



18th Annual

2007 HIMSS Leadership Survey

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18th Annual HIMSS Leadership Survey

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Participant Profile

Question 1

Which title best describes the position that you hold at your organization?
(Please select only one).

Corporate CIO/Director of IS	41.40%
Facility CIO/Director of IS	16.40%
Chief Medical Information Officer	0.80%
Department Head/Director	19.20%
Senior Staff (e.g. Senior Network Analyst)	2.20%
Manager (e.g. Project Manager)	11.10%
Staff (e.g. Applications Analyst)	5.00%
Other	3.90%

Question 2

Which of the following best describes the type of healthcare organization for which you work?
(Please select only one).

Health Care System (employed at corporate level of multi-hospital system)	36.90%
Hospital as part of a Multi-Hospital System/Network	16.20%
Stand-Alone Hospital	33.20%
Ambulatory Care Facility	2.50%
Physician Office/Clinic	3.10%
Mental/Behavioral Health Facility	0.60%
Long-Term Care/Skilled Nursing Facility	1.70%
Alternate Healthcare Facility (i.e. Home Health Agency)	1.40%
Regional Health Information Organization (RHIO)	0.30%
Other	4.20%

Question 3

For how many hospitals do you oversee the information technology decisions?

None	14.90%
One	43.90%
Two	13.50%
Three	8.20%
Four	5.10%
Five	2.80%
Six	1.10%
Seven	1.70%
Eight	0.80%
Nine	0.30%
Ten	0.30%
More Than Ten	7.30%

Participant Profile (continued)

Question 4

In which state do you work? (Please select only one).

South Atlantic	18.80%
East North Central	18.50%
Middle Atlantic	14.00%
Pacific	9.80%
West North Central	9.00%
Mountain	8.10%
West South Central	7.80%
New England	7.80%
East South Central	6.20%

East North Central: IL, IN, MI, OH, WI

East South Central: AL, KY, MS, TN

Mid-Atlantic: NH, NY, PA

Mountain: AZ, CO, ID, MT, NV, NM, UT, WY

New England: CT, ME, MA, NH, RI, VT

Pacific: AK, CA, HI, OR, WA

South Atlantic: DC, DE, FL, GA, MD, NC, SC, VA, WV

West North Central: IA, KS, MN, MO, NE, ND, SD

West South Central: AR, LA, OK, TX

Question 5

What is your organization's annual gross operating revenue? (Please select only one).

Note: If your facility is part of a larger health care organization, please respond based on your facility's gross revenue.

\$2 Million or Less	2.00%
\$2 Million to \$10 Million	3.90%
\$11 Million to \$50 Million	10.60%
\$51 Million to \$200 Million	26.00%
\$201 Million to \$350 Million	7.00%
\$351 Million to \$500 Million	7.50%
\$501 Million to \$1 Billion	17.60%
More than \$1 Billion	12.00%
Not Applicable	1.40%
Don't Know	12.00%

IT Priorities

Question 6

Please identify the business issues you believe will have the most impact on health care *in the next two years?* (Please select five).

Improving Quality of Care (i.e. reduced medical errors/use of evidence based medicine)	68.60%
Patient (Customer) Satisfaction	55.30%
Medicare Cutbacks/Managed Care Fee Reductions (category consolidated)	51.90%
Increasing need for healthcare services (i.e. aging population/baby boomers)	45.00%
Adoption of New Technology	37.50%
Demand for Capital (i.e. alternative funding methods)	31.40%
Availability/Retention of Clinical Staff	28.60%
Decrease in employer health insurance benefits	27.50%
Facility Upgrades/Replacements	23.90%
Regional Health Information Organization (RHIO)/Health Information Exchange (HIE)	23.10%
Government Regulation/Other Compliance Issues (non-HIPAA)	19.70%
Increased Competition (i.e. Impact from clinics within large retail shopping centers)	18.30%
Compliance with Privacy and Security Regulations	16.70%
Demand by consumers for Personal Health Records (PHRs)	13.60%
Availability/Retention of IT Staff	12.80%
Impact from Stark law exceptions and anti-kickback safe harbors	6.90%
Mergers/Consolidation	4.40%
External threats (i.e. bioterrorism)	3.10%
Other	2.50%
Globalization of Healthcare (i.e. going to India for medical services)	1.90%
Don't Know	0.00%

IT Priorities (continued)

Question 7a

Please indicate your organizations' top IT priorities *today*. (Please select five).

Implement Technology to Reduce Medical Errors/Promote Patient Safety	53.60%
Replace/Upgrade/Implement Inpatient Clinical Information Systems	48.30%
Implement an Electronic Medical Record (EMR) or Components of EMR	47.50%
Business Continuity and Disaster Recovery	34.70%
Integrate Systems in a Multi-Vendor Environment	33.60%
Connecting IT at Hospital with Remote Environments (i.e. Physicians Office)	33.10%
Process/Workflow Redesign	30.30%
Improvement of IS Departmental Services, Cost Effectiveness and Efficiencies	28.30%
Implement Enterprise Wide Applications (i.e. EMPI, ERP, Clinical Information Sharing)	25.00%
Implement Wireless Systems (i.e. wireless LANs)	25.00%
Upgrade Network Infrastructure (LANs, WANs)	24.70%
Develop and Execute an IT Strategic Plan	23.30%
Implement Technology to Enhance Data Security	23.20%
Implementing Ambulatory Care Systems (Clinical/Financial/Administrative)	23.10%
Train Personnel to Use Existing and Newly Installed Systems	21.70%
Recruit and Retain High Quality IT Staff	19.70%
Deploy Internet Technology (i.e. Web-based Applications)	16.70%
Implement Technology to Reduce the Cost of Transcription	15.30%
Implement Speech Recognition Systems	13.10%
Implement/Upgrade IT Systems to Meet HIPAA Requirements	11.10%
Upgrade Systems to Participate in a RHIO (Regional Health Information Organization)	8.90%
Outsource IT Functions (i.e. ASP, Infrastructure, Other Services)	3.90%
Other	2.50%

IT Priorities (continued)

Question 7b

Please indicate your organizations' top IT priorities *in the next two years*. (Please select five).

Implement Technology to Reduce Medical Errors/Promote Patient Safety	35.30%
Replace/Upgrade/Implement Inpatient Clinical Information Systems	33.10%
Implement an Electronic Medical Record (EMR) or Components of EMR	32.20%
Connecting IT at Hospital with Remote Environments (i.e. Physicians Office)	26.40%
Business Continuity and Disaster Recovery	25.00%
Process/Workflow Redesign	24.40%
Upgrade Systems to Participate in a RHIO (Regional Health Information Organization)	23.20%
Implementing Ambulatory Care Systems (Clinical/Financial/Administrative)	22.50%
Integrate Systems in a Multi-Vendor Environment	21.40%
Implement Enterprise Wide Applications (i.e. EMPI, ERP, Clinical Information Sharing)	20.80%
Implement Speech Recognition Systems	20.00%
Recruit and Retain High Quality IT Staff	16.90%
Improvement of IS Departmental Services, Cost Effectiveness and Efficiencies	16.70%
Implement Technology to Enhance Data Security	16.10%
Upgrade Network Infrastructure (LANs, WANs)	15.60%
Develop and Execute an IT Strategic Plan	13.30%
Deploy Internet Technology (i.e. Web-based Applications)	11.90%
Train Personnel to Use Existing and Newly Installed Systems	10.30%
Implement Wireless Systems (i.e. wireless LANs)	8.90%
Outsource IT Functions (i.e. ASP, Infrastructure, Other Services)	8.10%
Implement Technology to Reduce the Cost of Transcription	7.80%
Implement/Upgrade IT Systems to Meet HIPAA Requirements	4.20%
Other	2.50%

IT Barriers

Question 8

What is the *most* significant barrier to successfully implementing IT in your organization *today*?
(Please select only one).

Lack of Adequate Financial Support for IT	19.90%
Lack of Staffing Resources	16.00%
Vendor's Inability to Effectively Deliver Product or Service to our Satisfaction	15.40%
Lack of time/commitment of clinicians to help implement	9.80%
Lack of a Strategic IT Plan/Failure to Execute an IT Plan	8.10%
Lack of Top Management Support for IT	5.90%
Difficulty in Proving IT Quantifiable Benefits/Return on Investment	5.60%
Difficulty in Achieving End-user Acceptance or Use	5.30%
Other	4.80%
Lack of Clinical Leadership	4.20%
Lack of Common Data Standards	2.80%
Don't Know	1.70%
Laws/Regulations Prohibiting Technology Sharing with Referring Providers	0.60%

Vendor Satisfaction

Question 9

In general, describe your level of satisfaction with the IT products/services you receive from the suppliers, application vendors and consulting firms your facility uses.

Very Satisfied	0.00%
Satisfied	59.70%
Neutral	25.80%
Dissatisfied	14.20%
Very Dissatisfied	0.30%

IT Applications

Question 10

Please identify the health care applications areas that you consider most important to your organization *over the next two years*. (Please select five).

Computer-based Practitioner Order Entry (CPOE)	46.90%
Electronic Medical Record (EMR)	46.90%
Clinical Information Systems	45.80%
Bar Coded Medication Management	42.90%
Clinical Data Repository	37.30%
Enterprise-Wide Clinical Information Sharing	35.00%
Evidence-based medicine at the point-of-care	28.80%
Point-of-care data collection	28.50%
Point-of-care Clinical Decision Support	26.80%
Business Intelligence/Decision Support Systems (e.g. data warehouse)	21.50%
Ambulatory Systems	20.60%
Enterprise Master Patient Index	19.50%
Digital Picture Archiving and Communications System (PACS)	15.30%
Financial/Administrative Information Systems	13.80%
Web-based Applications	11.00%
Supply Chain Management	10.20%
Telemedicine Systems	9.90%
Personal Health Record (PHR)	9.90%
Cardiology Systems (Imaging and Information Systems)	9.60%
Clinical Revenue Cycle Management Systems	7.30%
Patient Self-Service Kiosks	6.80%
Customer Relationship Management/Call Center	5.60%
Enterprise Resource Planning Systems (ERP)	4.50%
Don't Know	0.60%
Other	0.00%

IT Applications (continued)

Question 11

Which technologies does your organization plan to use *in the next two years*. (Please select five).

Bar Coding Technology	73.70%
High-speed Networks (LANs or WANs)	63.70%
Intranet	62.80%
Tablet Computers	61.50%
Document Imaging	60.10%
Handheld Personal Digital Assistants (PDAs)	59.20%
Speech Recognition	55.30%
Identify Management (i.e. enterprise single sign on or CCOW)	54.20%
Data Warehouse	48.90%
Automated Alerts/Paging to Clinicians	47.20%
Data Security Technologies	47.20%
VOIP (Voice Over IP)	47.20%
Client-Server Systems	46.40%
Thin Clients	46.40%
Web-enabled Clinical Processes	42.70%
RFID Technology (Radio Frequency Identification)	41.60%
Extranet	41.30%
Web-enabled Business Transactions (e-business)	34.60%
Wireless Information Systems	25.70%
Natural Language Processing	10.30%
Don't Know	2.20%
Other	0.80%

Question 12

Please describe the status of your organization's *current* use of an electronic medical record (EMR) system. (Please select only one).

EMR definition—An EMR is electronically originated and maintained clinical health information, derived from multiple sources, about an individual's lifetime health status and health care. An EMR is supported by clinical decision systems and replaces the paper medical record as the primary source of patient information.

We have not yet begun to plan for the use of an EMR system	8.40%
We have developed a plan to implement an EMR system	16.00%
We have signed a contract to install EMR hardware and software but have not yet begun the installation process	5.60%
We have begun to install EMR hardware and software	36.70%
We have a fully operational EMR system in place	31.90%
Don't know	1.40%

RHIOs

Question 13

Please describe the status of your organization's current involvement in a Regional Health Information Organization (RHIO).

RHIO definition—For the purposes of this survey, a RHIO is being defined as a group of organizations with a business stake in improving the quality, safety and efficiency of healthcare delivery. The purpose of a RHIO is to electronically exchange health information in a secure format so that the receiver can use the information. The terms “RHIO” and “Health Information Exchange” or “HIE” are often used interchangeably.

I am unaware of what a RHIO is	1.70%
We have not yet begun to plan to participate in a RHIO	52.90%
There is a RHIO in our area, but we do not participate in it	7.30%
There is a RHIO in our area and we participate in it	22.70%
Don't know	6.20%
Other	9.20%

IT Security

Question 14

What are your primary concerns regarding the security of electronic medical information at your organization? (Please select two).

Internal Breach of Security	57.00%
Compliance with HIPAA Security Regulations	29.80%
Limits of Existing Security Technology	25.60%
Connecting IT at Hospital and Remote Locations	25.30%
External Breach of Security	22.70%
Unauthorized Use of Data by Third Parties	18.90%
Inadequate Security Systems in Place	14.00%
Patient's Lack of Confidence in the Security of Information	12.50%
I Don't Have Any Concerns	4.20%
Don't Know	2.00%
Other	2.00%

Question 15

Has your organization experienced a security breach in the past six months?

Yes	18.20%
No	67.60%
Don't Know	14.20%

IT Security (continued)

Question 16

Which of the following security technologies does your facility plan to use or install *in the next two years*? (Please select all that apply).

Disaster Recovery	70.00%
Firewalls	69.10%
User Access Controls (based on role/location)	68.00%
Audit Logs of Each Access to Patient Health Records	63.70%
Single Sign-On	63.70%
Data Encryption	61.50%
Electronic Signature	58.10%
Off-site Storage	51.80%
Biometric Technologies (i.e. retinal scan/fingerprint technology)	40.80%
Multi-Level Passcodes	34.60%
Public Key Infrastructure (PKI)	23.80%
Don't Know	4.80%
None	0.60%

IT Governance

Question 17

Are you a member of the organization's executive committee (the senior leadership team that drives overall organization strategy and direction)? *CIO Respondents Only*

Yes	80.50%
No	19.50%

Question 18

To what extent is IT integrated into your organization's strategic operating, clinical and capital plans?

Our organization does not have a strategic IT plan	7.30%
Our IT strategic plan is not at all integrated with our organization's overall strategic plan	5.60%
Our IT strategic plan is integrated with the strategic plan but the two plans are separate	41.30%
Our IT strategic plan is a component our strategic plan	42.20%
Don't Know	3.40%
Other	0.30%

IT Governance (continued)

Question 19

Which of the following responsibilities do you assume as a regular part of your job? (Please select all that apply). *CIO Respondents Only*

Support Business and Clinical Process Owners	89.30%
Drive Value from IT Investments	88.30%
Manage the IS department	85.40%
Enable the CEO to improve management through Information Technology	82.00%
Contribute to Overall Business Strategy	81.60%
Responsible for process change management to be supported by IT	77.20%
Other	0.00%

IT Staffing

Question 20

By what percentage do you expect your organization's IT staff to increase or decrease *in the next 12 months*? (Please select only one).

Increase by Less than 10%	37.30%
Increase by 10% to 20%	20.30%
Increase by More than 20%	7.00%
No Change	23.70%
Decrease by Less than 10%	4.70%
Decrease by 10% to 20%	1.90%
Decrease by More than 20%	1.10%
Don't Know	3.90%

Question 21

Which of the below items *most* accurately characterize the areas in which your organization has the most critical information technology staffing needs. (Please select up to three).

Clinical Informaticists	32.10%
Application Support/Development	28.60%
Process/Workflow Design	27.70%
Network and Architecture Support	24.70%
Clinical Transformation	22.90%
Systems Integration	20.20%
Clinical Champions	17.90%
System Design and Implementation	16.40%
PC/Server Support	16.40%
Help Desk	15.80%
User Training	15.80%
Data Security	11.60%
Programming	10.40%
IT Management	8.90%
IT Planning	8.00%
Internet/Intranet	7.10%
We Don't Currently Have Any Needs	6.40%
Other	4.50%
Don't Know	3.60%
Regulatory	0.60%

Question 22

In addition to IT functions, what functions at your organization do you manage?

Telecommunications	47.50%
Not Applicable (I don't manage a department)	16.90%
HIM	13.90%
Other	8.60%
Biomedical Engineering	8.10%

IT Budget

Question 23

Please select the statement that *best* describes the projected change, if any, in your organization's IT *operating* budget for 2007, *compared to 2006*. (Please select only one).

Definitely Increase	47.90%
Probably Increase	26.20%
No Change	11.40%
Probably Decrease	5.30%
Definitely Decrease	4.70%
Don't Know	4.50%

Question 24

Why do you expect an *increase* in your organization's IT *operating* budget in 2007?
(Please select all that reply).

Overall Growth in Number of Systems and Technologies	77.10%
Overall Budget Increases	45.50%
Increase Called for in a Long-Term IT or Organizational Strategic Plan	42.90%
Need to Upgrade IT Infrastructure	42.10%
Addition of a Facility or Clinical/Business Unit	25.90%
Need to Comply with Regulatory Changes	16.20%
Ability to Prove IT Return-on-Investment	11.30%
Business Requirements to Invest in E-business	8.30%
A Recent Merger or Partnership with Another Organization	4.50%
Other	3.00%
Don't Know	1.10%

Question 25

Why do you expect a *decrease* in your organization's IT *operating* budget in 2007?
(Please select all that apply).

Overall Budget Decreases	69.40%
Deteriorating Financial Conditions Related to Cutbacks in Medicare/Medicaid	27.80%
A Recent Merger or Partnership with Another Organization	8.30%
Inability to Prove IT Return-on-Investment	5.60%
Other	3.10%
Decrease Called for in Long-Term IT or Organizational Strategic Plan	2.80%
Closing of a Facility or Clinical/Business Unit	2.80%
Don't Know	0.00%