



AMDIS-Gartner CMIO Survey

Preliminary Findings, 2009

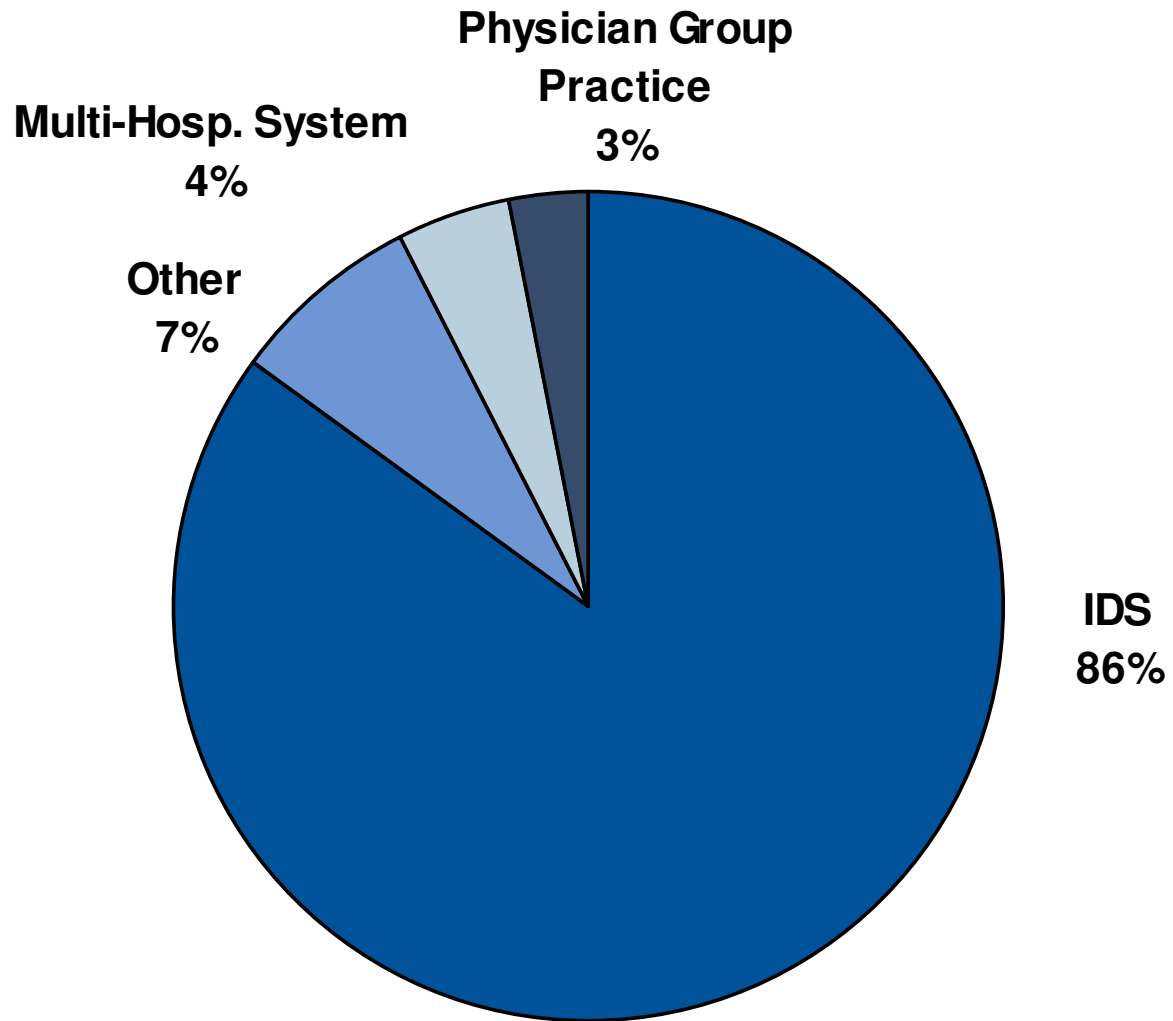
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Gartner®

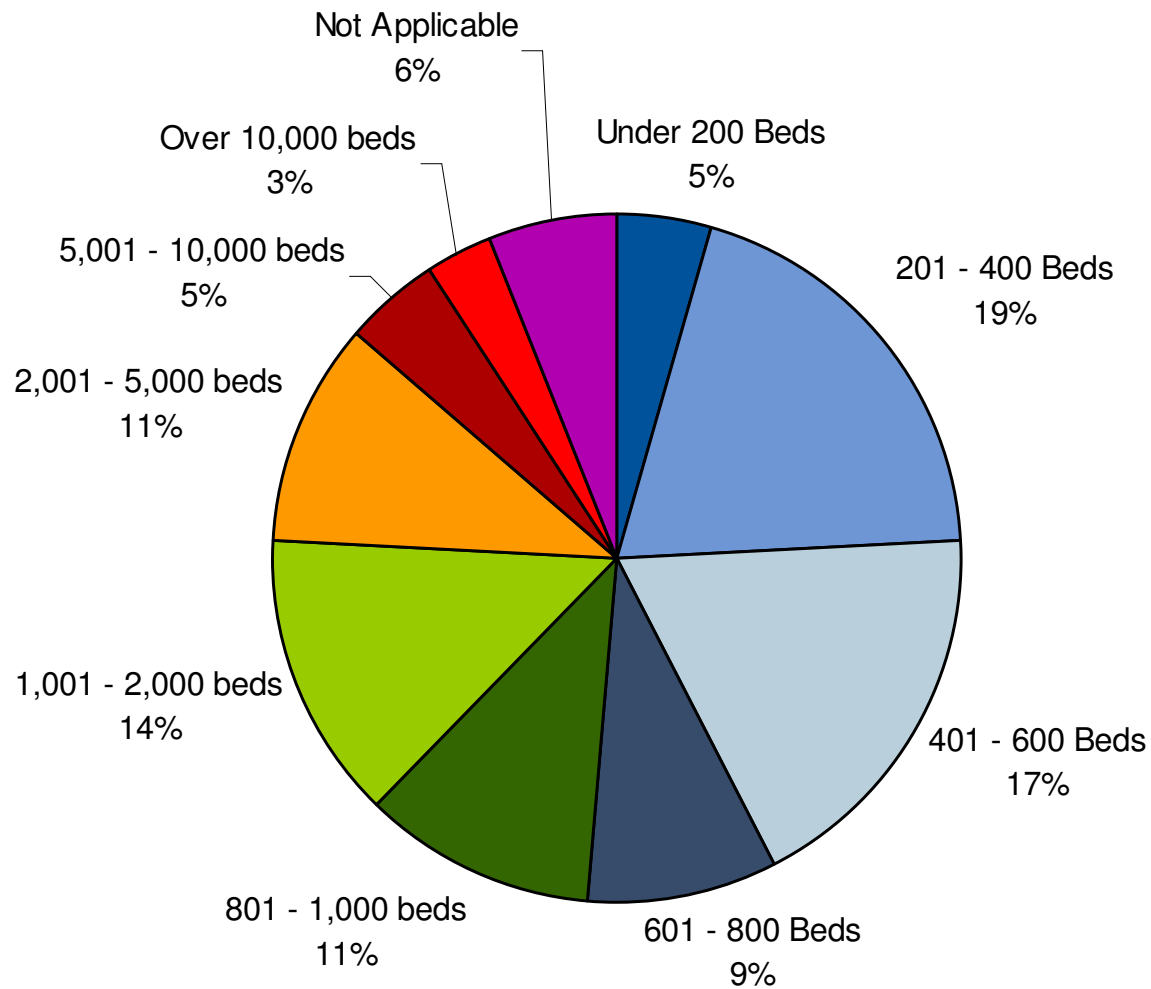
About the Survey

- Intended to give visibility to and educate on the evolving CMIO role
- Seek out good practices
- Method: Invited participation in online survey via the AMDIS list serve
- 67 CMIO responded this year

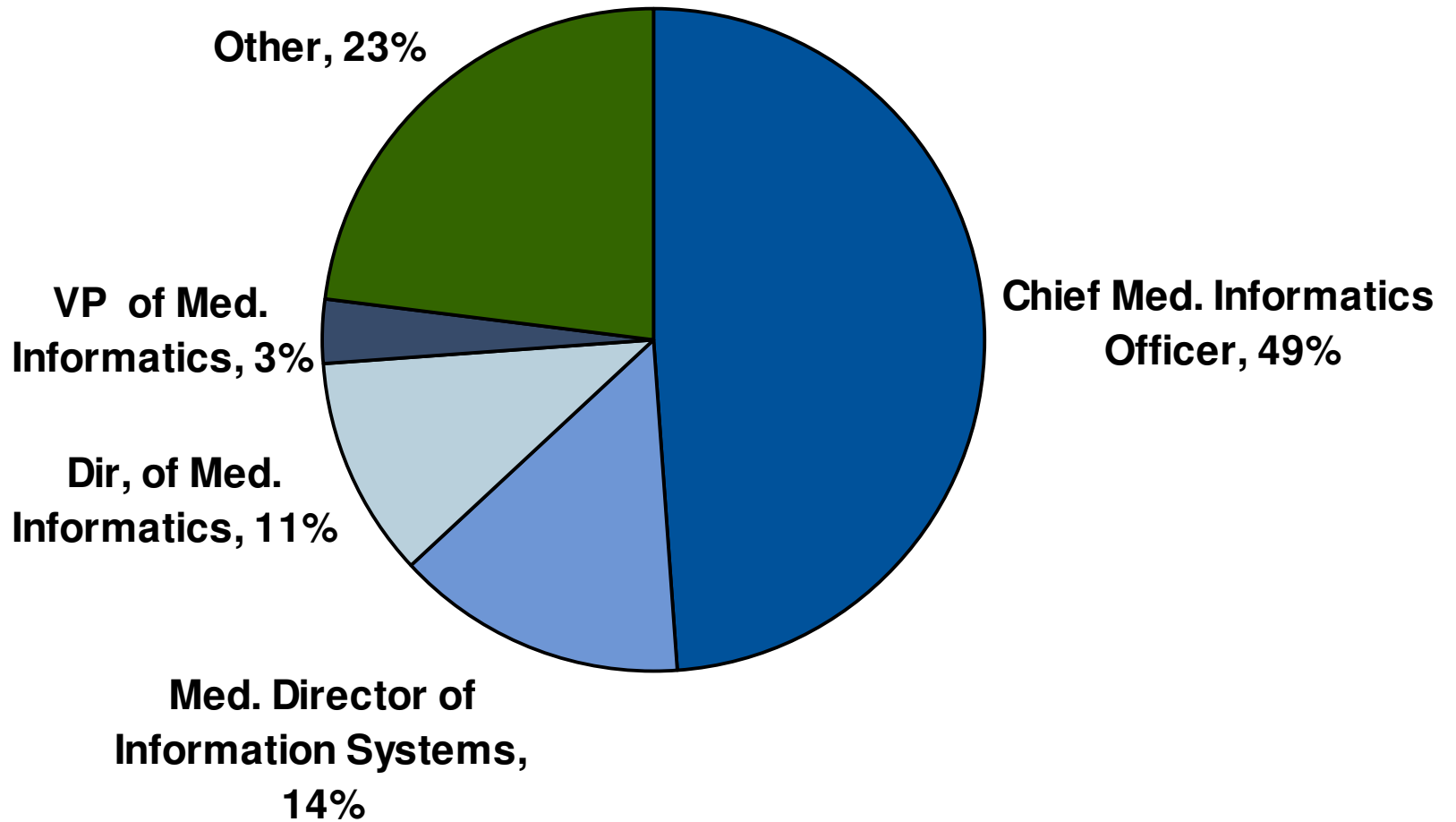
Respondents' Type of Organization



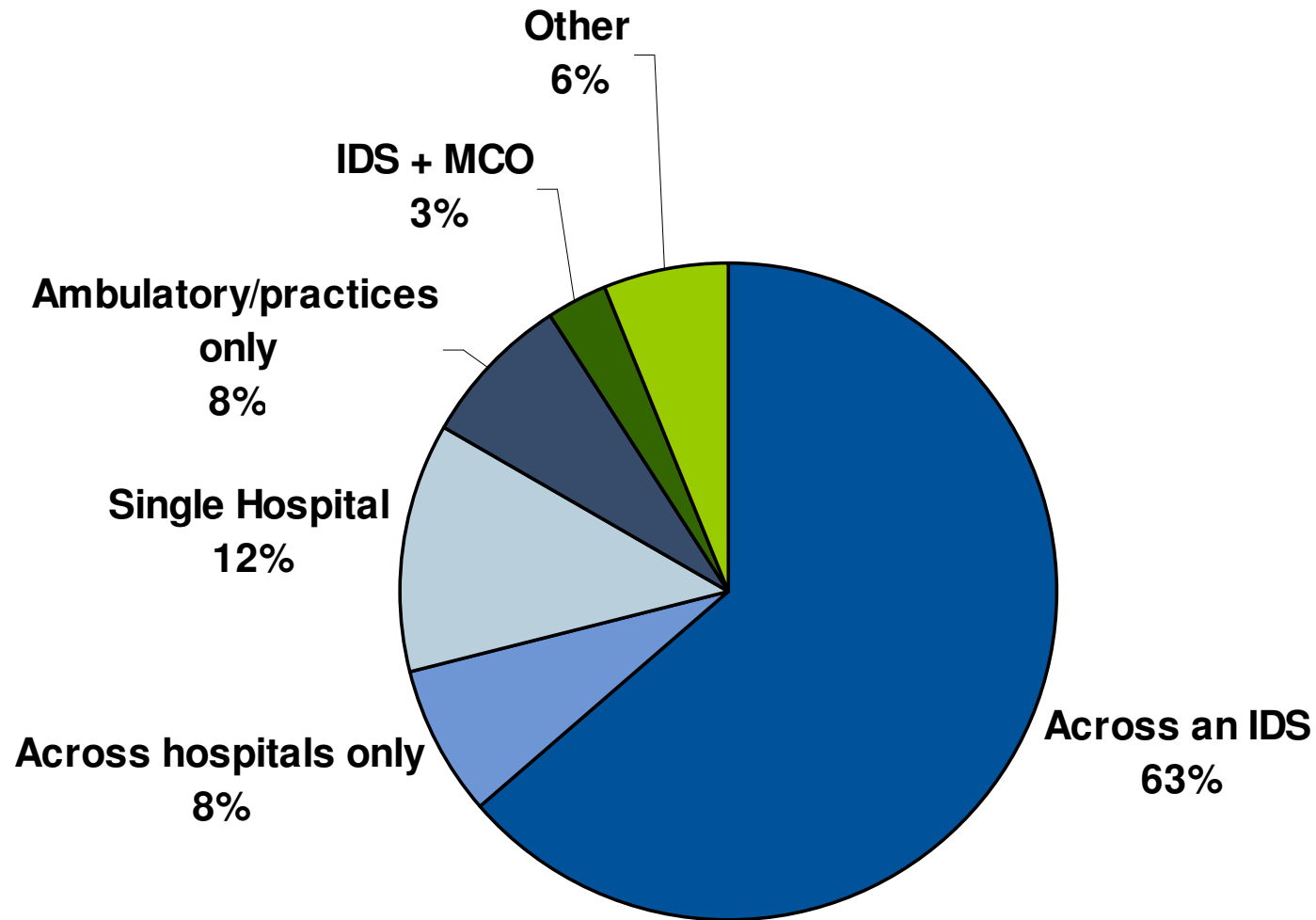
Respondents Number of Acute Care Beds



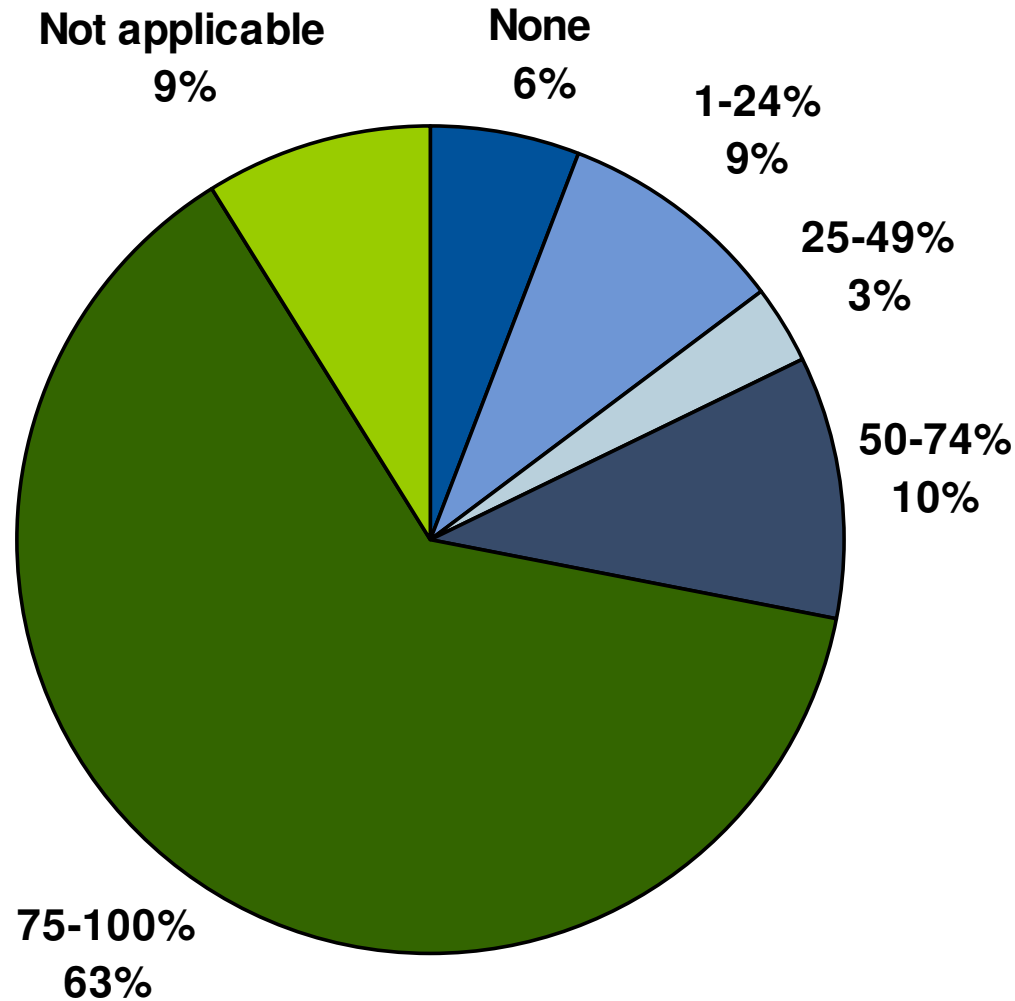
Job Title



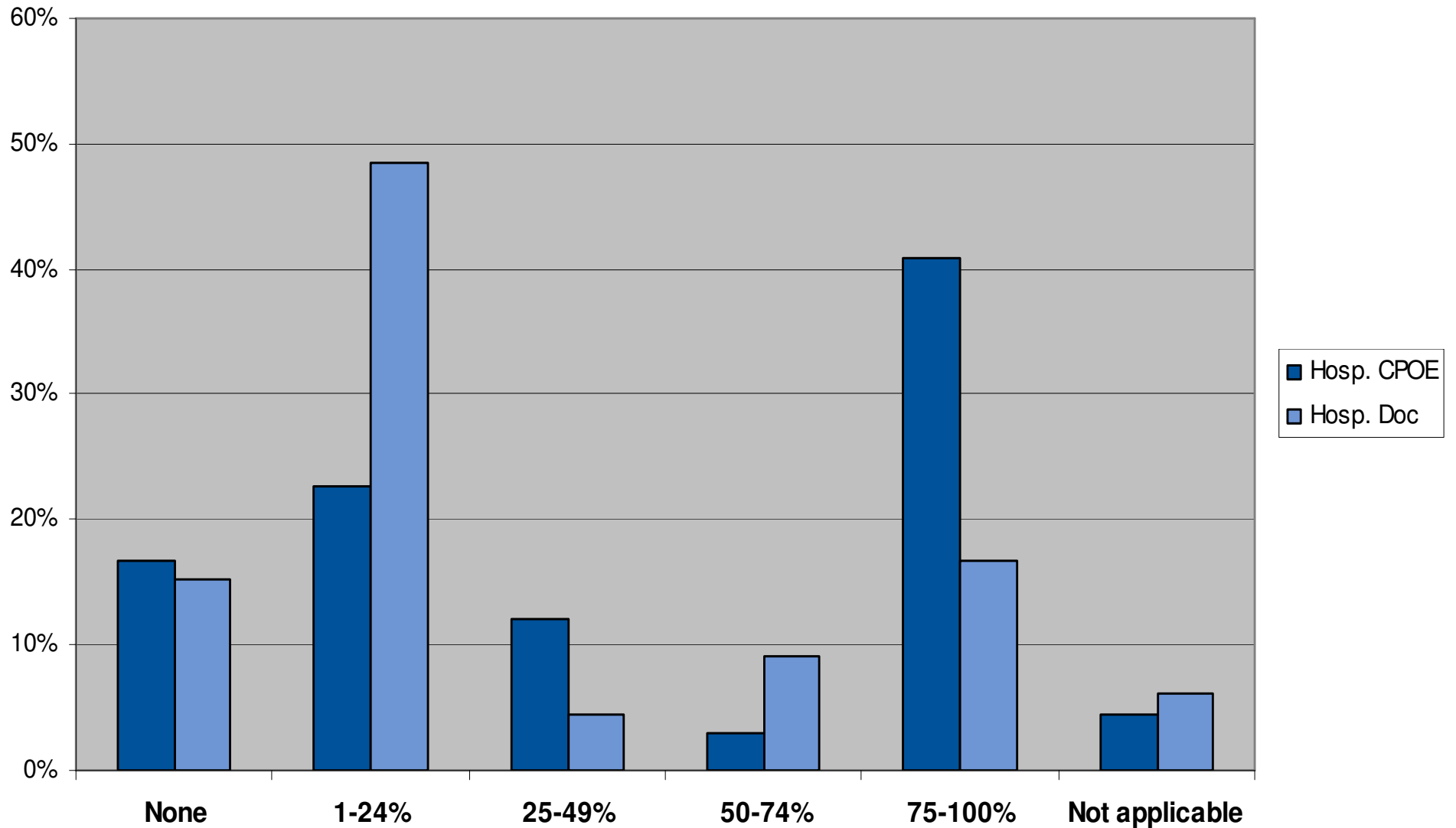
Respondents' Organization Responsibilities



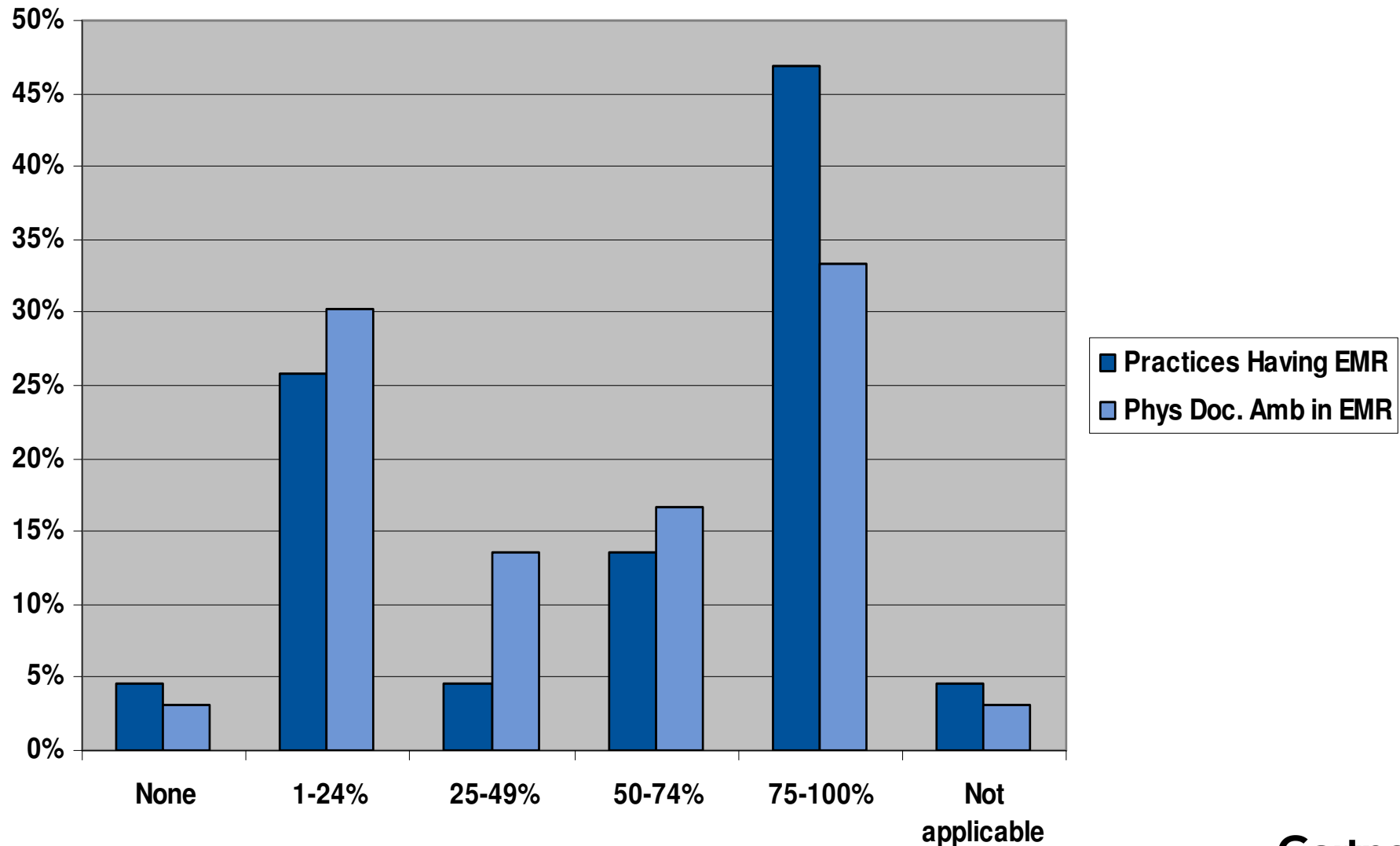
Level of Clinical IT Use: Nurses Document Acute Care in a CPR



Level of Clinical IT Use: Physician Acute Care CPOE and Documentation



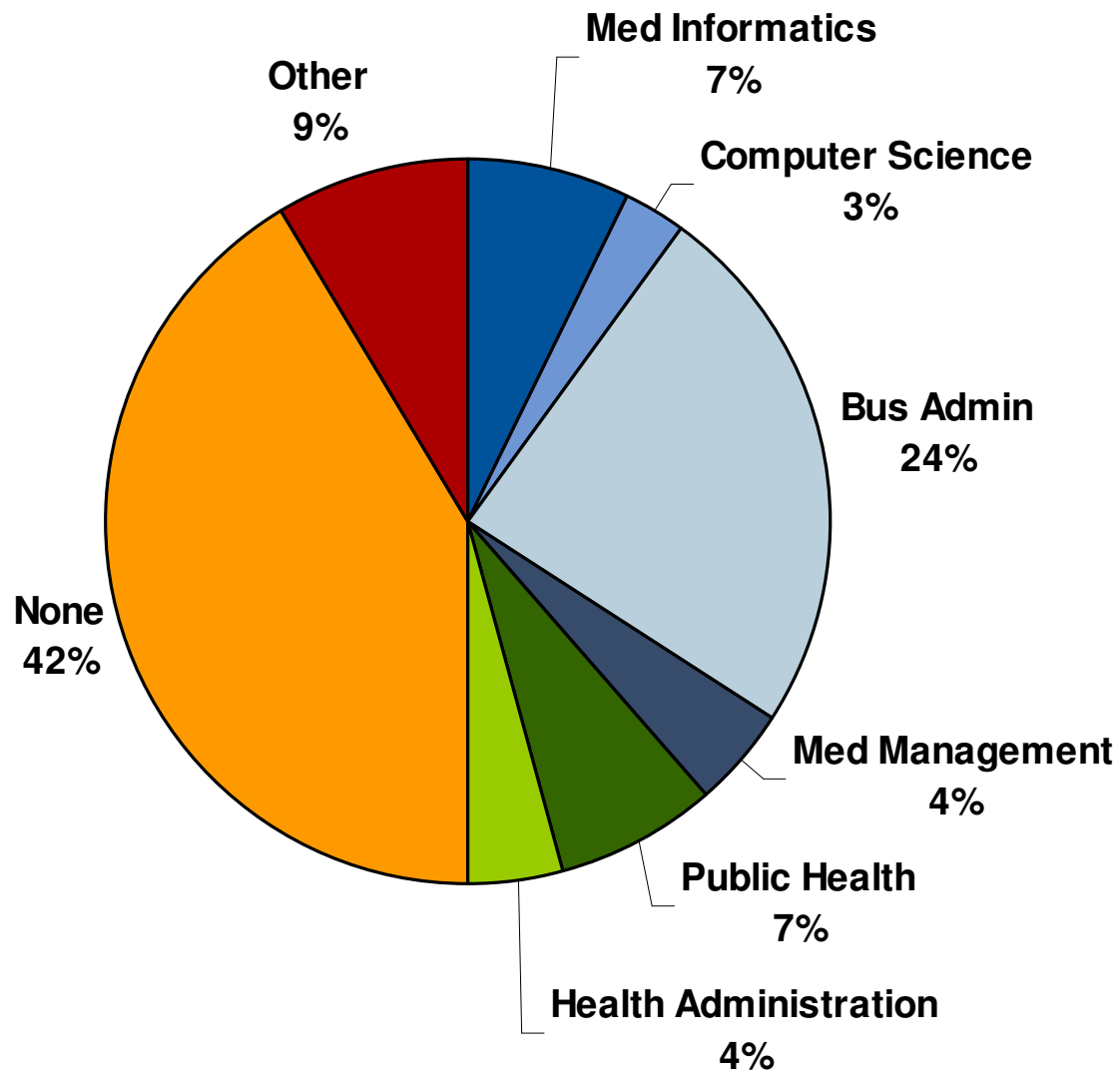
Level of Clinical IT Use: Amb/Physician Practice EMR



CMIO Characteristics

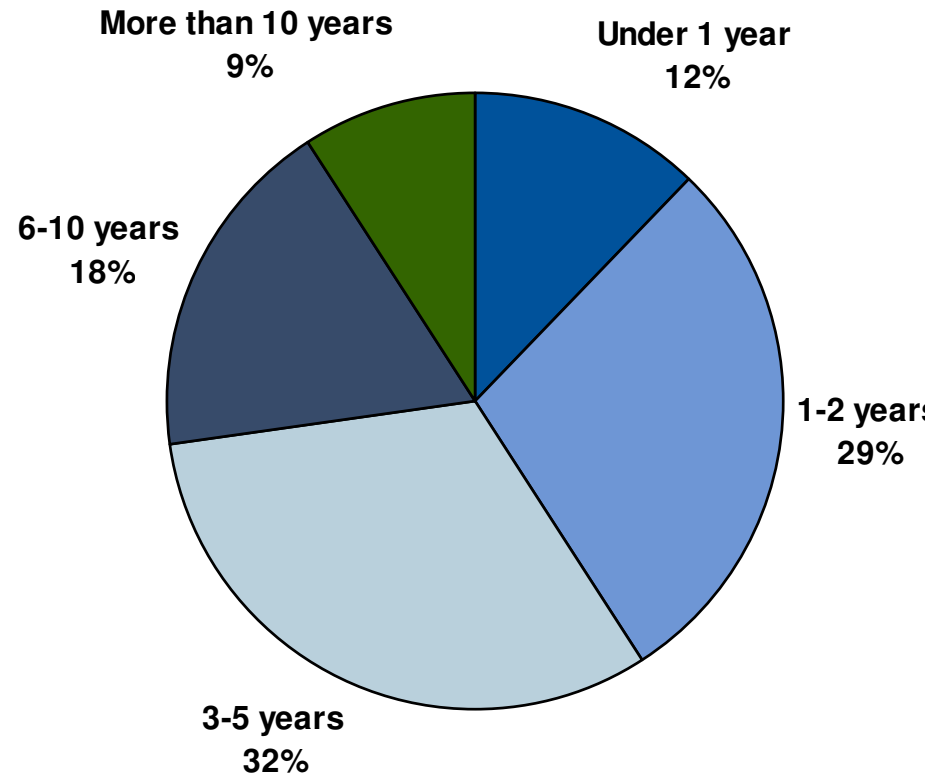
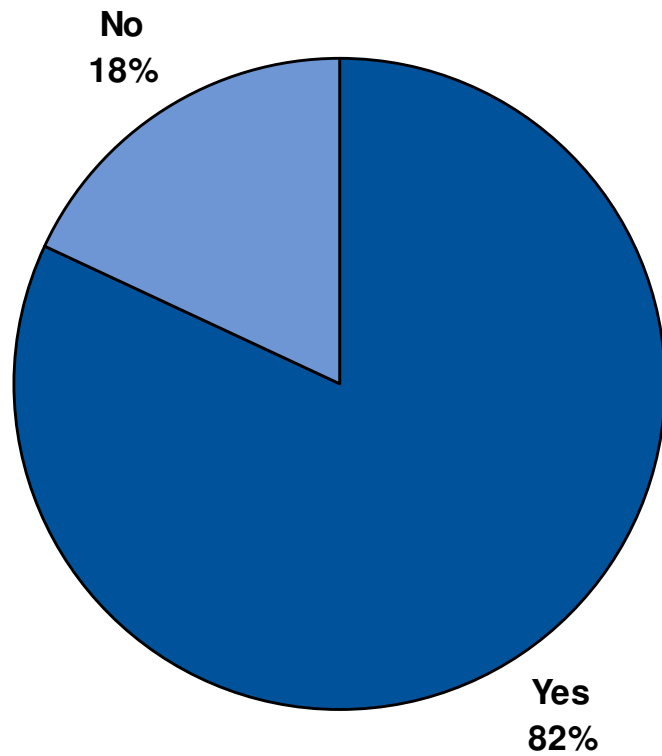
- Vast majority have prior administrative experience
- Most common medical specialties are:
 - Internal medicine
 - Family medicine
 - Pulmonary/critical care/ped crit care
 - Emergency medicine
 - General pediatrics
 - Various other specialties
- Most CMIOs continue to practice medicine and feel the CMIO should

Masters Degree

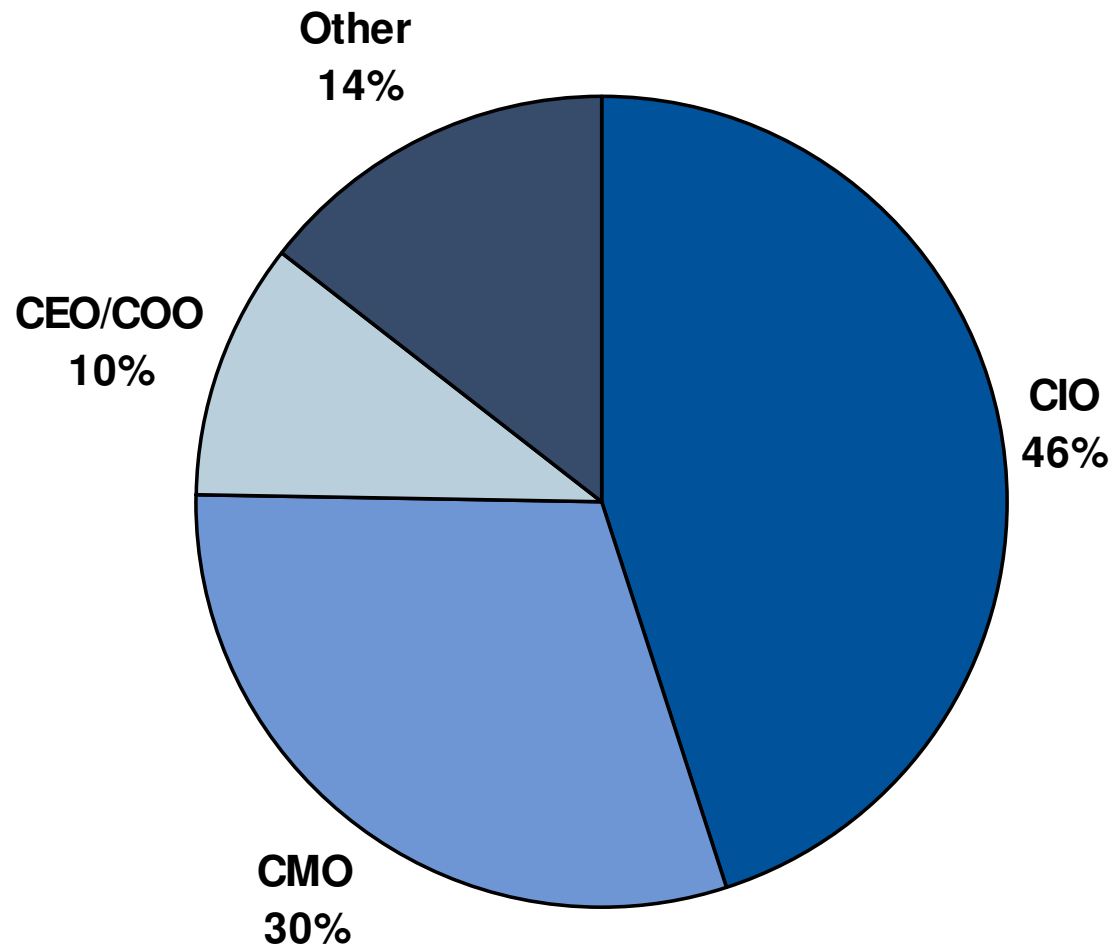


First CMIO Position

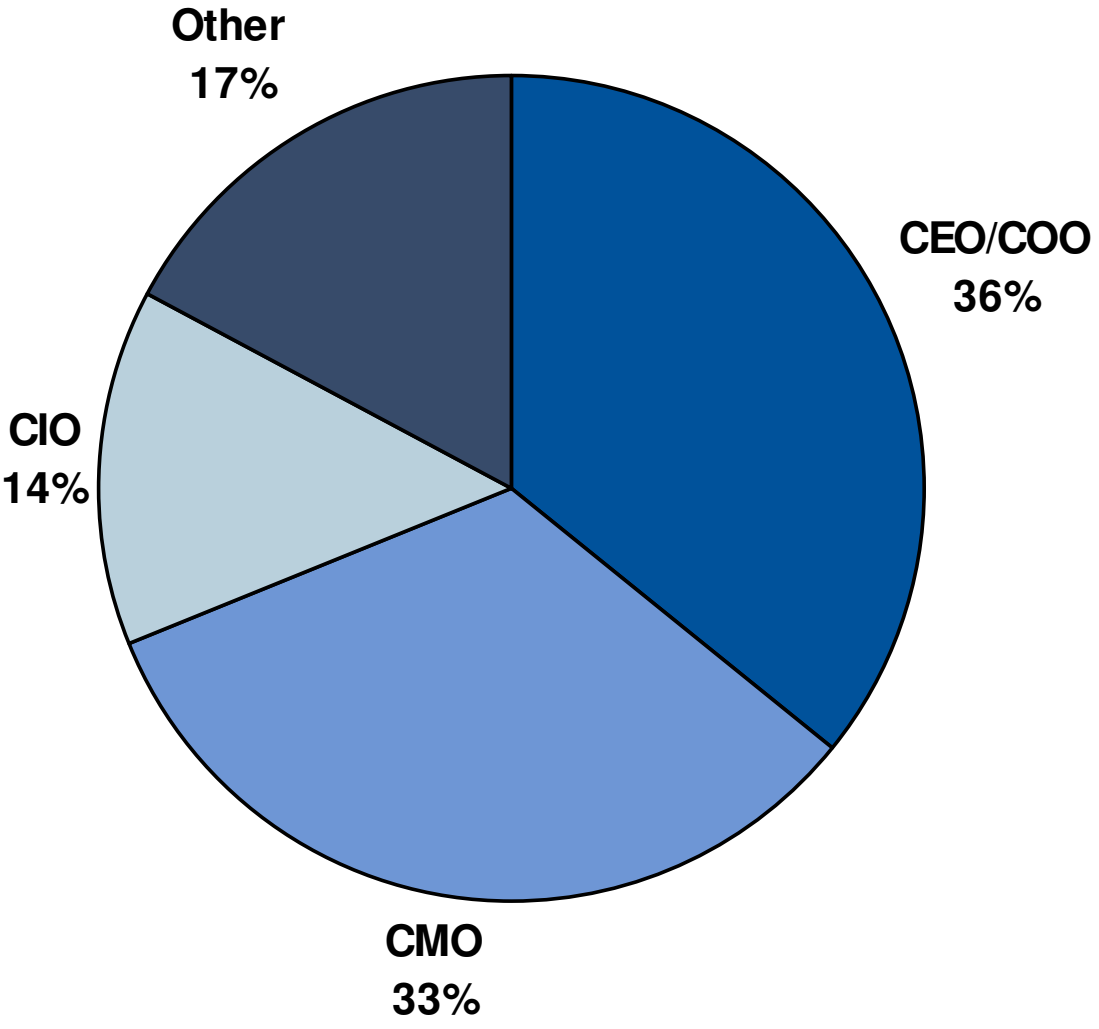
How Long a CMIO



CMIO Reporting Relationship



CMIO Reporting Relationship Recommended



Why?

■ CMO:

- Natural attraction force to medical/quality work
- Alignment with physician change management

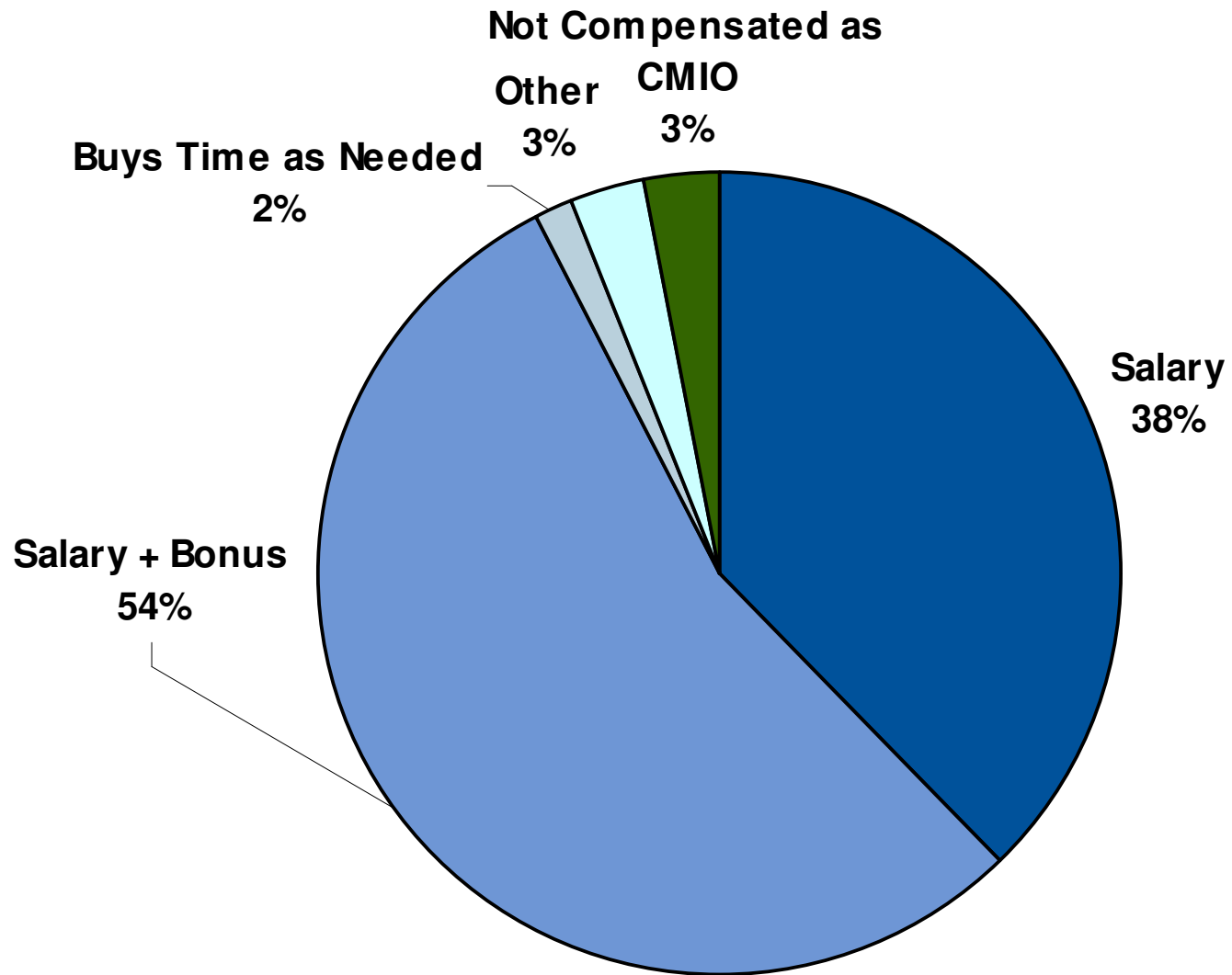
Down side: may not be seen to represent other clinicians' needs and interests

■ CEO/COO

- Access to power/voice heard
- Access to money
- Importance of clinical IT to the organization

Down side: will you get time and attention?

Compensation



Percent of Time Compensated as CMIO

1-24%
2%

25-49%
9%

50-74%
14%

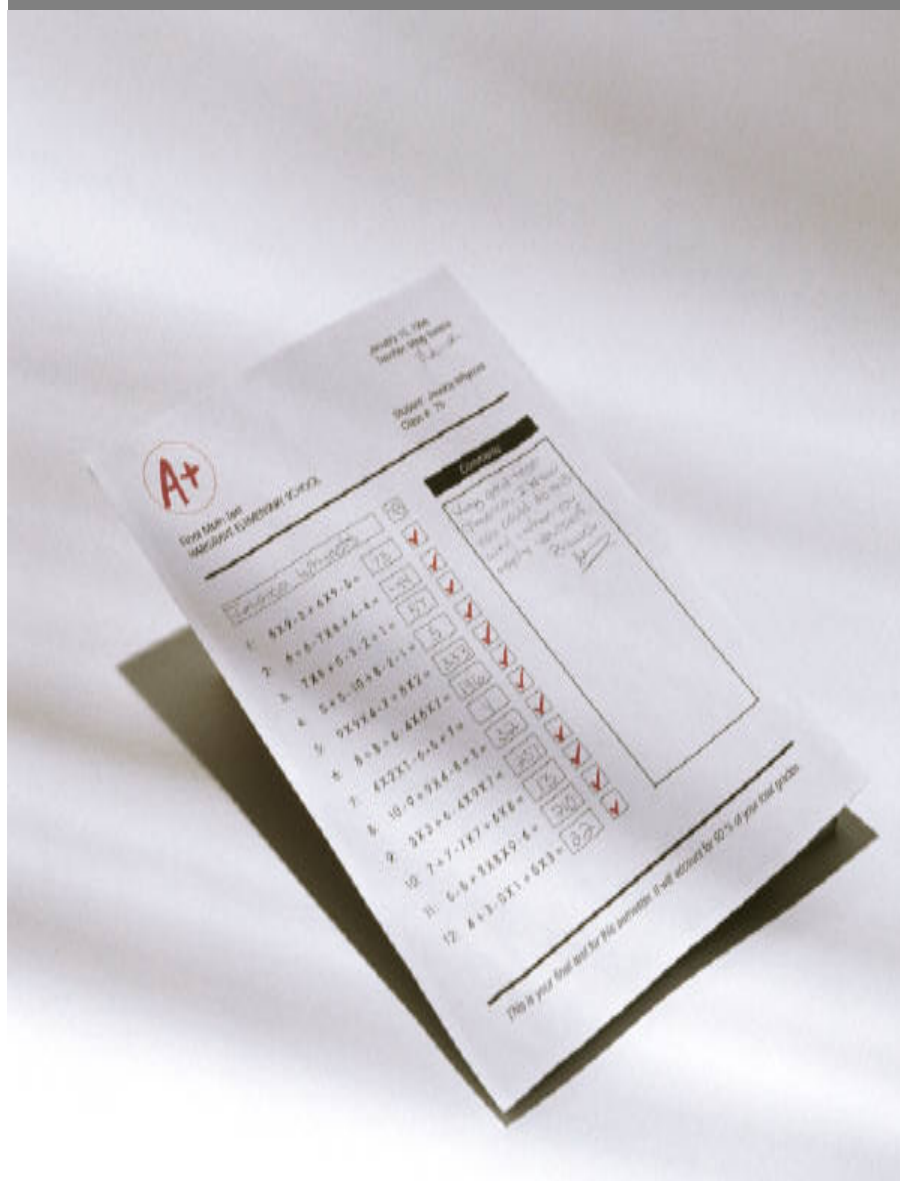
75-100%
73%

**Compensation correlates
with medical specialty rate,
stature, and tenure**

Highest CMIO Priorities (Scale of 1 to 7)

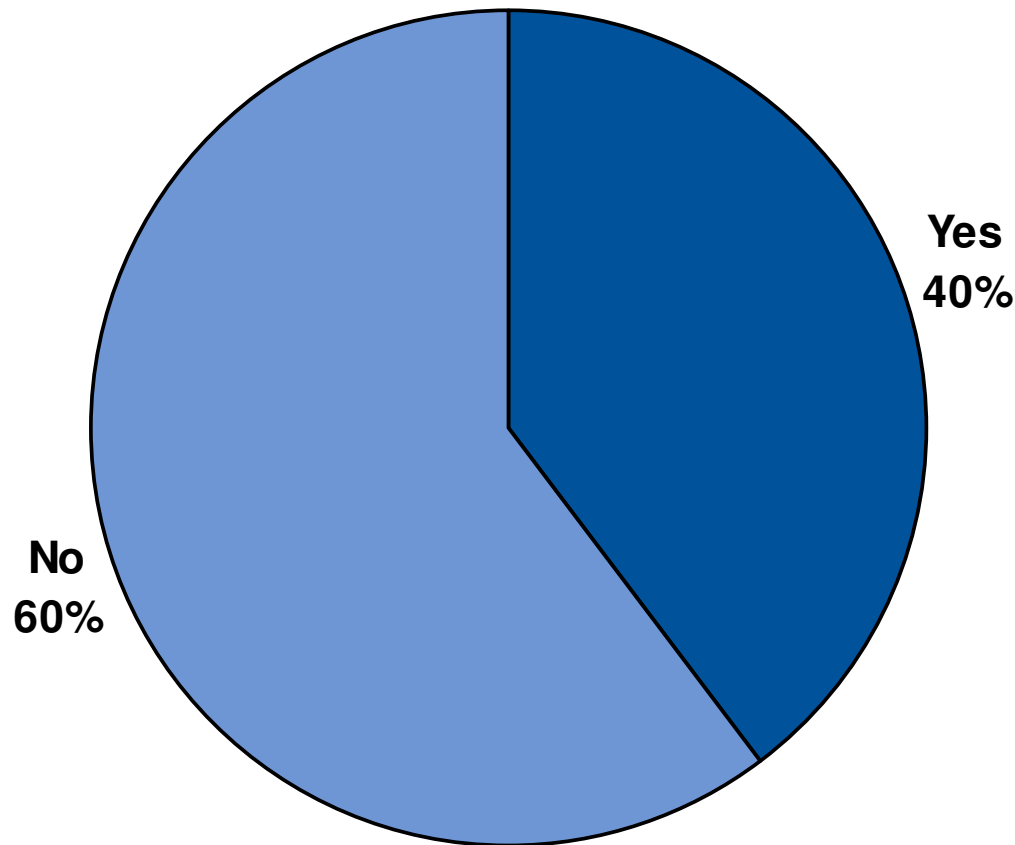
	Mean	Deviation
Optimizing IT Impact	6.2	1
Strategic Plan	6	1.2
Quality Improvement	5.7	1.1
Data Stewardship for Performance/Clin. Analytics	5.5	1.1
Selection/Implementation of Vendor Systems	4.7	2
Patient Flow/Throughput	4.5	1.6
HIEs	4.2	1.8
Data Stewardship for Clinical Research	3.8	1.8
PHRs for Patients	3.7	1.6
Patient Experience Mgmt	3.4	1.7

Changes in Priorities, Next 2 Years



- Advancing clinical automation
- Move closer to quality and performance improvement
- Stimulus/HITECH
- Closer enterprise integration/interoperability
 - Among hospitals
 - With physicians/practices

Does the CMIO Have a Team Reporting to Him/Her?



**Number, type
varies widely, 5-30**

**Some do, some don't
include nursing,
pharm. informatics**

Factors Influencing Success: Organizational

- Organizational
 - Commitment of top leadership to clinical vision
 - Culture conducive to change
 - CIO alignment and support
 - Required infrastructure in place (high-speed network, wireless)
 - Adequate resources

Responsibilities of a Medical Informatics Department: General Agreement

- **Liaison with Physicians / Clinical Communities**
- **Requirements Development**
- **Project Management Support and Monitoring**
- **Training Design and Delivery**
- **Application Design / Build / Analysis**
- **Workflow Design / Transformation**
- **Deployment / Continuing Negotiation**
- **End User Support**
- **Content and CDS Life Cycle Management**
- **Data Stewardship and BI / Clinical Analytics**
- **Quality / Safety Reporting**
- **Strategic Planning & Prioritization**
- **Innovation and Experimentation**

Factors Influencing Success: Personal

- Personal
 - Credibility
 - Communication – a good listener and “can talk to anyone”
 - Collaborate with diverse set of stakeholders
 - Vision, ability to see the big picture
 - Change management skills
 - Business training and experience
 - Process facilitator and problem solver
 - A sense of humor

Some Personal Challenges

- “Challenging peers about behavioral changes”
- “I want everything to work perfectly yesterday.”
- “Why doesn’t everyone see it my way?!”
- “Relatively limited direct supervisory and budget authority”
- “Need more experience with formal presentations”
- Lack of training (IT, business/budgeting, personnel management)
- “Impatience w/ people/depts who care only about themselves.”
- “Italian background”

Substantial Business Challenges

- Adding Hospitals and Volume
- Changing Philosophy / Necessity re Physician Practices and Physician Employment
- Healthcare Reform
- Changing Nature of Health System Service Lines
Competition
Consumer Needs

Technology / Science Challenges and Opportunities

- Natural Language Processing
- Mobility
- Telemedicine
- Genomics with Decision Support
- Robotics
- Social Networking and Patient Care

The Emerging CMIO Maturity Model

“Define the Future” – Innovation

“Deliver the Value” – Accountability

“Develop, Delineate, Delegate” – Clarity

“Workaholic Super Glue” - Acceptance

“I started out as a child.” Acknowledgement

CMIO Role Maturity

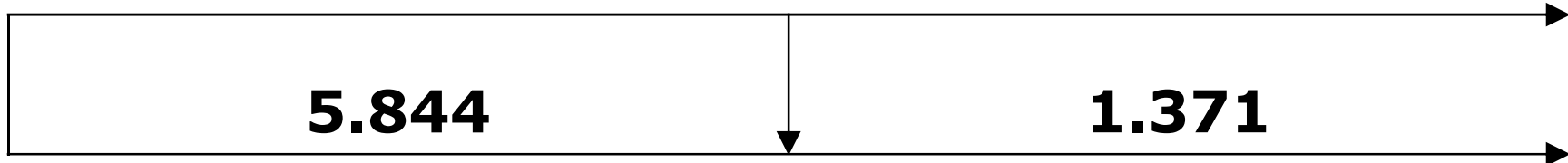
- **“I have been able to get beyond implementations and setting up the basics.**

“Now I’m focused on how to leverage the investment for quality and safety gains.

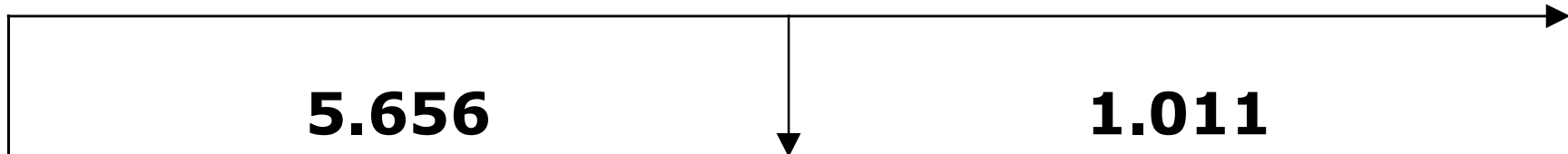
“Much more gratifying.”

CMIOs Feel Both Satisfied and Successful (Scale of 1 to 7)

Feel Satisfied



Feel Successful



	Mean	Deviation
“Plays well with others”	6.806	0.568
Strong communicator	6.774	0.688
Strong leadership skills	6.548	0.694
Inspiring	6.258	0.94
Creative/an ‘out of the box’ thinker?	6.161	0.891
Change management expertise	6.097	1.211
Strong negotiating skills	5.803	1.195
Pre-existing credibility and trust	5.339	1.546

Next Job?

There is a Suggestion of Change Afoot

