The Future of Leadership in Health Technology

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“The implications for existing and aspiring CEOs are equally clear. Information technology is now a survival issue...more and more frequently IT issues are now wrapped inside wider questions of business strategy.”

How to Be a CEO for the Information Age
Michael Earl and David Feeny
Sloan Management Review, Winter 2000, Volume 41 Number 2
What’s Important to the Top Executives?

NOT IT !!!!
## American College of Healthcare Executives

### Top Issues Confronting Hospitals: 2017

<table>
<thead>
<tr>
<th>Issue</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial challenges</td>
<td>2.0</td>
<td>2.7</td>
<td>3.2</td>
</tr>
<tr>
<td>Governmental mandates</td>
<td>4.2</td>
<td>4.2</td>
<td>4.5</td>
</tr>
<tr>
<td>Personnel shortages</td>
<td>4.5</td>
<td>4.8</td>
<td>5.1</td>
</tr>
<tr>
<td>Patient safety and quality</td>
<td>4.9</td>
<td>4.6</td>
<td>4.2</td>
</tr>
<tr>
<td>Patient satisfaction</td>
<td>5.5</td>
<td>5.5</td>
<td>5.3</td>
</tr>
<tr>
<td>Physician-hospital relations</td>
<td>5.9</td>
<td>5.9</td>
<td>5.7</td>
</tr>
<tr>
<td>Access to care</td>
<td>5.9</td>
<td>5.8</td>
<td>6.2</td>
</tr>
<tr>
<td>Technology</td>
<td>7.0</td>
<td>7.2</td>
<td>7.1</td>
</tr>
<tr>
<td>Population health management</td>
<td>7.3</td>
<td>6.6</td>
<td>6.3</td>
</tr>
<tr>
<td>Reorganization (e.g., mergers, acquisitions, restructuring, partnerships)</td>
<td>7.5</td>
<td>7.8</td>
<td>7.4</td>
</tr>
</tbody>
</table>
# The Healthcare CIO/HIT Leader:

*From Crawling to Walking Upright, to Carrying the Organization*

<table>
<thead>
<tr>
<th>An Advisor role</th>
<th>A Supportive role</th>
<th>An Enabler role</th>
<th>A Driver role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech Manager</td>
<td>CIO 1.0</td>
<td>CIO 1.5</td>
<td>CIO 2.0</td>
</tr>
</tbody>
</table>

**IT Operations**

- Application Purveyor
- Vendor Manager
- Project Manager
- Asset Manager
- Problem Manager
- Skill Manager
- Process Navigator

**Knowledge Purveyor**

- Technology Interpreter
- Process Visionary
- Process Consultant

**Service Broker**

- Venture Capitalist
- Customer Service Innovator
- Economist
- Risk Manager
- Political Visionary

**Financial Analyst**

- Change Agent
- Educator
- Lobbyist
Building Blocks of HIT 2.0

- Healthcare Information Exchange
- Certified Electronic Health Record
- Patient Portals
- Data Warehouse
- Business Intelligence
- Complete Data Integration

- Data Analytics
- World-class IT Team
- Unified Communications
- ACO System
- Population Health System
- Document Management
- TBD
- TBD
Current IT Trends

• Security
• Cloud
• Telemedicine
• Predictive Modeling
• Patient Empowerment

• Big Data
• Consumerism
• Consolidation
• mHealth
• BYOD/T
• Total Process Optimization
CIO/HIT 3.0: The Transformational Leader

What is a Transformational Leader
And How Do I Become One?
CIO/HIT 3.0

- Operational Management (2.0)
- Senior Management Leadership (Strategic)
- Change Leadership
- Innovation
- Talent Management
- Information Governance/Knowledge Management
- Relationship Management
HIT 3.0 Skill Sets

- Operational Management (2.0)
- Senior Management Leadership (Strategic)
- Change Leadership
- Talent Management

• Innovation = Revolutionary

- Information Governance/Knowledge Management
- Relationship Management
Evolution:
gradual development of something, especially from a single to a more complex form.

Revolution:
fundamental change in a way of thinking about or visualizing something.
Advanced Innovation/Revolution Technologies

Analytics
Artificial Intelligence
Business Intelligence
Cognitive Computing
Deep Learning
Machine Learning
Natural Language Processing
Neural Network
Predictive Analytics
Revolutions tend to involve some important activity becoming cheaper, faster & easier

First
1784
Steam power - mechanical production, railroads

Second
1870
Electrical power - Mass production, assembly line

Third
1969
Electronics - Automated production, computers

Fourth
Today
Prediction – AI, big data, robotics
Lily Pad Growth in a Pond

Average cost for Lab: $100 to $3000
Average cost for Cue: $4
4th Industrial Revolution

“The healthcare IT leader will lead the revolution not be replaced by it or assimilated by it.”
Thank you!

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