The Changing Role of the CIO
Digital Leaders for the Future

Tim Stettheimer, PhD, FACHE, FCHIME
VP & Regional CIO, Ascension Health Information Services, USA

GA HIMSS Annual Conference
October 17, 2017
“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 & David Feeny
Sloan Management Review, Winter 2000, Volume 41 Number 2
WE ARE ASCENSION.
Transforming healthcare around the world.
Discussion Items

- IT Leadership – where we’ve been
- Grammar (Future Perfect Progressive)
- Everything is a leadership problem
IT Leadership
where we’ve been

This is not a new world, it is simply an extension of what began in the old one.
The Healthcare Digital Leader: From Crawling to Walking Upright, to Carrying the Organization

<table>
<thead>
<tr>
<th>Advisor Role</th>
<th>Supportive Role</th>
<th>Enabler Role</th>
<th>Driver Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech Manager</td>
<td>CIO 1.0</td>
<td>CIO 1.5</td>
<td>Service Broker</td>
</tr>
<tr>
<td>IT Operations</td>
<td>Application Purveyor</td>
<td>Knowledge Purveyor</td>
<td>Project Advisor</td>
</tr>
<tr>
<td></td>
<td>Vendor Manager</td>
<td>Technology Interpreter</td>
<td>Venture Capitalist</td>
</tr>
<tr>
<td></td>
<td>Project Manager</td>
<td>Process Visionary</td>
<td>Customer Service</td>
</tr>
<tr>
<td></td>
<td>Asset Manager</td>
<td>Process Consultant</td>
<td>Innovator</td>
</tr>
<tr>
<td></td>
<td>Problem Manager</td>
<td>Financial Analyst</td>
<td>Economist</td>
</tr>
<tr>
<td></td>
<td>Skill Manager</td>
<td>Change Agent</td>
<td>Risk Manager</td>
</tr>
<tr>
<td></td>
<td>Process Navigator</td>
<td>Educator</td>
<td>Political Visionary</td>
</tr>
</tbody>
</table>
Digital Leader 3.0

- Operational Management (2.0)
- Senior Management Leadership (Strategic)
- Change Leadership
- Innovation
- Talent Management
- Information Governance/Knowledge Management
- Relationship Management
The Fundamental Model for IT is Being Forced to Change

- Digitization of everything has resulted in data explosion
- The Cloud is commonplace
- Many older IT systems are expensive and inflexible
- Mobile devices are ubiquitous
- Enterprise systems can be purchased as a service
- Managers are procuring their own IT services & solutions
The **future perfect progressive**, is a verb **tense** that describes actions that will continue up until a point in the **future**. The **future perfect continuous** consists of **will** + **have** + **been** + the verb's present participle (verb root + -ing).

**Inevitability is happening now.**
Future IT Focus

- Security
- Cloud
- Telemedicine
- Predictive Modeling
- Patient Empowerment
- Big Data
- Consumerism
- Consolidation
- mHealth
- BYOD/T
- Total Process Optimization
The Healthcare Ecosystem in the Next 10 Years

- Rise of consumerism
- Shift from volume to value
- Surge in interest in wellness
- March of technological advances & digitalization
- Decentralization
Three Hats of the CIO

Perception of the CIO Role: CIO & LOB View

Source: IDC’s CIO Sentiment Survey & LOB Sentiment Survey, 2015
80% of global executives are experimenting or thinking about different business models.
## How is the Role Changing?

<table>
<thead>
<tr>
<th>That was then …</th>
<th>This is the future …</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy maker</td>
<td>→ Strategy influencer</td>
</tr>
<tr>
<td>Primary IS innovator</td>
<td>→ Support innovation and research</td>
</tr>
<tr>
<td>Developer of IS plans with business input</td>
<td>→ Provider of IS input to business plans</td>
</tr>
<tr>
<td>Project manager</td>
<td>→ Support projects with IS talent</td>
</tr>
<tr>
<td>Leader of analytics</td>
<td>→ Analytics “tool(s) provider” and support</td>
</tr>
<tr>
<td>The only folks who knew “the system”</td>
<td>→ Provider of technical support</td>
</tr>
<tr>
<td>Sole responsibility for IS security</td>
<td>→ Responsible for IS security tools</td>
</tr>
<tr>
<td>Vendor relationship manager</td>
<td>→ Contract administrator</td>
</tr>
</tbody>
</table>
The CIO as a Champion of Business Growth & Innovation

- Develop new mindset and capabilities
- Manage IT portfolio to drive value
- Evaluate portfolio performance – value, risk, time to reward

CIOs who can combine these attributes with agility and align the desired talent, can reshape how they run the IT business.
Everything is a Leadership Problem
“The world we know is [our organization]. Now we need to know the rest of the world.”

Bob Roberts, CFO
Baptist Health, United States
Creating Value for the Future

- Relationships
- Social
- Ecosystem

- Business Algorithms
- New IT Core
- Individual Capability
- Ecosystem
Table Stakes: What an IS Leader MUST Focus On

- **7 x 24 x 365**
  - Systems must be available
  - Dependence on IS has never been higher

- **Security**
  - Risks are huge
  - Unique technical skills
  - Ever changing environment

- **Efficiency**
  - Reduce costs
  - New IS management models

- **Customers**
  - Expect “Apple-like” experience

- **Strategy**
  - Align efforts with business strategies
“The new CIO is as pervasive a role as the CFO. There is no part of the business that technology doesn’t touch. Like the CFO, the CIO should have a seat at the most senior level of the company.”

Irving Wladawsky-Berger, Strategic Advisor
Wall Street Journal Contributor
Healthcare CxOs Believe They’ll Have to Reassess…

Parts of the Business Most Impacted by the Next wave
What’s Next?

The most fundamental question now is not how you can control more of IT, but how you can play a more pervasive role and scale your influence on the business.
Thank you!

Tim Stettheimer, PhD, FACHE, FCHIME
VP & Regional CIO, Ascension Health Information Services, USA