Trough of Disillusionment*

# Pervasive, Advancing Analytics Compell a Core Competency in Mastery of All Things Data



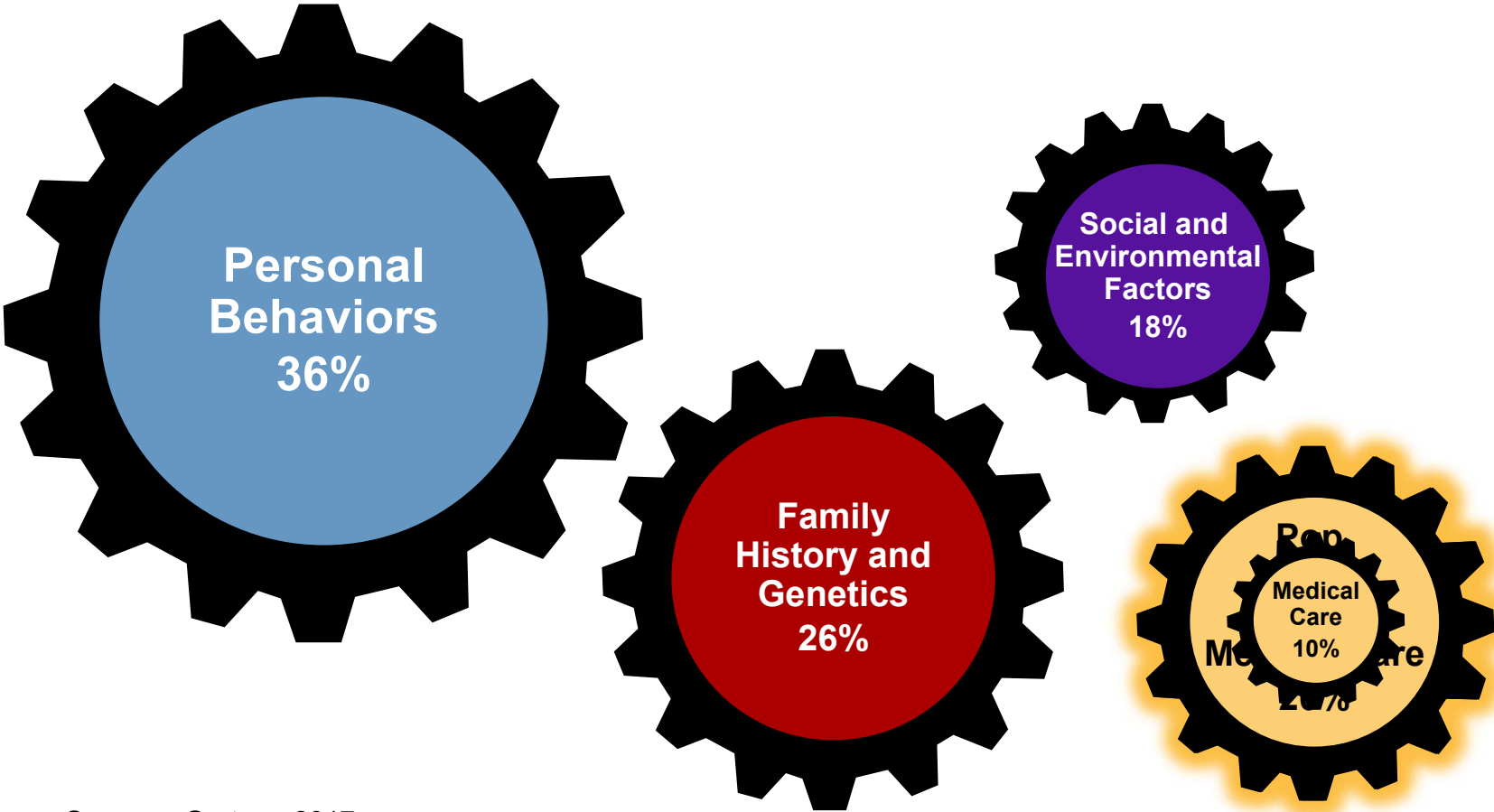
# Goal: Improving Medical Diagnosis and Treatment Quality

## Evidence-based, More Agile in Adopting Advancements



Source of Diagram: Institute of Medicine/National Academy of Medicine of the U.S. National Academy of Sciences, 2015

# Carefully-Broadened Provider Role By 2027



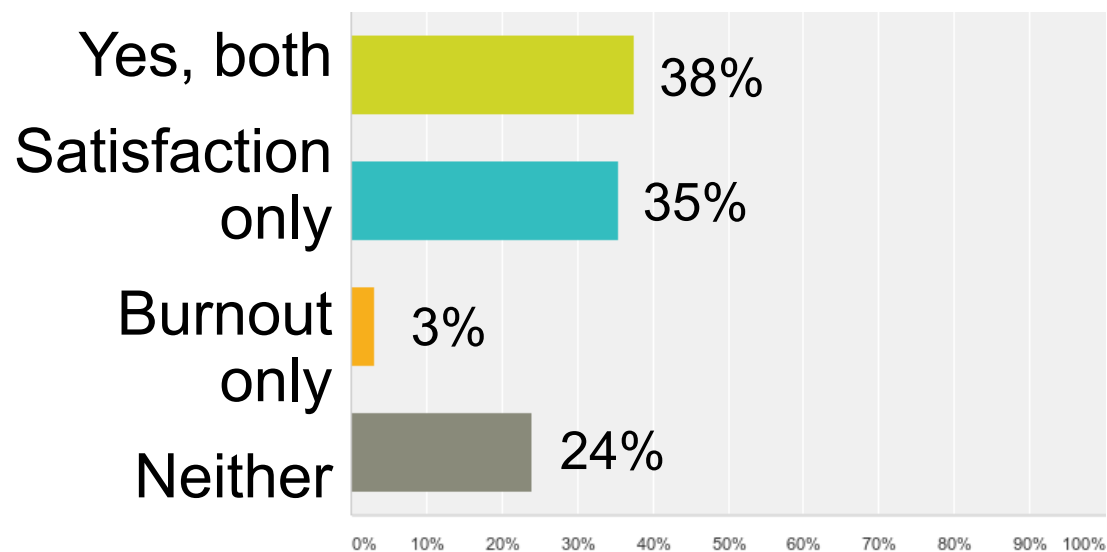
Source: Gartner, 2017

# Physician Burnout

# What Three Words Characterize the Mood, Attitude of the Physicians You Work With

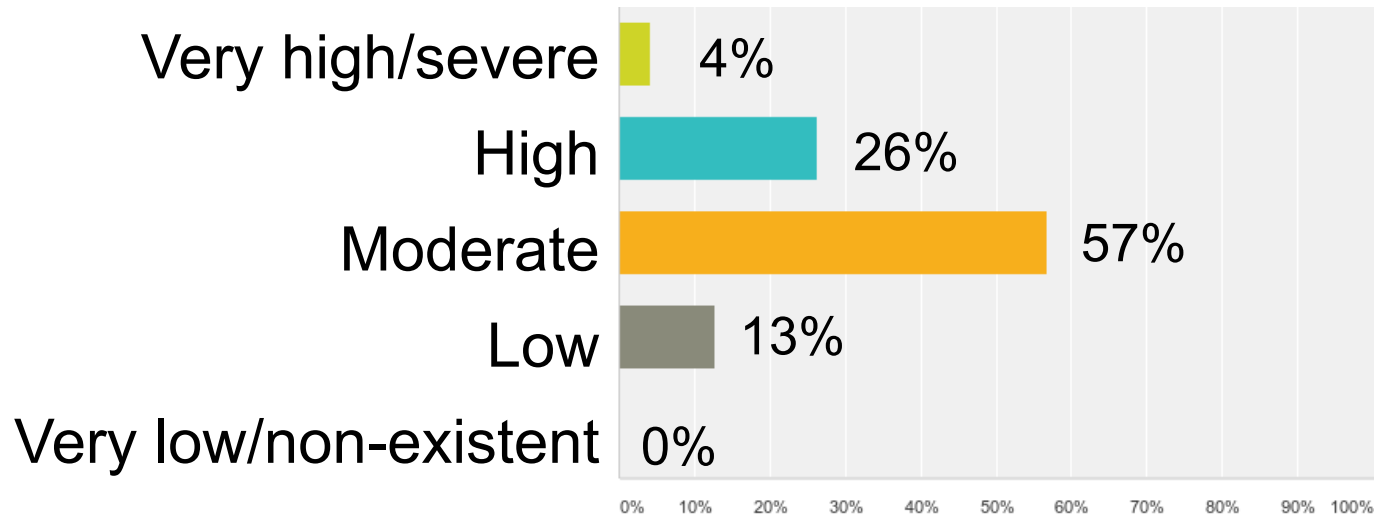


## Are Physician Satisfaction and Burnout Regularly Assessed at Your Organization?





# What is the Current Level of Physician Burnout at Your Organization?



# Tackling Burnout

- EHR & IT Improvements
- Communication, empathy, praise, coaching
- Compensation/Bonuses
- IT Innovations

*“IHI-led process to improve ambulatory care teamwork around 60 targets”*

*“Seminars in mindfulness and caring communication”*

*“Regional physician leaders to encourage having a voice”*

*“Physician wellness programs”*

*“We entered into a physician burnout collaborative”*

*“Our Clinical Informatics team is addressing burnout directly for physicians, and also nurses and pharmacists”*

## **Top 8 Challenges in Being a Successful “ACO” or Equivalent (percent indicating “this is a major challenge/concern for us”)**

1. Inadequate IT resources – 46%
2. Inadequate medical informatics resources – 45%
3. Eliminating unwarranted variance in quality and cost across providers and settings – 45%
4. Inadequate financial incentives from payers – 41%
5. Uncertainty around U.S. Federal policy and payment changes – 38%
6. Physician culture, alignment, engagement or burnout barriers – 37%
7. EHR interoperability – 32%
8. Effective IT systems for population health analytics, care management and coordination – 31%



A hand reaching towards a glowing digital interface with circuitry. The background is dark, and the hand is illuminated by a bright light source, creating a sense of interaction and digital transformation.

# Digitally Enabled Transformation

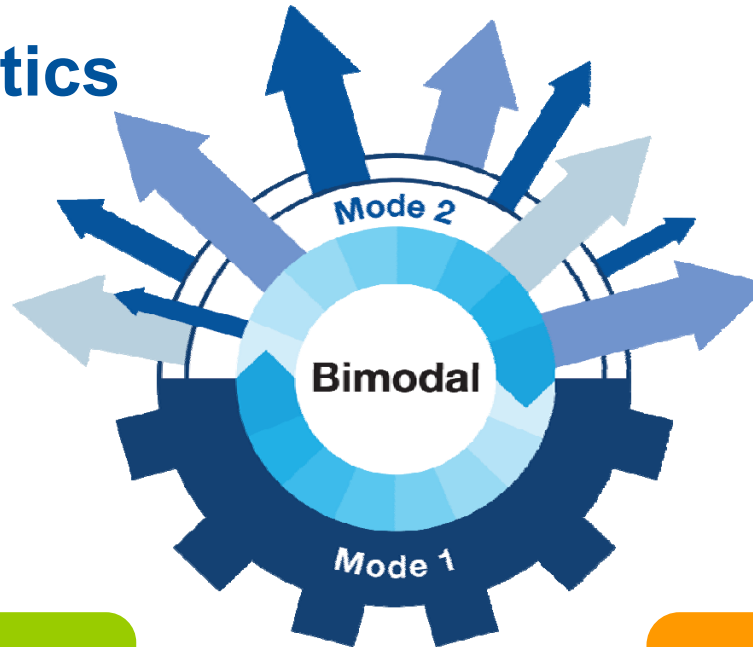
The realization of **new outcomes**  
*by blurring the digital and physical in*  
***organizations and societies***

# Recommendations: Going Bimodal

## Bimodal IT

### Bimodal Informatics

Two modes of IT, each designed to address different information and technology goals.



**Mode 1**

**Sequential:**  
stability and reliability

**Mode 2**

**Exploratory:**  
agility and flexibility

## **Recommendation: Live Gartner's Six Principles of IT Cost and Value**

Principle No. 1:  
All Who Deliver or Use Information  
Technology Should Always Serve in the  
Capacity of a Fiduciary

Principle No. 2:  
Optimizing IT Cost and Value Requires  
Effective Financial Transparency

Principle No. 3:  
IT Financial Management  
Responsibilities Are Equal in Importance  
to All Other IT Responsibilities

Principle No. 4:  
IT Cost Cutting and IT Cost Optimization  
Are Two Entirely Different Undertakings

Principle No. 5:  
Users Have a Right to Easily Understand  
All IT Financial-Management-Related  
Information

Principle No. 6:  
There Is No Such Thing as an IT Project

## Final Thought

I did not write you a poem  
This deck was enough of a tome  
Just wanted to say you're amazing  
Please take care of your care back home

Oh, guess I did write you a poem....

Love, Vi