



What IOs Are Working on Right Now

Developing contingency plans in case of cyber/disaster-related downtime

- **Involving the workforce in planning and testing** of contingency plans through downtime exercises and workshops is one way IOs are working towards creating system-wide downtime drills. While many have established crisis plans in event of cyber-related downtime, scheduled drills are rare; few systems have the capacity to run full-scale drills for the length of time required.
- **Contingency plans must recognize that the younger workforce was not trained for paper-based workflows.** In the event of downtime, more tenured employees are being looked to for guidance in developing these plans, drawing inspiration from a world before EMR.
- **Calling for FEMA-level federal support** in the event of cyber/disaster-related incidents. Information specialists feel there is a distinct need for structured support from the government in response to large-scale disruptions to health system cybersecurity.

Shedding the complexity of EHR and bridging gaps between clinician frustration and EHR complexity

Vendor optimization, rationalization, and consolidation is top of mind for most IOs as they begin to ask themselves, "Is this new tech necessary or am I **avoiding FOMO**?" A rise in vendor options leaves those at the front-line confused and overwhelmed in interpreting what is crucial to maximizing operational efficiencies and reducing administrative burden. By rationalizing EHR, IOs are hoping to evolve the tools to become more 'intuitive and workflow-friendly'.

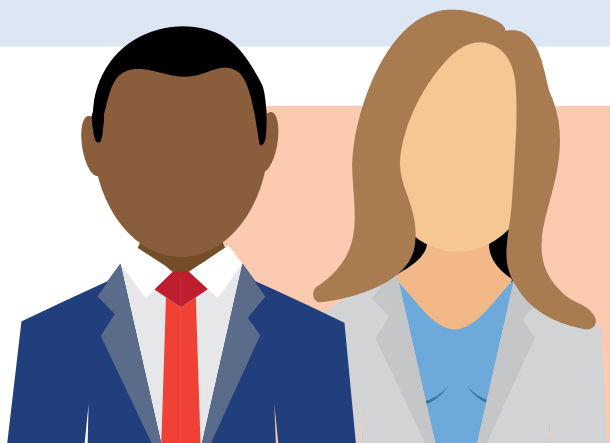
Emphasizing the importance of targeted and scalable AI training

IOs are implementing strong change management frameworks to secure clinician buy-in and are trying to better target healthcare workers based on their level of learning. This starts by moving away from a goal of retaining information on using EHR, instead moving towards training for mastery in the EHR. Part of this goal is aligning AI governance with organizational efficiency, to further scale AI at a system-wide level with support from front-line staff.

Key Quotes

*"We've had issues with core technology vendors before. **We're now paying for redundant solutions, so that if something goes down you can switch.** But it's a lot. Having terrible experience with technology vendors and application vendors."*

*"Our org has practiced to see how we can execute. Every group goes through an exercise. What happens if access to water is off, electricity is off, etc. **It took our COO taking responsibility to do this.**"*



Get to Know the IOs Persona

CIO in Brief

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

CMIO/CNIO in Brief

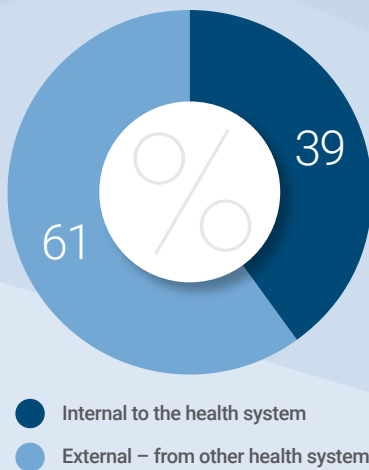
CMIOs and CNIOs report to the CIO and CPE/CNEs respectively. They oversee front-line implementation of tech and serve as liaison between informatics interests of clinical staff and executive teams.

Audit of Leading Health System IOs Profiles

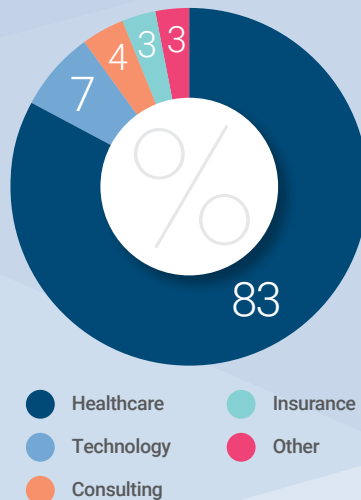
What education do CIOs have?

59% Percentage of CIOs with an MBA

Where are CIOs hired from?

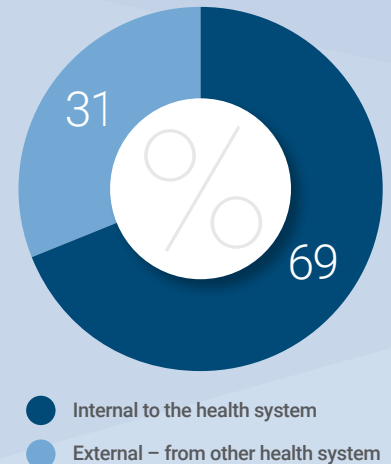


Which industries are the IOs hired from?



While most IOs are hired from within the healthcare industry, 7% transition from the tech sector into leading healthcare roles

Where are CXIOs hired from?



How Long Have CXIOs Been in Seat?

6.9 years
Average years in role

Obstacles and Investment Decision Drivers

Pain Points That May Impact Strategy Execution

- ✓ Lower IT and technology literacy across the health system may impede decision-making and broad support for IT initiatives
- ✓ Supporting requests for customization (and point solutions) while driving toward greater platform standardization
- ✓ Balancing data protections with ease of data access
- ✓ Suboptimal tools and methods for measuring ROI of technologies
- ✓ Challenging integration of new technology into workflows
- ✓ Role delineation and decision making between CXIO and other IT and analytics leaders (e.g., CISO, CMIO, CNIO, head of analytics, and Chief Digital Officer)

IOs Checklist for Choosing Solutions

- ✓ Established continuity plans and willingness to jointly scenario plan to identify risks for disruptions, outages
- ✓ Seamless interoperability with current IT solutions, particularly the EMR
- ✓ Solution can drive operational efficiency across IT functions
- ✓ Measurable hard ROI (e.g., revenue generation, efficiency, capital expense or operating expense reduction) and soft ROI (e.g., reduced admin burden, frustration)
- ✓ Low compliance risk (e.g., data sharing, information security)
- ✓ Confidence that solution company will be a trusted transformation partner



Get to Know the IOs Persona

2025 IOs Strategic Priorities and Opportunities

These are the top ten rated priorities (out of a list of 17) in The Academy's survey of Leading Health System Chief Information Officers conducted in late 2025.

Top 10 Strategic Priorities for CHROs

1	Cyberthreat detection and response	6	Streamlining vendor portfolio
2	AI Strategy	7	Strengthening the workforce*
3	Improving access to care	7	Alignment with clinical leaders on tech strategy and innovation*
4	Operational efficiencies for care delivery*	9	Automation of workflows and processes
4	Patient data security and privacy*	10	Reducing care team administrative burden

* Indicates a tie

Top 5 Priorities Rated "More Important"

Percent of IOs who rated category "More Important" in 2025 versus 2024



Top 5 Improvement Opportunities

Relative to performance today

1	Reducing care team administrative burden
2	Consumer-centered care delivery
3	Healthcare affordability
4	Improving access to care
5	AI strategy



Get to Know the IOs Persona

2025 IOs Executive Priorities Survey Results

The chart below depicts the complete results for priority and improvement opportunity rankings for IOs according to The Academy's 2025 Executive Priorities Survey.

Priority	Priority Rank	Improvement Opportunity Rank
Cyberthreat detection and response	1	17
AI strategy	2	5
Improving access to care	3	4
Operational efficiencies for care delivery	4	8
Patient data security and privacy	5	15
Streamlining vendor portfolio	6	14
Strengthening the workforce	7	13
Alignment with clinical leaders on tech strategy & innovation	8	12
Automation of workflows and processes	9	9
Reducing care team administrative burden	10	1
EMR platform strategy	11	16
Health equity	12	11
Site-of-service optimization	13	7
Consumer-centered care delivery	14	2
Strategic cost management	15	10
Organizational literacy with data and technology	16	6
Healthcare affordability	17	3