

The Essential CIO

Insights from the Global Chief Information Officer Study

“Now everyone is interested in everyone else; we are going to exchange a lot of information among organizations in the ecosystem.”

Healthcare CIO, United States

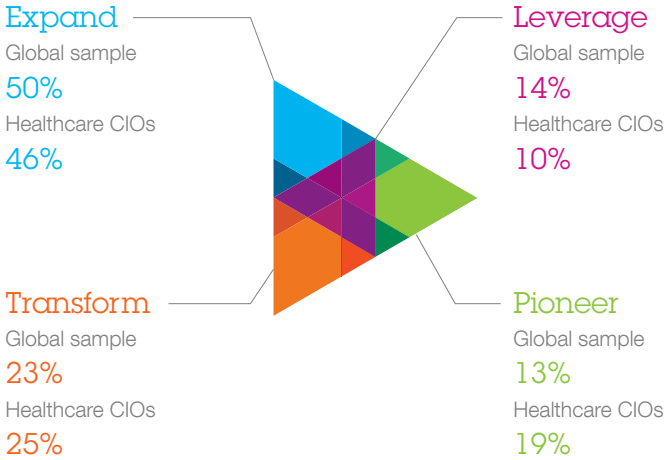
To turn data into intelligence over the next five years, 80 percent of Healthcare CIOs will rely on data warehousing versus 64 percent of the global CIO sample who plan to do so. In addition, Healthcare CIOs place much higher focus than the global sample on industry model changes (59 percent versus 39 percent).

How are technology leaders helping their organizations adapt to the accelerating change and complexity that mark today’s competitive and economic landscape? To find out, we spoke in person with 3,018 CIOs in 71 countries, with 118 of those CIOs representing the Healthcare industry.

CIOs everywhere spend at least part of their time on IT fundamentals. Our research identified four distinct “CIO Mandates,” based on how each organization views the role of IT. For the Healthcare industry, the predominant mandate was the Expand mandate.

Figure 1

The CIO Mandate Effective CIOs know and deliver on a mandate that is defined by the predominant goals of the enterprise.





Healthcare insights

- ▶ **Tend toward the Expand mandate.** Expand mandate CIOs are focused on cross-enterprise growth and continuously tune business processes and internal collaboration to gain tighter integration. Healthcare CIOs will need to help re-engineer their organizations, making them fast, more flexible and better equipped to turn data into insights.
- ▶ **How will they benefit from global integration?** Healthcare CIOs with an Expand mandate report that they are especially focused on partnering extensively (55 percent versus 5 percent who will do everything in house). Fifty-two percent of this group plans to leverage global integration by deeply changing the mix of capabilities, knowledge and assets within the organization.
- ▶ **What are their top visionary plans?** Healthcare CIOs are focused on three types of visionary plans in the next three to five years: business intelligence and analytics (86 percent), mobility solutions (78 percent) and self-service portals (76 percent). These technologies can directly support key business priorities, provide insights about performance, behaviors, and outcomes, and help deliver care and services more efficiently.
- ▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, Healthcare CIOs agreed with the global sample, citing insight and intelligence, client intimacy and people skills as three of their top focus areas. Compared to the global sample, this industry's CIOs place much higher emphasis on industry model changes, which is the third highest focus area for healthcare (59 percent versus 39 percent).
- ▶ **How will they manage data?** This group agrees with the global sample on two of the top three ways to turn data into intelligence over the next five years: visual dashboards and master data management. But their strongest emphasis, with much higher priority than the global sample, is on data warehousing (80 percent versus 64 percent).
- ▶ **What will reduce legacy costs?** Healthcare CIOs agree with the global sample's top three answers, with 29 percent of this industry's CIOs naming application portfolio rationalization as the most important way to cut legacy costs, compared to 23 percent of the global sample.

Whether an organization requires an emphasis on delivery of essential IT services or challenges the CIO to pioneer new opportunities, CIOs need to innovate. With ongoing technological shifts, the seemingly endless onslaught of data and the increasingly frenetic pace of change, making incremental improvements to operations may no longer be sufficient.

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Note: Due to rounding, the percentage breakdown of CIOs by CIO Mandate may not equal 100 percent.
