

HIMSS¹⁹ CHAMPIONS OF HEALTH UNITE

Global Conference & Exhibition
FEB 11-15, 2019 | ORLANDO

Opportunities in the Rapidly Changing HIT Environment

Session CD4, February 11, 2019, 1:00 to 2:00PM

David S. Muntz, CHCIO, FCHIME, LCHIME, FHIMSS



Conflict of Interest

David S. Muntz has no real or apparent conflicts of interest to report.

Agenda

1. Forces affecting healthcare and other industries
2. Popular and emerging IT products and services
3. Relationships with key members of the C-suite
4. Challenges and opportunities in the industry
5. Discussion



Learning Objectives

At the end of the session, the attendee should be able to

1. Identify forces which are affecting all industries with specific focus on those which are impacting healthcare
2. Discuss popular and emerging IT products and services which provide professional development opportunities
3. Define how to build relationships with key members of the C-suite in these turbulent times to expand your career
4. Formulate ideas for a career plan to address the challenges and opportunities in the industry



Life in the Public Sector



**and back to
private sector**

Secretary in the Private Sector



**Janie Fuller, Executive Secretary & Office Manager,
Baylor Health Care System
Dallas/Ft. Worth Hospital Council
System Employee of the Year 2010**

Secretary in the Public Sector



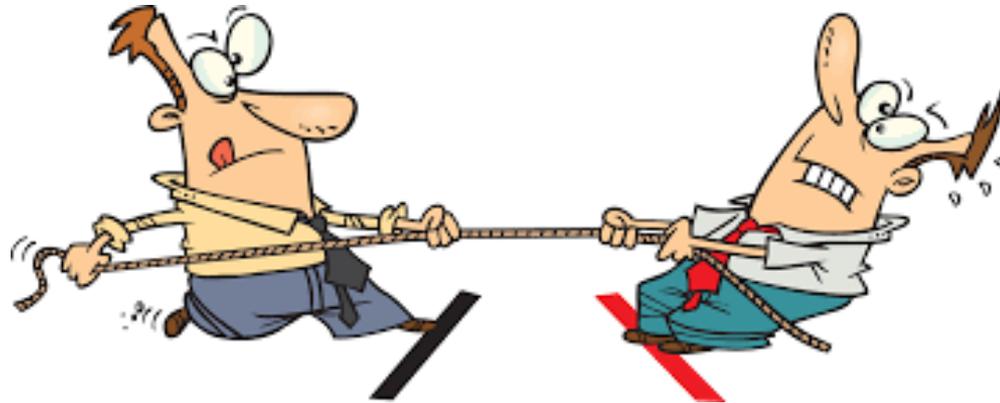
Kathleen Sibelius
Secretary of Health and Human Services
2009-2014



My Version of Sharing



DC Version of Sharing



My Version of a Mistake



CMS' Version of a Mistake



My Version of a Secret



DC's Version of a Secret



Military's Version of a Secret



Learning Objective 1

Identify forces which are affecting all industries with specific focus on those which are impacting healthcare



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Common Factor for Success and Failure



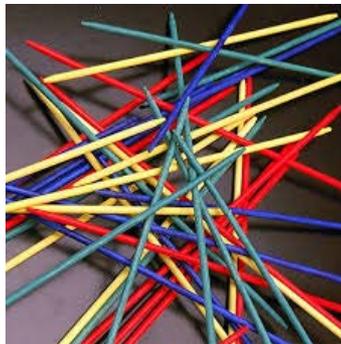
What unstoppable trends are changing every business on earth?



What unstoppable trends are changing the healthcare industry?



What is the connection of this to HIT?



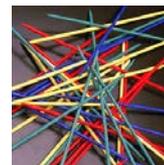
Complexity of the Current Environment

Regulatory

- Usability
- New payment models (VBP)
- ICD-10 transition to ICD-11
- ACOs
- Affordable Care Act
- MU 2, 3 and beyond (now PI)
- New regulations, proposed rules
- Post-ARRA ONC
- 21st Century Cures Act
- HIPAA and GDPR regulations
- All other federal and state regulatory requirements
- Biodefense
- Payment audits
- Security audits

Administrative, Operational

- Mergers, acquisitions, divestitures
- Shift in care settings
- Disruptors
- Interoperability
- Patient matching
- Master Data Management
- Analytics and Population Health
- Care coordination
- Talent shifting
- Cybersecurity
- Disaster Recovery and Business Continuity
- Patient and Family Engagement
- Work-, life-, thought-flow



Complexity of the Current Environment

- Focus
 - Health literacy
 - Changing roles
 - Global competition
 - Climate
 - Global financial health
 - The Value Proposition
 - Accelerating speed of change in
 - Healthcare
 - IT
 - Safety
- Information Technology**
- Mobile (primarily Apps)
 - Cloud Computing
 - Talent shortage

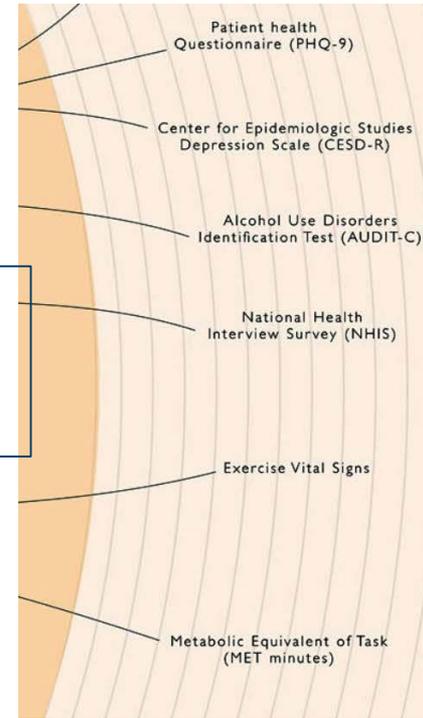
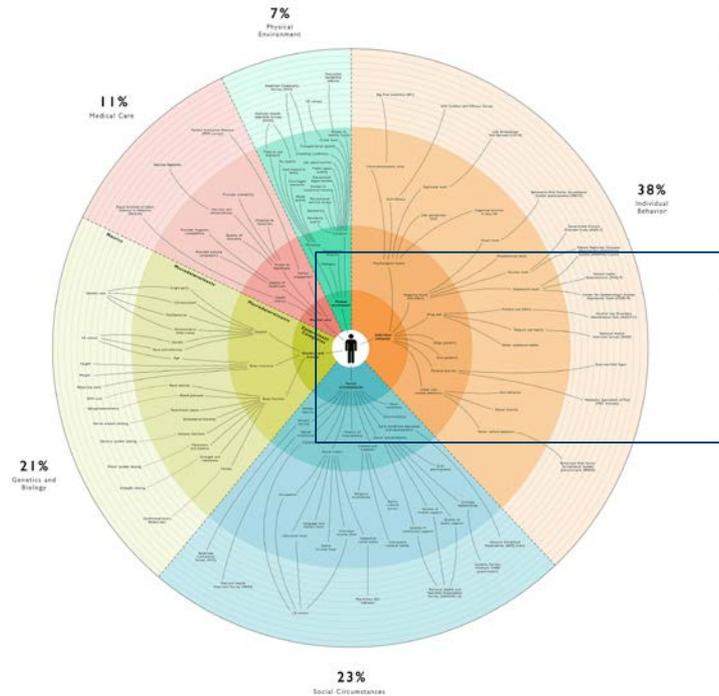
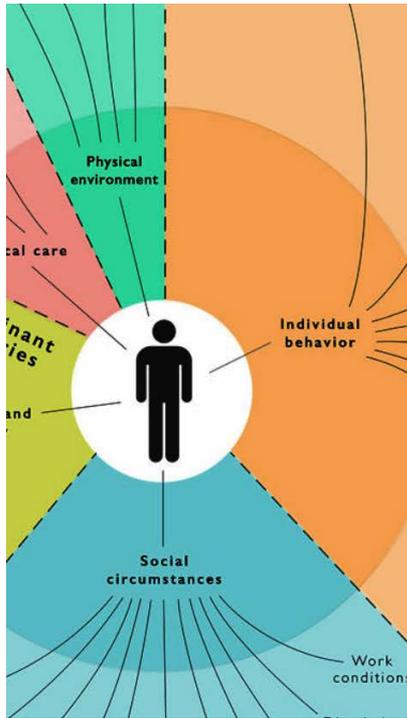
- Robotics
 - Quantum computing
 - Telehealth
 - IoT, IoMT, and IoHT
 - BYOD
 - Artificial (Augmented) Intelligence
 - Post-implementation optimization
 - Big (eclectic) Data
 - Data (value) Analytics
 - All other internal HIT initiatives
- Emerging – All Areas**
- Precision Medicine
 - Nanotechnologies
 - Genomics, Proteomics, ...omics
 - Alternative medicines
 - Social determinants



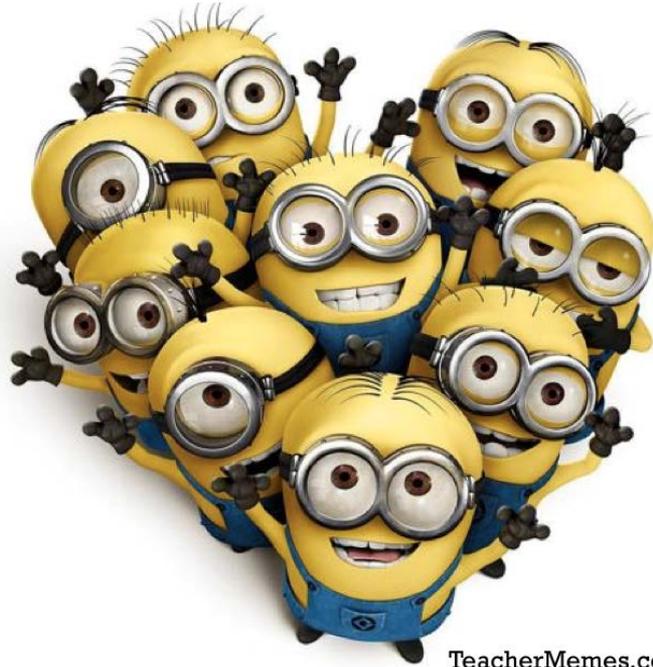
Data Tsunami – Power, Disaster and Opportunity, Insight



Screening for Social Determinants in Populations with Complex Needs: Implementation Considerations



Who belongs at the center of all we do?



TeacherMemes.com



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Radical Collaboration – 4 Parties in a True Partnership



Success Calculus = Providers * Payers * (Patients + Families)

Learning Objective 2

Discuss popular and emerging IT products and services which provide professional development opportunities



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Predicting the Future – Not So Easy



Emerging Trends - “Hecticity” is Increasing



Professionals Agree – Predicting the Future is Not Easy



Courtesy of Hank Fanberg

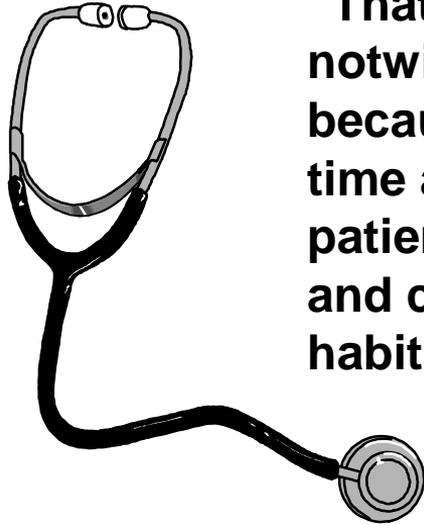
Philosophers Agree – Predicting the Future is Not Easy

“The future ain’t what it used to be.”



*“Predictions are dangerous, especially when
you are talking about the future.”*

Computers in Healthcare?



“That it will ever come into general use, notwithstanding its value, is extremely doubtful because its beneficial application requires much time and gives a good bit of trouble, both to the patient and to the practitioner because its hue and character are foreign and opposed to all our habits and associations.”

**from The London Times in 1834
*Commenting on...the “stethoscope”***



**EHRs are widely deployed.
Opportunities abound in the “older”
legacy systems.**

Opportunities

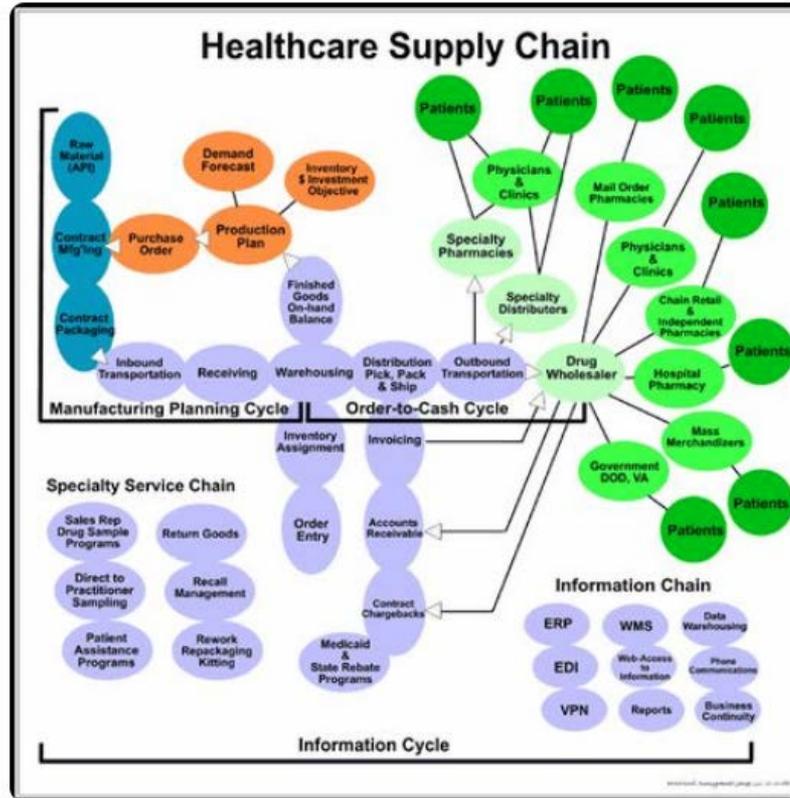
- ERPs are aged, often not optimized to work with the EHRs.
- Administrative and support functions deserve attention.



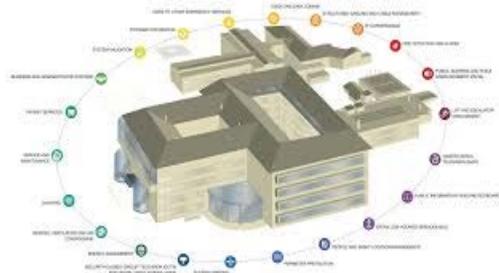
Revenue Cycle Management is the new \$ frontier.



\$upply Chain – 2nd Largest Cost Factor in Healthcare



Explore the Discipline of Logistics for Materials, Equipment, and Facilities



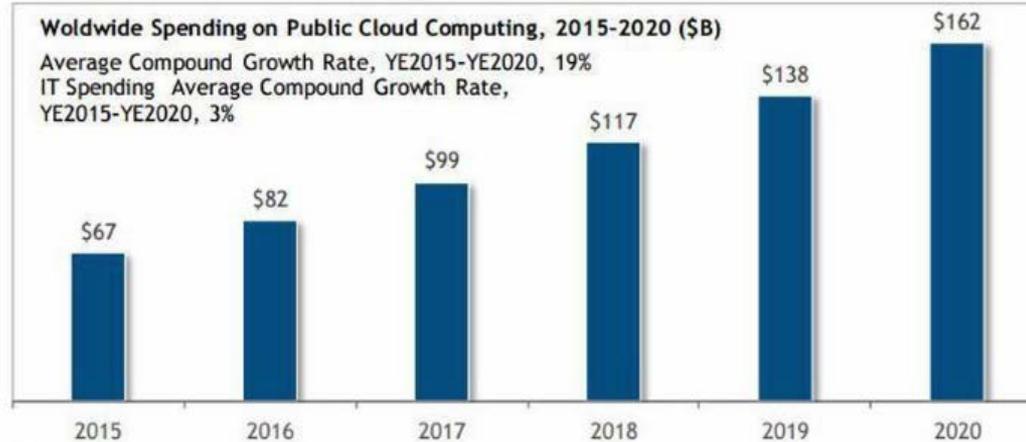
Time to Consider Outsourcing, Again

- Many HIT functions and technology have achieved **commodity status**
- The act of doing so will **confirm your existing approach or reveal benefits**
- Done well, outsourcing will **lower your risk profile and improve performance**
 - **Scalability** in both technology and human resources
 - **Stability** – performance, monitoring, backup, and resilience
 - Allows everyone to divert **focus** from “keeping the lights on”
 - Provides **higher level and more depth of technical expertise**
 - **Agility**
- Financial **benefits**
 - Hopefully **lowers costs**
 - Changes **financial ratios** – reducing debt and consumption of capital
- **Concerns**
 - **Loss of control**
 - Impact on **employee morale** if transition not handled well
 - **Security** (could be a benefit)
 - **Communication and coordination**



Cloud Computing – “Be cloud smart”

The Rapid Growth of Cloud Computing, 2015-2020

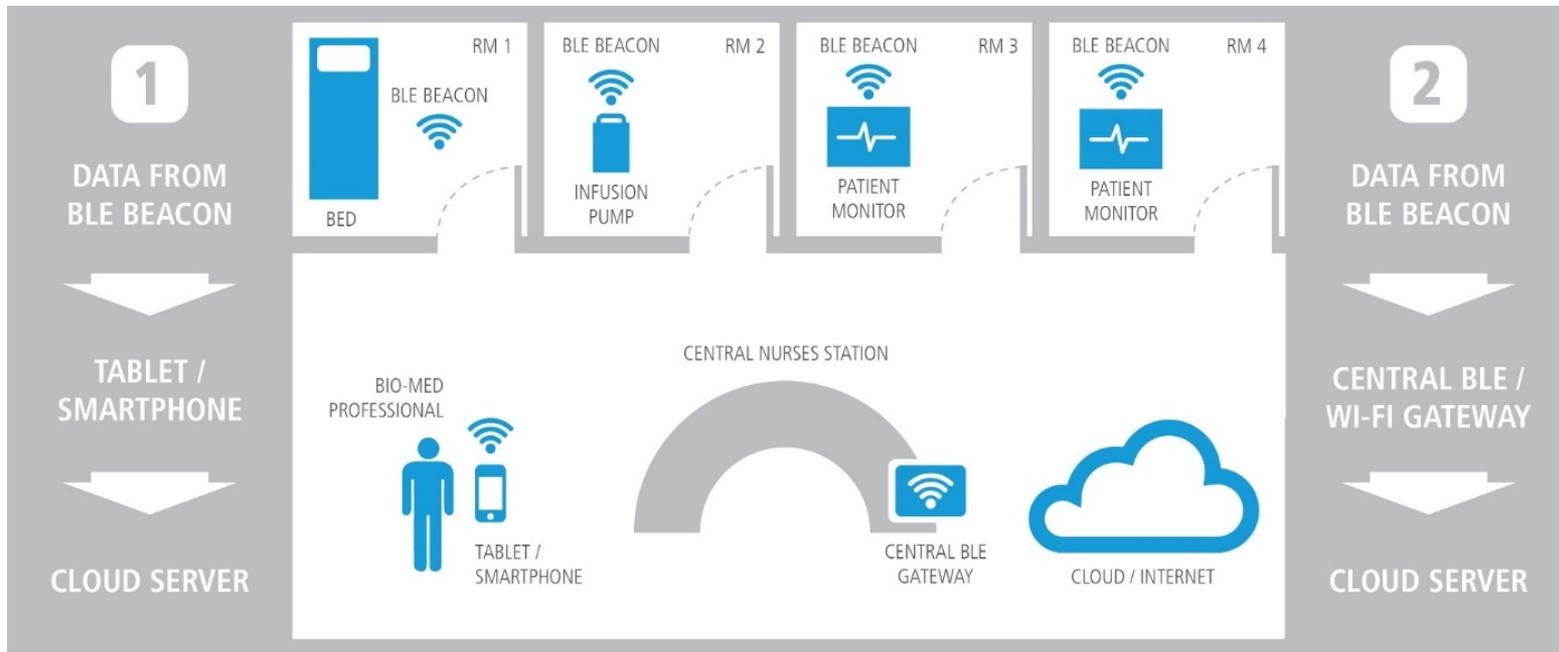


Source: IDC, 2016

Rapid Growth of Cloud Computing, 2015–2020 [HTTP://WWW.SALESFORCE.COM/ASSETS/PDF/MISC/IDC-SALESFORCE-ECONOMY-STUDY-2016.PDF](http://www.salesforce.com/assets/pdf/misc/idc-salesforce-economy-study-2016.pdf)

Technology Enhanced Environment

Use Bluetooth low energy (BLE) beacons to get patients to interact with their environment. **Gamify the environment** to get children and adults engaged.



Technology Enhanced Environment - Atmosphere Affects Attitudes



Technology Gardens in the Room

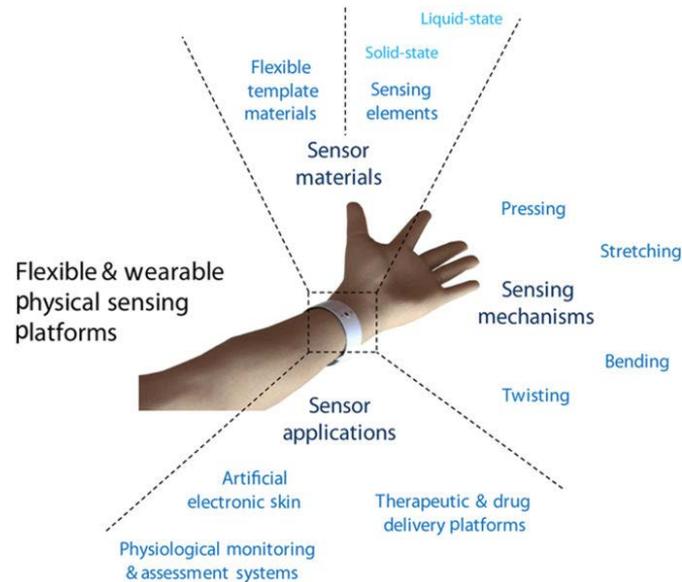
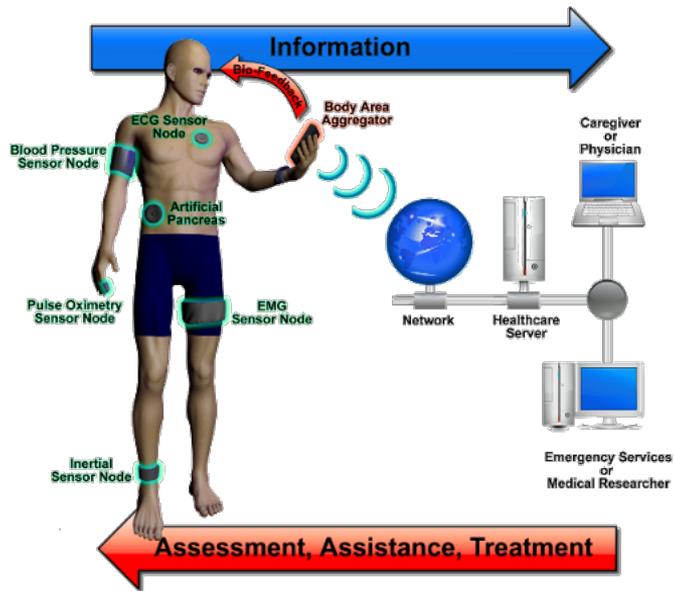


Model from Perkins + Will



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Medical Body Area Network (MBAN)



“Digiceuticals”



More Retail Medicine



Welcome!

For information, please touch an option below...

Find a Room or Service

Locate a Physician Office on Campus

General & Visitor Information

Programs & Events

Maps

 **Atrium Medical Center**
Premier Health Partners

GEORGE ROBERT GAGE ATRIUM







Natural Language Processing



Natural Language Processing (NLP)
 AI-driven computing field concerned with processing large natural language inputs.

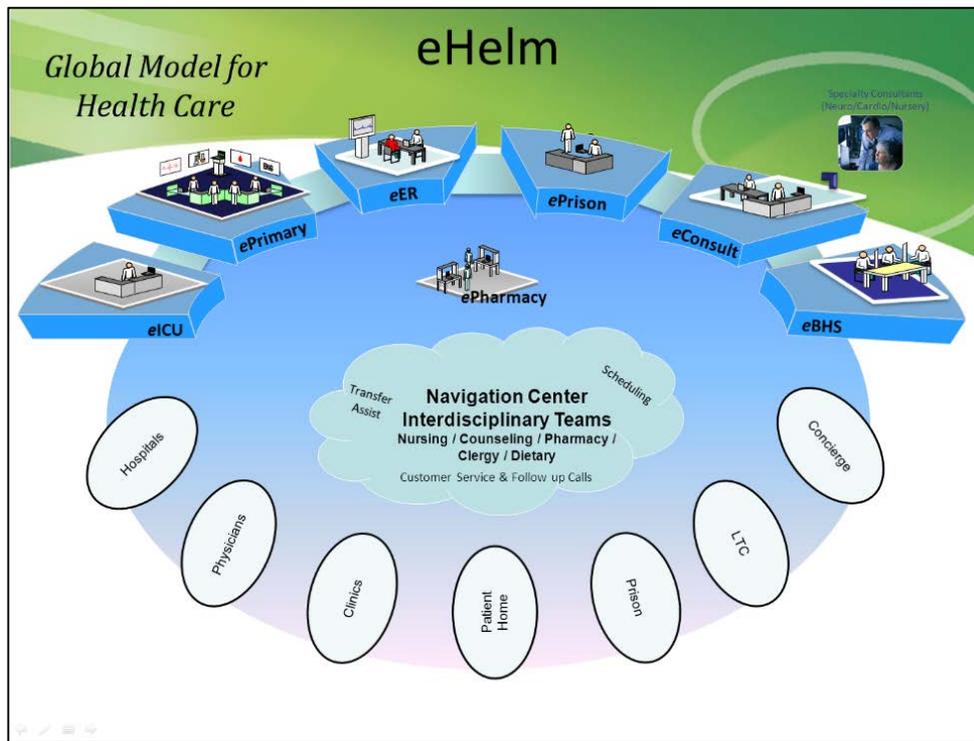
Predictive Analytics – So Much Excitement



Is it timely, actionable, and personalized?



Telehealth

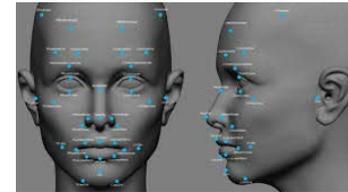


Successful Model: **Avera Health**
South Dakota and 25 other states

3D Printing



Artificial/Augmented Intelligence



AI Better than humans?

Material from Clinical Innovation+Technology September 24 2018



Facial recognition app uses AI to help ID genetic disorders

A mobile application can help healthcare professionals make genetic evaluations by using a snapshot of a person's face, artificial intelligence and insights from real patients and genetics experts.



NYU, Facebook to use AI to improve MRIs

The NYU School of Medicine's department of radiology and Facebook recently announced a new collaborative research project focused on using artificial intelligence (AI) to make MRI scans up to 10 times faster. While some worry about AI's impact in medical imaging, the potential for life-saving developments in medicine cannot be ignored.



AI market in healthcare expected to surpass \$34B by 2025

Total revenue for artificial intelligence (AI) in the healthcare market is expected to surpass \$34 billion by 2025, according to report by Tractica.



AI system predicts risk of developing type 2 diabetes

Shanghai researchers have created an artificial intelligence (AI) system designed to identify people most at risk for developing type 2 diabetes, according to a report by the South China Morning Post.



AI models predicts mortality risk from CAD better than physicians

A model using artificial intelligence (AI) can better predict the risk of mortality in patients with coronary artery disease (CAD), compared to models designed by medical experts, according to a new study published in PLOS One.



AI – Huge Implications for Dx and Tx

NEWS // OCTOBER 25, 2016
MAAC Staff

*Microsoft Launches Project Hanover to “Solve”
Cancer*



AI in the Home

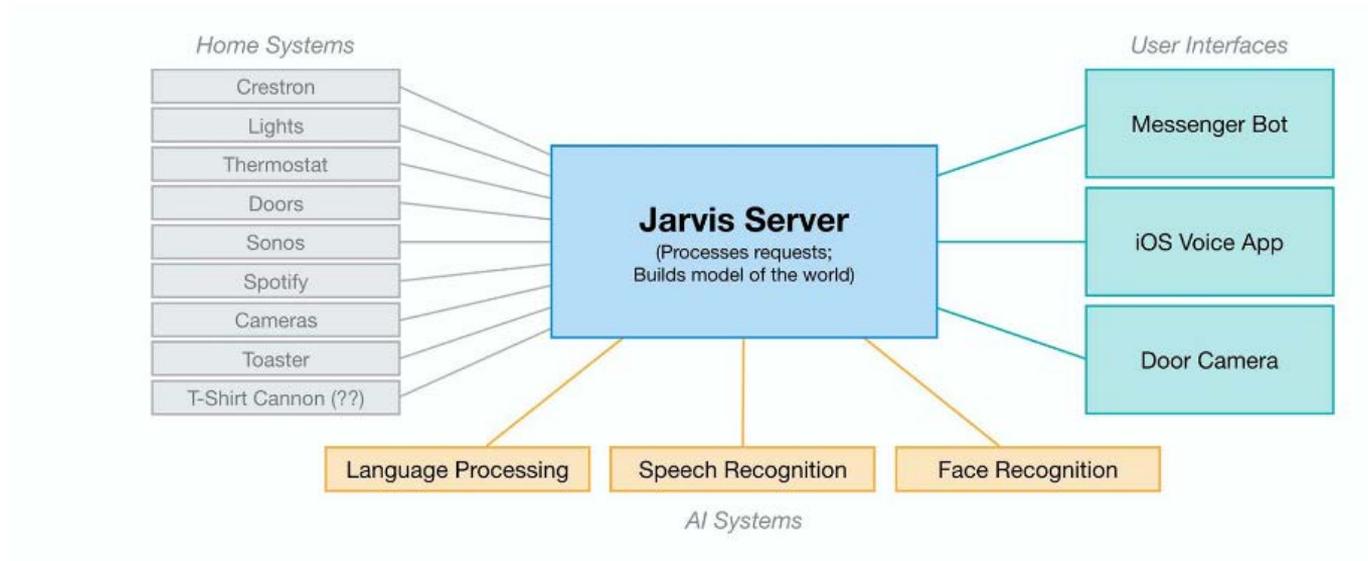


Image: Mark Zuckerberg's Jarvis



Machine Learning



Source: Thinkstock

Briefly, programs that can change as they “learn” more.

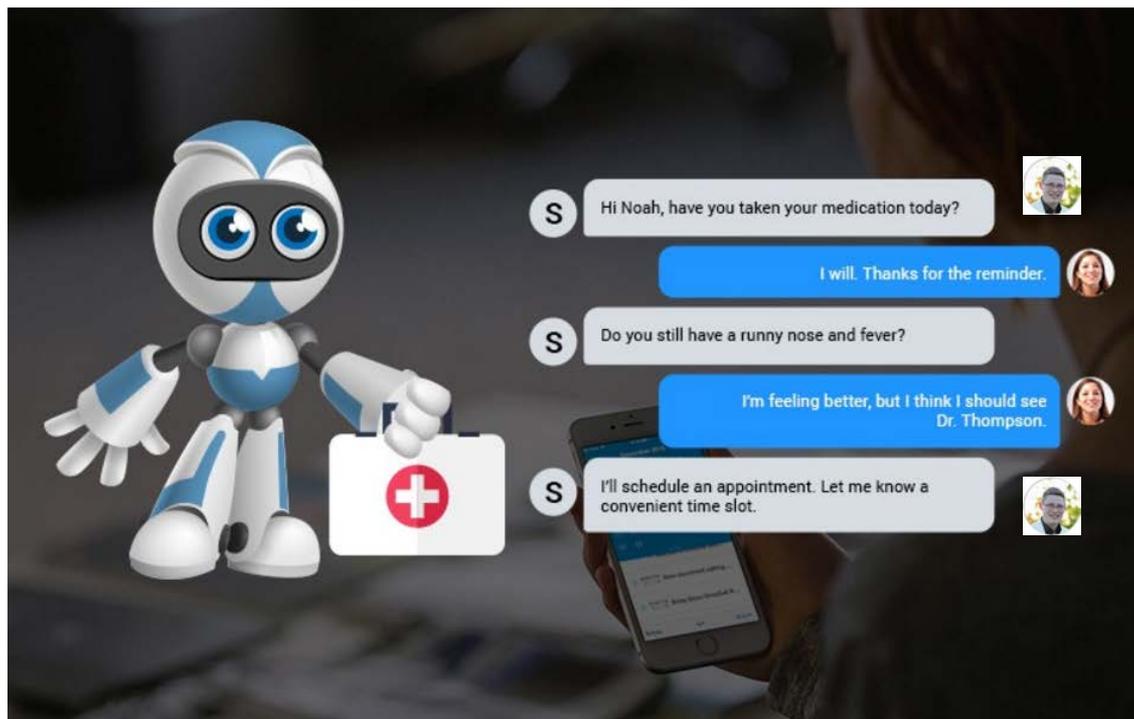


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Gaming



Chatbots



New Approaches to Enhance Reality

Augmented Reality Vs. Virtual Reality

Augmented Reality

- ✓ System augments the real world scene
- ✓ User maintains a sense of presence in real world
- ✓ Needs a mechanism to combine virtual and real worlds
- ✓ Hard to register real and virtual



Virtual Reality

- ✓ Totally immersive environment
- ✓ Senses are under control of system
- ✓ Need a mechanism to feed virtual world to user
- ✓ Hard to make VR world interesting

“Therapists use virtual reality to help treat phobias”

September 18, 2018 | [Danielle Brown](#) | [Clinical Practice](#)



According to a recent [report](#) by the Associated Press, therapists are increasingly taking advantage of VR therapy to **help patients get over their fears**. The therapy can lead to “real-world gains” for people with phobias and **works just as well as traditional exposure therapy**, the report said.



New Imaging Technologies

Detect a stroke that requires comprehensive care within 30 seconds and with greater than 90 percent accuracy. ([link](#))



Volumetric Impedance Phase Shift spectroscopy (VIPS) device made by neurotechnology vendor Cerebrotech Medical Systems



Interesting Data Technologies to Watch



SmartData Fabric™



**ROBOTIC PROCESS
AUTOMATION**
Transforming Business
Processes

Quantum Computing and Lattice Cryptography



Commercially available from [IBM](#) now.
Not your same old binary machine –
basic unit of measure: [Qubits](#)

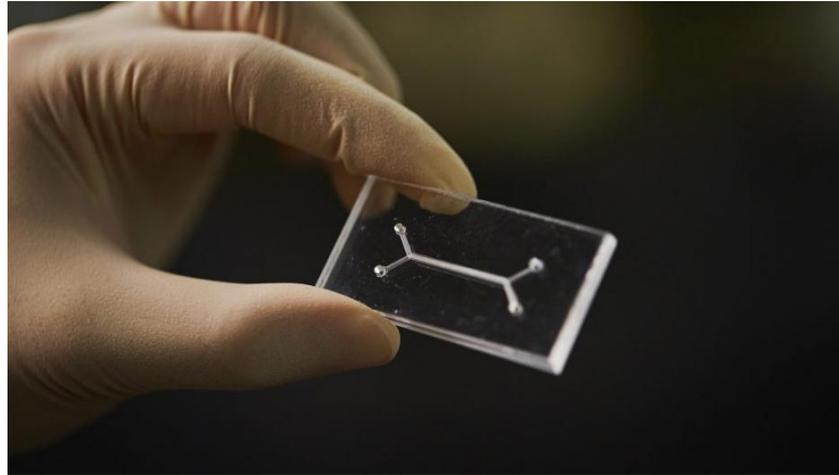


[Lattice Cryptography](#)
“Effective against quantum computing”



“Researchers receive funding to develop 'organs-on-chips'”

September 17, 2018 | [Danielle Brown](#) | [Clinical Practice](#)



An organ-on-a-chip with an **artificial blood vessel system**, which is currently being developed at the Ulsan National Institute of Science and Technology.



Robotics and Nanotechnology



Robotic Process Automation

[“RPA and AI will join forces to create digital workers for more than 40 percent of enterprises”](#) Forrester, December 2018



“...RPA plus AI technology innovation chain will turbocharge your innovation efforts...to drive greater value for digital workers in four use cases:

- analytics that solves nagging platform issues;
- chatbots that boss around RPA bots;
- internet-of-things (IoT) events that trigger digital workers; and
- text analytics that lifts RPA’s value.”

Disruptions are Here. HIT Professional Needs Will Change. New Skillsets Will Be Required.

- You'll need near-time strategy to connect
 - Everything
 - Everyone

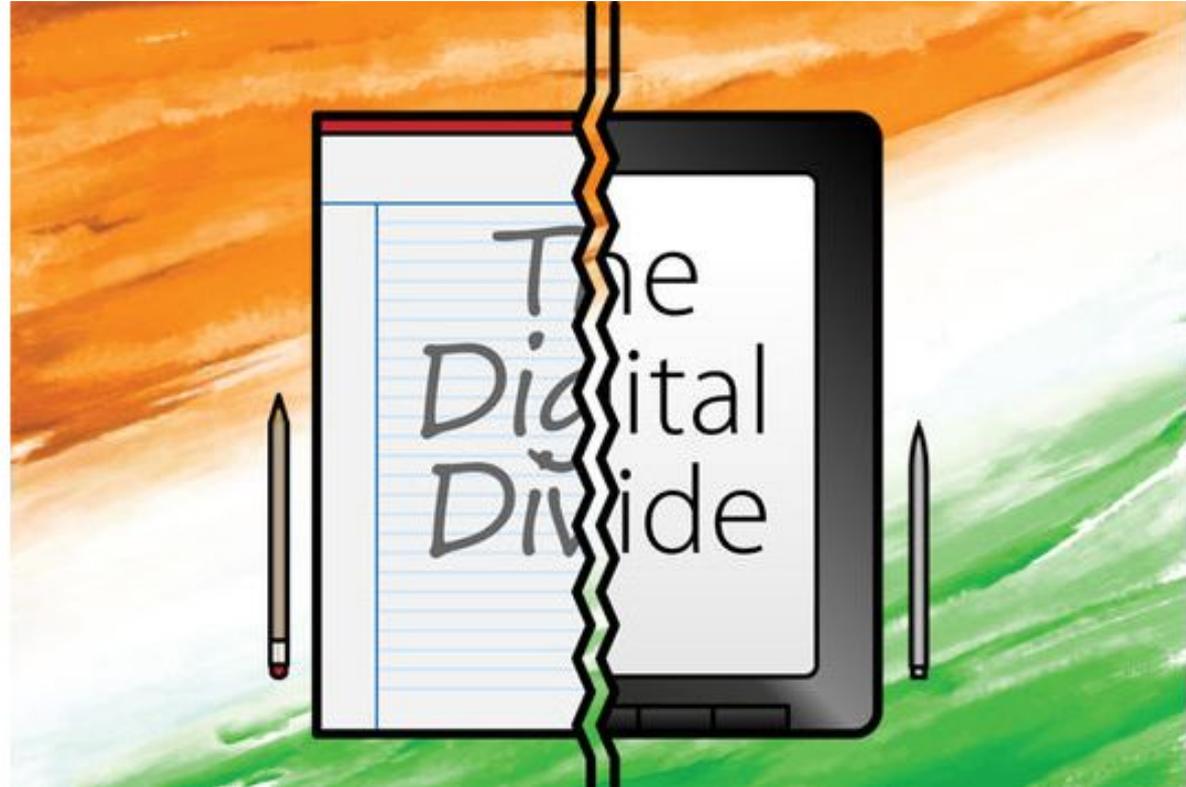
- Being discussed but not yet achieved
 - Data fluidity on a level contemplated but not yet achieved
 - Consumer driven healthcare
 - Supply chain integration
 - Real-time predictive analytics



<http://www.wbur.org/onpoint/2018/02/01/will-amazon-jpmorgan-and-berkshire-hathaway-upend-healthcare-too>

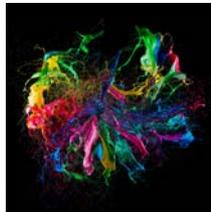


Don't forget the digital divide!



Learning Objective 3

Define how to build relationships with key members of the C-suite in these turbulent times to expand your career



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The top 10 challenges healthcare executives anticipate for 2019

Source: HealthCare Executive Group survey of healthcare executives from payer, provider and technology partner organizations

1. **Data and analytics**
2. **Total consumer health**
3. **Population health** services
4. **Value-based payments**
5. The **digital healthcare** organization
6. Rising pharmacy costs
7. External market disruption
8. **Operational effectiveness**
9. **Opioid management**
10. **Cybersecurity**



<https://goo.gl/NKCjTu>



Members of the C-Suite

- CAO (analytics)
- CEO (executive)
- CEO (experience)
- **CFO**
- CCO (compliance)
- CDO (digital)
- CHIO
- **CIO**
- CISO
- CHRO
- **CMO** (medical)
- CMIO
- CNIO
- CNO
- **COO**
- CPO (privacy)
- CSO (safety)
- General Counsel



Interacting with Members of the C-Suite

Remember: There Are Multiple Versions of CXOs.



Which one are you approaching?
Do you have something for everyone?
Which CXO has clinical credentials?



General Categories for C-Suite Leaders

CXO v1.0



Manager

CXO v2.0



Leader

CXO v3.0



**Innovative
Healthcare
Visionary**



How do I get in to see the CXO?

- Ask.
- Be specific. Ask for “n” minutes.
- Be provocative.
- If you’re bringing a problem, bring a solution(s).
- Be prepared.



How do I get in to see the CIO?

(works for other CXOs)

- **Get an introduction from a CIO's friend or colleague**
 - Other CIOs with whom you have contact
 - Other organization contacts
- **Go to professional gatherings where CIOs hang out**
 - Local, regional, and national CHIME/HIMSS meetings
 - SIM (Society for Information Management) meetings
 - Any other meetings commonly attended by healthcare CIOs
- **Get membership (and hopefully board seat) at local HIMSS chapters**
- **Go to meetings where CIOs are presenting**
 - Colleges and universities
 - Invite a CIO to present at a meeting where you participate
 - Professional presentation organizations where CIOs are enticed to present for the benefit of the hosting organization
- **Publish (or prepare to publish) and share the article, blog, interview with the CIO**
- **Present at meetings that CIOs attend**



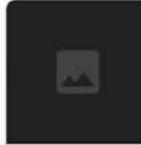
Membership organizations for other C-suite executives

- **ACHE** (American College of Health Care Executives) – Senior and aspiring leaders from all areas
- **ABC** (Advisory Board Company) – Senior and middle management leaders
- **HFMA** (Healthcare Financial Management Association) – Primarily for Finance senior and aspiring leaders
- **HMA** (Health Management Academy) – Senior leaders from top 100 health systems from many areas
- Nurse specific – senior and aspiring leaders
 - **ANA** (American Nurse Association)
 - **Specialty and State associations**



Take Notes – Take Notes – Take Notes

Software > note taking

 Google Keep Proprietary s...	 Evernote Proprietary s...	 Notes Freeware	 Simplenote	 Zoho Office Suite Proprietary s...	 CintaNotes	 Notion App	 Microsoft Outlook Proprietary s...	 Tomboy GNU Lesser...	 Keynote Mozilla Publi...
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or



Critical Quality

Learn listening to hear,



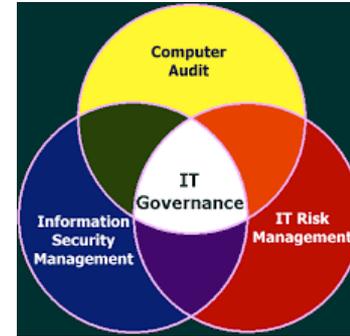
not just listening to speak.

Other Skills

- Ability to **discern** while listening
 - **Need versus want**
 - Minimizing the “**noise versus signal**” ratio
 - Identifying **patterns**
- **Industry/discipline specific knowledge and experience** are important, but not critical
 - Will **help you listen**
 - **WIIFY versus WIIFM**
 - **Interdisciplinary prowess**



Still More Skills





And Yet Another



Tailor Your Pitch to the Listener's Decision-Making Process – Consider Personal and Corporate

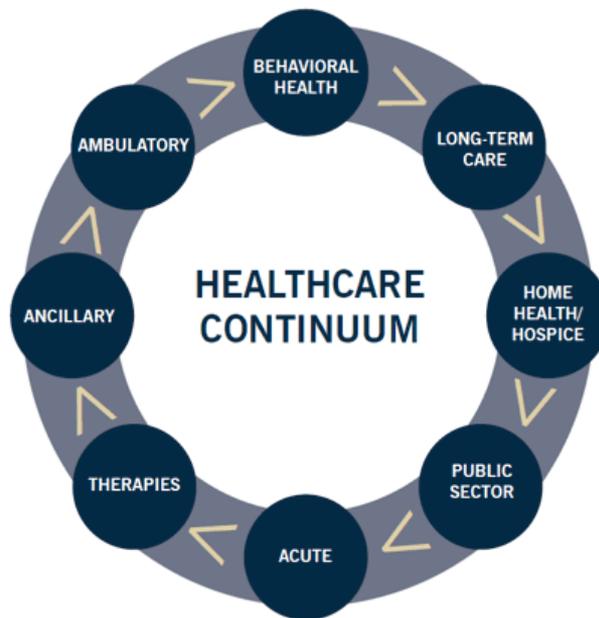
Learn to Balance:

- Multitasking vs. focused
- Evidence vs. intuition
- Precision vs. estimation
- Consensus vs. autocratic
- Risk averse vs. bold
- Minimal Variable Product vs. the whole



Seek Understanding

Think Holistically



Beware of Crossing the Boundary

Persistence

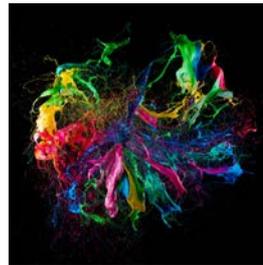


Pain



Learning Objective 4

Formulate ideas for a career plan to address the challenges and opportunities in the industry



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Personality Test for HIT Professionals? Is this half-full or half-empty?

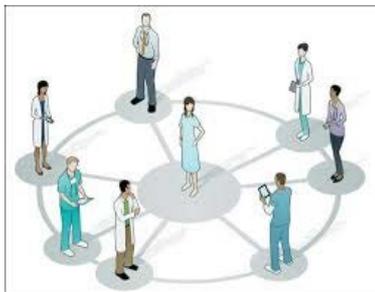
Hint: This is a trick question.



Answer: Neither. It's a full glass; half liquid, half air.

Change the Conversation – Expand Your Focus

Traditional - **“We put the patient at the center of everything we do.”**



In reality, **we put the providers at the center of everything we do**



Traditional HIT Construct



Success = People + Process + Technology

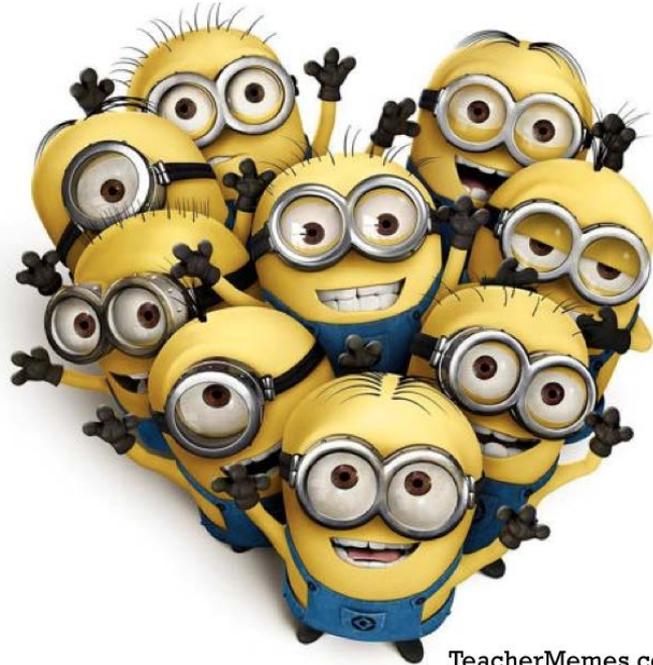
Use the New HIT Construct – Think Holistically



Success = People x Process x Technology



When is the best time to change?



TeacherMemes.com



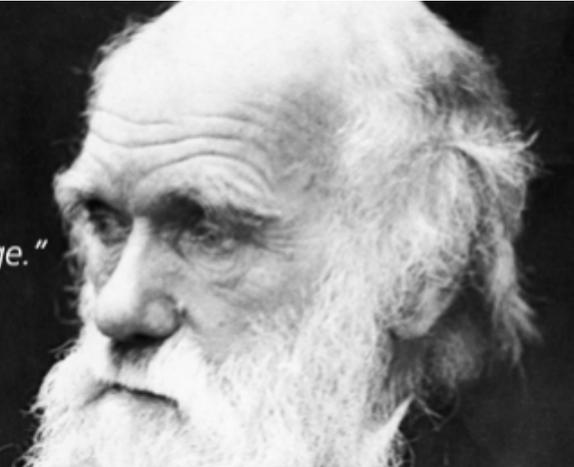
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Making Change Happen

*"It is not the strongest of the species
that survive, nor the most intelligent,
but the one most responsive to change."*

- Charles Darwin

Image source: [wikimedia.org](https://commons.wikimedia.org/wiki/File:Charles_Darwin.jpg)

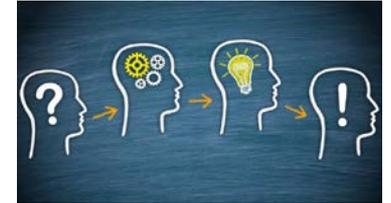


Derived from Charles Darwin



Invest in Yourself -Transformation is a state of profound new personal behavior.

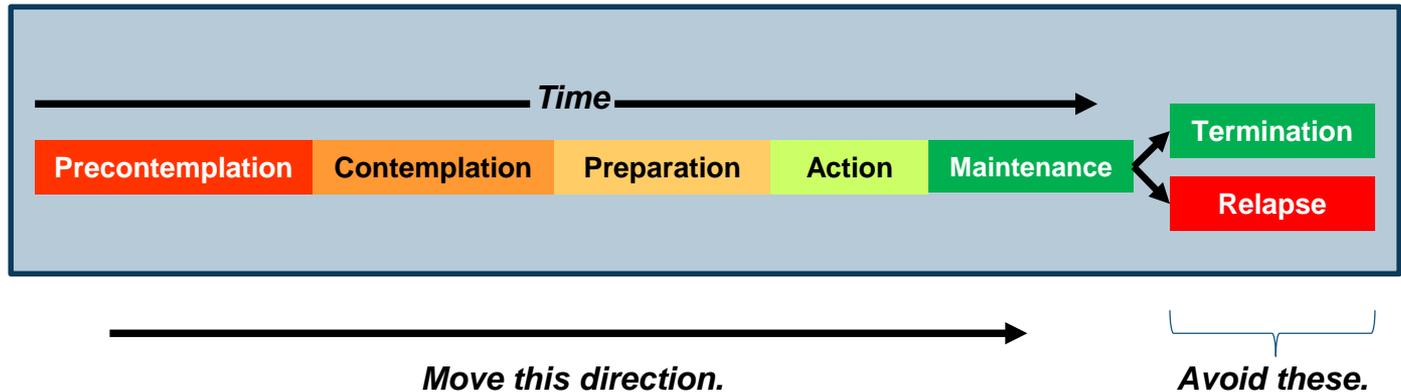
- Be **grateful, kind, and thoughtful**
- Maintain a good **life-work balance**
- Pursue professional development **enthusiastically**
 - **Enhance your skillsets**
 - **Find your passion**
- **Learn to write and speak well**
- **Keep current** on the practical and next generation industry developments
- **Ask for help**
- **Remain (or get) humble**
- **Avoid stubbornness**
- Remember to **be grateful, kind, and thoughtful**



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Think About Where You are on the Transtheoretical Model



Primary Quality Required

Perseverance

“On particularly rough days when I’m sure I can’t possibly endure, I like to remind myself that my track record for getting through bad days so far, is 100% and that’s pretty good.”

~ Author Unknown ~



Opportunities Abound

Embrace the future.



Be the future.

Questions

David S. Muntz | CHCIO, FCHIME, LCHIME, FHIMSS

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w: www.starbridgeadvisors.com | t: [@StarBridgeHIT](https://twitter.com/StarBridgeHIT)



Please complete your online session evaluation.

Appendix

Profiles for the COO, CFO, CMO, CIO



Tim Cook
Chief Operating Officer



The Chief Operating Officer

1. Types too variable, too flexible (hopefully) to assign levels
2. Runs operations while CEO is more outward facing and strategic
3. Balances competing needs and priorities
4. Focused on operational improvement



Prepare for Diversity

Seven types of COOs

The Executor: An icon of a person sitting at a desk with a laptop, holding a pen.

The Change Agent: An icon of a person holding a scale of justice.

The Mentor: An icon of a person holding a book and a small object.

The Other Half: An icon of two people sitting together, one holding a small object.

The Partner: An icon of a person holding a globe.

The Heir-apparent: An icon of a person wearing a crown and holding a shield.

The MVP: An icon of a person wearing a cape and a star on their chest.

Second in Command: The Misunderstood Role of the Chief Operating Officer
 By Nathan Bennett and Stephen A. Miles,
 Harvard Business Review, May 2006



Challenges for the COO

- Satisfying many **competing priorities** and demands from physician leaders and administrators
- Standardization of processes – **systemization**
- Maintaining **adherence to the adopted standards**
- **Regulators** – national and state
- **Making their (HIT) investments pay off**
- **Mergers, Acquisitions, Divestitures (M&A)**
- Increasing **margin**, improving **outcomes and satisfaction**



Tips for Approaching the COO

- **Be concise**
- **Be relevant and integrate with existing initiatives**
- **Demonstrate improvements**
- **Focus on tangibles, but don't neglect intangibles**
- **Amplify existing investments**



Specific
Measurable
Achievable
Realistic
Time-bound





The Chief Financial Officer

1. Competent Financial Custodian
2. Strategic Planner
3. Intra/entrepreneurial Communicative Strategic Leader

Challenges for the CFO

- **Managing risk**
- **Evolving payment models**
- **Mergers and Acquisitions**
- **Declining credit ratings**
- **Regulators** – national and state
- **Payer mix** with particular concern about Medicaid expansion
- **Making their (HIT) investments pay off**
- **Physician practice** ownership
- **Evolving role** of the CFO – the attraction of CFOs from other industries



Tips for Approaching the CFO

- Be **very** concise
- **Focus on the tangibles based on referenceable evidence**
 - Increased revenues
 - Decrease expenses
 - Metrics of interest to them (no assuming allowed)
 - Use anecdotes and intangibles, but do so sparingly
 - Remember the rule: “If you cannot unambiguously show me how the claims in your assertions impact my budget, it’s not real.”
- **Amplify the existing investments** – post-implementation optimization
- Remember to **measure the Value of Investment (VOI)** – the best are concerned about quality outcomes



From Optum's "CFO Reality Check"

Steering through
disruption with
data-driven insights

CFO PERSPECTIVES

91%

believe their organization should do more with financial and operational data¹

¹Kaufman Hall, 2017 CFO Outlook in Healthcare

72%

struggle to pull data from multiple sources into a single report²

²Kaufman Hall, 2017 CFO Outlook in Healthcare

74%

say providing better insight is a top 3 priority³

³Ernst & Young, Global Insurance CFO Survey

\$1.5m

the per-incident penalty set by the HITECH Act for patient data leaks⁴

⁴<http://www.greenlightcorp.com/blog/fo-just-responsible-cybersecurity-ciso/>

By 2025

data creation will swell to 163 zettabytes. A ten-fold increase in today's numbers.⁵

⁵IDC, April 2017



From Optum's "CFO Reality Check"

Factor	Action
 Cost reduction	Remove the expense and burden of building and maintaining infrastructure; migrate administrative functions to as-a-service.
 Data and analytics	Identify a platform on which to aggregate finance, risk and actuarial data and run decision support.
 Margin	Increase speed and volume through automation and straight-through processing to simplify billing — the most confusing aspect of care — and ensure consumers understand what they're paying for.
 Growth	Impact NPS scores by improving speed and effectiveness in customer interactions through automation and digitization.
 Risk	Decrease data vulnerability by establishing secure cloud infrastructure for data in the supply chain.





Paul Convery, MD
Former Chief Medical Officer
Baylor Health Care System

The Chief Medical Officer

1. "Suit"
2. Trusted Clinician
3. Trusted Peacemaker, Clinician and Patient Advocate, and "Communities" Leader

Challenges for the CMO

- Creating a **culture of patient safety and quality**
- Managing **communication, coordination, and collaboration** to/for/with physicians, nurses, and other supporting staff
- Ability to lead **standardization of care processes**
- **Developing physician leaders**
- **Working effectively with the Board** on the issues of safety and quality
- Impact of all the myriad environmental factors and **social determinants of health** on delivery processes



Tips for Approaching the CMO

- Demonstrate the ability of our products and services to **convert a business (clinical) strategy (problem) into the STEEEP delivery framework, National Quality Strategy, and/or Triple Aim**
- Show **improved clinical professional satisfaction** based on HIT engagement along all dimensions (people, processes, and technology)
 - Conduct post-implementation optimization
 - Provide a means for **introducing new evidence and function** in a non-threatening way
- Help the CMO **build community**





Sue Schade

The Chief Information Officer (CIO)

1. Agenda Driven IT Professional on the Executive Team
2. Permanent Member of the Executive Team
3. Leader on the Executive Team



Gartner: Six Top Priorities For Healthcare CIOs (June 2018)

1. **Collaborate with CFOs and CMOs** to align IT capabilities
2. Implement **systemwide architecture** to support technology management
3. Establish key performance indicators to measure progress on **digital transformation**
4. Evaluate the **value of existing technology investments** to strengthen application portfolios
5. Develop new ways to **assess the value of EHRs**
6. Master "**soft skills**" in organizational politics, cohesion building, upward mentoring and visual storytelling to drive change more effectively

To access Gartner's list of recommendations, [click here](#).



Healthcare IT CIO's Report 7 Key Priorities for 2018 - What's Next

as reported in Nuance survey of CHIME members

1. Cybersecurity
2. Optimizing IT systems
3. Physician burnout
4. AI
5. Data governance
6. Consumerism
7. “The March to the Cloud: With more than 70 percent of hospital IT systems now cloud-based, two-thirds of CIO budgets are going to cloud-based solutions to drive [EHR optimization](#)”



Report predicts CIOs' technology strategies in next 5 years

Seventy percent of CIOs are expected to use **artificial intelligence** and **data analytics** for their IT operations, processes and tools, and **leverage APIs** and architectures to provide "**agile connectivity**" by 2021, according to a report released by market research firm IDC. Researchers also predict that **by 2022, compensation for 80% of IT executive leaders will be based on performance metrics and indicators**, and CIOs will be tasked by 65% of businesses to update IT governance policies. [Becker's Health IT & CIO Report](#) (11/19/2018)



What Keeps The CIO Up at Night?



Nothing - CIOs are so overwhelmed by what's happening during the day that they couldn't stay up at night even if they wanted.

Search Google for top 10 CIO's concerns, but know that for the effective CIO, **the #1 priorities should be the same priorities as other members of the C-suite.**



END – Session #4

**Opportunities in the Rapidly
Changing HIT Environment**