The Inside Track: The Health System Chief Information Officer (CIO)

Getting to Know the CIO Persona

CIO in Brief

Serving as the senior-most technology executive at a health system, CIOs oversee technology strategy, development, implementation, and quality control. CIOs typically report to the CEO, CFO, or COO.
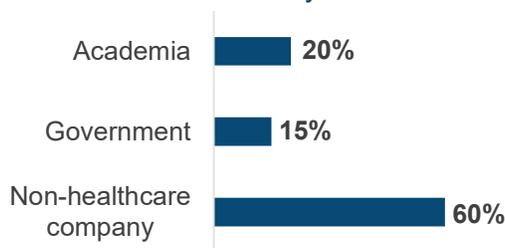
Key Traits

- Business leader: Role has shifted from primarily technology-focused to being a strategic visionary, change agent, and transformation consultant

- Internal IT champion: CIO has keen ability to explain what information services can do for the organization and champion solutions

- Dual translator: CIO can turn system priorities into an IT roadmap and make IT topics and priorities accessible to other executives, the board, and entire health system

- Accountable: Holds self and teams to high standard for reliable systems, information security, enablement of care delivery, and business transformation

- ROI-oriented: CIO seeks clear results from new functionality; maintains healthy skepticism of purported benefits

- Getting new titles: Reflective of a changing focus, some CIO roles have shifted to Chief Transformation Officers or Chief Information and Digital Officers
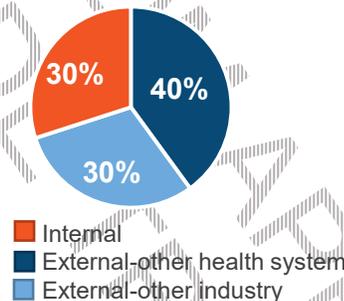
Background

Audit of Leading Health System CIO Profiles

Where Have CIOs Previously Worked Beside Health Systems?

Academia	**20%**
Government	**15%**
Non-healthcare company	**60%**

Where Are CIOs Hired from?

- 40% — External-other health system
- 30% (orange) — Internal
- 30% (light blue) — External-other industry

Legend:
- 🟧 Internal
- 🟦 External-other health system
- 🟦 External-other industry

How Long have CIOs Been in Seat?

4.3 years
Average years in role

Executive Family

Other key technology and informatics roles with touchpoints to the CIO, and their key areas of focus

Chief Information Security Officer

- Third-party risk management (e.g., data sharing)
- Evaluation criteria for security solutions
- Data leakage & loss prevention
- Threat detection & response

Chief Digital Officer

- Developing vision for driving growth & meeting system priorities through digital tools
- Selection & adoption of digital technologies
- Adapt products & processes for digital delivery

Chief Medical Informatics Officer

- Demonstrating the value of informatics
- Digital health operational, clinical, & data flows
- Optimizing existing capabilities (e.g., EHR functionality) & evaluating build vs. buy for new ones

Chief Nursing Informatics Officer

- Reducing documentation & scheduling burdens
- Developing/executing unified communications & secure messaging
- Tech needs & skills development for new nursing models (e.g., virtual nursing)