



20th Annual

2009 HIMSS Leadership Survey

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Healthcare CIO Questionnaire Index

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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/IT	62.20%
Facility CIO/Director of IS/OT	20.40%
Chief Medical Information Officer	0.00%
Department Head/Director	10.20%
Senior Staff (e.g. Senior Network Analyst)	0.70%
Manager (e.g. Project Manager)	3.00%
Staff (e.g. Applications Analyst)	0.70%
Other (Please specify)	3.00%

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)	35.90%
Hospital as part of a Multi-Hospital System/Network	12.80%
Stand-Alone Hospital	41.10%
Outpatient Setting (i.e. ambulatory facility/physician office/clinic)	3.90%
Mental/Behavioral Health Facility/Psychiatric Hospital	0.70%
Long-Term Care/Skilled Nursing Facility	1.60%
Alternate Healthcare Facility (i.e. Home Health Agency)	1.60%
Health Information Exchange	0.00%
Don't Know	0.00%
Other (Please specify)	2.30%

Question 3

Which of the below best describes your hospital environment?
(Please select only one).

Academic Medical Center	15.80%
Community Hospital	63.70%
Critical Access Hospital	7.30%
General Medical/Surgical Facility	7.30%
Military/VA/DOD	1.80%
Other (Please specify)	4.00%

Question 4

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

One	51.50%
Two	16.30%
Three	8.90%
Four	7.40%
Five	3.30%
Six	2.60%
Seven	2.60%
Eight	0.70%
Nine	0.70%
Ten	0.40%
More than Ten	5.60%

Question 5

How many licensed beds are at the primary hospital at which you work?

Average	519
Median	300

Question 6

In which state do you work?

East North Central	18.80%
South Atlantic	14.50%
Pacific	13.20%
Mid Atlantic	12.20%
West North Central	10.50%
East South Central	9.50%
West South Central	9.50%
New England	6.90%
Mountain	4.90%

Question 7

What is your organization's annual gross operating revenue?

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

\$2 Million or Less	2.30%
\$2 Million to \$10 Million	3.00%
\$11 Million to \$50 Million	8.20%
\$51 Million to \$200 Million	24.00%
\$201 Million to \$350 Million	10.20%
\$351 Million to \$500 Million	10.20%
\$501 Million to \$1Billion	17.40%
More than \$1Billion	17.10%
Not Applicable (e.g. military)	0.30%
Don't Know	7.20%

IT Priorities

Question 8

Please identify *the* business issue you believe will have the most impact on health care *in the next two years*.

(Please select only one).

Financial Considerations (i.e. demand for capital/creating new revenue sources)	53.90%
Consumer/Patient Considerations (i.e. quality of care/patient satisfaction/demand for health services information by patients)	10.50%
Shifting Healthcare Landscape (i.e. Increased Competition from non-traditional sources/globalization of healthcare)	7.90%
Healthcare Data Interoperability	6.60%
Health Information Exchange (HIE)	5.90%
Governmental Issues (i.e. compliance with new regulations like ICD-10)	5.60%
Staffing issues (i.e. availability/retention of IT or clinical staff)	2.30%
Hospital Infrastructure Needs (i.e. facility upgrades/mergers/consolidation)	2.00%
Concerns related to privacy/security issues (i.e. security breaches)	1.30%
External Threats (i.e. terrorism)	0.00%
Technology Considerations (i.e. pressure to adopt new technology/impact from Stark)	0.00%
Other (Please specify)	3.60%
Don't Know	0.30%

Question 9

What is your organization's top IT priority over *the next two years*?
(Please select only one).

Focus on Clinical Systems (i.e. CPOE/EMRs/ePrescribing)	51.30%
Optimizing Effective Use of Currently Installed Systems	18.40%
Focus on Ambulatory Systems (i.e. Practice Management/Ambulatory EMR)	10.50%
Leveraging Information (i.e. Data Warehouse/Business Intelligence/Evidence-Based Medicine/Clinical Decision Support)	6.90%
Interoperability between In-house Systems	4.60%
Providing Patient-Centric Solutions (i.e. Web Self Services/PHR/Patient Self Serve Kiosks)	3.90%
Integration of IT and Medical Devices	1.60%
Other (Please specify)	1.60%
Focus on Supply Chain Systems	0.70%
Focus on RCM Solutions	0.30%
Don't Know	0.00%

Question 10

With regard to clinical IT at your organization, what is your primary focus?
(Please select only one).

Ensuring the Organization Has a Fully Electronic Medical Record in Place	30.90%
Installing a CPOE Application	17.40%
Focus on Closed Loop Medication Administration	9.20%
Other (Please specify)	7.90%
Creating Physician Documentation (includes structured templates)	6.30%
Focus on Data Warehouse/Business Intelligence	4.90%
Installing or upgrading Ancillary Applications (Lab/Radiology/Pharmacy)	4.30%
Installing or upgrading a Clinical Data Repository	4.30%
Creating Clinical Documentation Flow Sheets	3.60%
Establishing Clinical Protocols for use within the Clinical Decision Support System(s)	3.30%
Installing or Creating a Clinical Decision Support Environment for Physicians	3.00%
Installing or Creating a Clinical Decision Support Environment for Nurses	1.60%
Installing a Full Radiology PACS System	1.60%
Don't Know	1.60%
Installing or upgrading Controlled Medical Vocabulary	0.00%
Installing Cardiology PACS	0.00%

Question 11

With regard to financial IT at your organization, what is your primary focus?
(Please select only one).

Upgrading the patient billing system	20.40%
Other (Please specify)	18.80%
Upgrading the patient access system (registration/ADT)	11.80%
Web enabling the registration process to improve patient self service functions	8.90%
Implementing medical necessity checking applications to support registration and scheduling functions	7.90%
Implementing eligibility transactions with payers	6.60%
Web enabling the bill payment process to improve patient self service functions	6.60%
Web enabling the patient scheduling process to improve patient self service functions	5.60%
Don't Know	5.60%
Upgrading the encoding system	5.30%
Implementing claims transactions directly with payers (no clearinghouse support)	2.60%

Question 12

What is the key business objective that your organization is trying to achieve in the next 12 months?
(Please select only one).

Sustain Financial Viability or Survival	29.30%
Improve Patient Care/Quality of Care	23.70%
Improve Operational Efficiencies and Lower Operating Costs via Process Re-Engineering (e.g. Six Sigma/CQI/TQM)	22.70%
Increase Market Share/Ability to Compete Successfully in Market	14.50%
Improve Patient Satisfaction	5.60%
Other (Please specify)	2.60%
Attract Qualified Staff	1.30%
Don't Know	0.30%
Improve Supply Chain Dynamics (e.g. contracts/processes)	0.00%

IT Barrier

Question 13

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/Lack of Budget	28.00%
Lack of Staffing Resources	14.80%
Vendor's Inability to Effectively Deliver Product or Service to our Satisfaction	10.20%
Lack of time/commitment of Clinicians to Help Implement	7.90%
Lack of a Strategic IT Plan/Failure to Execute an IT Plan	5.90%
Difficulty in Proving IT Quantifiable Benefits/Return on Investment	5.90%
Difficulty in Achieving End-user Acceptance or Use	5.90%
Lack of Clinical Leadership	4.60%
Other (Please specify)	4.60%
Lack of Top Management Support for IT	3.00%
Lack of Common Data Standards/Integration	2.30%
Lack of Interoperable Systems	2.30%
Constraints at a Higher Regional/Policy/Governmental Level	2.00%
Laws/Regulations Prohibiting Technology Sharing with Referring Providers	1.00%
Don't know	1.00%
Lack of Effective Project Management	0.70%
Concerns about the Ability to Secure Data	0.00%

Question 14

In what area do you feel that IT can have the most impact on patient care?

(Please select only one).

IT and Patient Care

Reducing Medical Errors/Improving Patient Safety	38.20%
Improving Clinical and Quality Outcomes	24.30%
Helping Standardize Clinical Care Using Evidence Based Medicine	13.80%
Supporting Staff Productivity	10.90%
Providing Competitive Advantage (i.e. Improved Patient Satisfaction/Improved Reimbursement)	6.30%
Enabling Practitioners to Obtain Data from Remote Locations (i.e. Home)	1.60%
Accessing Information From Another Healthcare Organization	1.60%
Ensuring that Patient Data is Private and Secure	1.30%
Other (Please specify)	1.30%
Don't Know	0.70%
Providing Remote Monitoring of Patients	0.00%

Question 15

Which individuals have access to secure, on-line clinical patient information from remote, non-hospital locations?

(Select all that apply).

Physicians	95.10%
Other Clinical Professionals (i.e. Occupational Therapist)	65.80%
Nurses	63.20%
Patients	11.20%
Other (Please specify)	7.60%

Question 16

What role do clinicians play in IT at your organization?

(Please select all that apply).

They participate in IT system evaluations	86.90%
They act as project champions in educating and leading other clinicians	81.70%
They participate in the development of policies related to clinical information systems	66.20%
They are involved in the development and implementation of clinician training	61.40%
We employ Hospitalists who use our clinical applications to manage patient treatments/care	54.50%
They explore innovative ways to use IT in the clinical arena	50.70%
They act as business project leaders during clinical implementation	50.00%
They are employed by the IS department to support existing clinical applications	49.70%
We have a CMIO who orchestrates the clinical aspects our organization's IT strategy	29.00%
Clinicians who are department managers may select the IT systems needed to support their departments	20.00%
None of the Above	4.60%
Don't Know	0.70%
Other (Please specify)	0.70%

Electronic Medical Record

Question 17

Please describe the status of your organization's current use of an electric medical record (EMR) system.

An EMR is electronically originated and maintained clinical health information for patients, derived from multiple clinical application sources, about an individual's episode of healthcare at a care delivery organization. It contains all clinical orders and documentation related to a patient's treatment in electronic format. An EMR is also supported by clinical decision support 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	5.30%
We have developed a plan to implement an EMR system	14.50%
We have signed a contract to install EMR hardware and software but have not yet begun the installation process in any organization	1.60%
We have begun to install EMR hardware and software in at least one facility within our organization	36.80%
We have a fully operational EMR system (e.g. complete automation of all clinical orders and documentation for all acute care services) in place in at least one facility within our organization	24.00%
We have a fully operational EMR system (e.g. complete automation of all clinical orders and documentation for all acute care services) in place in all organizations	16.80%
Don't Know	1.00%

Health Information Exchange

Question 18

Please describe the status of your organization's *current* involvement in a Health Information Exchange (HIE; formerly called RHIO).

An HIE is a group of organizations with a business stake in improving the quality, safety and efficiency of healthcare delivery. HIEs are the building blocks of the proposed Nationwide Health Information Network (NHIN) initiative proposed by the Office of the National Coordinator for Health Information Technology - ONC. To build a nationwide network of interoperable health records, the effort must first develop at the local and state levels.

I am unaware of what a HIE is	2.00%
We have not yet begun to plan to participate in a HIE	51.60%
We are required to participate in a state HIE	2.00%
There is a HIE in our area but we do not participate in it	8.90%
There is a HIE in our area and we participate in it	26.60%
We participated in a HIE but it failed	5.60%
Don't Know	3.30%

IT Security

Question 19

What are your primary concerns regarding the security of electronic medical information at your organization?

(Please select no more than two).

Internal Breach of Security	37.40%
Compliance with HIPAA Security Regulations and CMS Security Audits	21.80%
Inadequate Funding/Support for Security Process	20.10%
Data leakage (e.g. patient data inadvertently sent via email)	16.00%
Limits of Existing Security Technology	11.90%
External Breach of Security	9.90%
Connecting IT at Hospital and Remote Locations	9.50%
Unauthorized Use of Data by Third Parties	9.20%
Inadequate Security Systems in Place	7.80%
Patient's Lack of Confidence in the Security of Information	6.50%
I Don't Have Any Concerns	3.30%
Other (Please specify)	2.70%
Don't Know	0.70%

Question 20

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

Yes	13.50%
No	80.60%
Don't Know	5.90%

Question 21

Has your organization experienced a security breach in the past 12 months?

Yes	24.70%
No	69.70%
Don't Know	5.60%

Question 22

Which of the following security technologies are *presently* in place at your organization? (Select all that apply).

Firewalls	99.00%
User Access Controls (based on role/location)	85.50%
Audit Logs of Each Access to Patient Health Records	79.30%
Intrusion Prevention / Detection Service	75.00%
Electronic Signature	69.10%
Email Encryption	61.80%
Multi-Level Passcodes	57.60%
Data Encryption	55.90%
Single Sign-On	30.90%
Public Key Infrastructure (PKI)	21.70%
Biometric Technologies (i.e. retinal scan / fingerprint technology)	18.40%
Other (Please specify)	1.00%
None	0.00%
Don't Know	0.00%

Question 23

Which technologies does your facility plan to use or implement *in the next two years*? (Select all that apply).

Single Sign-On	48.70%
Email Encryption	39.80%
Biometric Technologies (i.e. retinal scan / fingerprint technology)	36.20%
Intrusion Prevention / Detection Service	35.90%
Data Encryption	33.90%
User Access Controls (based on role/location)	29.30%
Audit Logs of Each Access to Patient Health Records	28.60%
Electronic Signature	27.30%
Firewalls	23.70%
Multi-Level Passcodes	22.00%
Public Key Infrastructure (PKI)	9.50%
Don't Know	5.90%
None	3.90%
Other (Please specify)	2.00%

Question 24

Does your organization actively assess/manage security risk?

Yes	84.40%
No	14.20%
Don't Know	1.30%

IT Governance

Question 25

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

Yes	69.50%
No	23.10%
Don't Know	0.00%

Question 26

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	8.90%
Our IT strategic plan is not at all integrated with our organization's overall strategic plan	5.90%
Our IT strategic plan is integrated with the strategic plan but the two plans are separate	47.40%
Our IT strategic plan is a component our strategic plan	36.80%
Don't Know	0.70%
Other (Please specify)	0.30%

Question 27

Which of the below responsibilities do you assume as a regular part of your job? (Please select all that apply).

Support Business and Clinical Process Owners	89.60%
Drive Value from IT investments	89.20%
Enable the CEO and executive team to improve management through Information Technology	89.20%
Manage the IS department	87.60%
Contribute to overall business strategy	84.50%
Responsible for process change management to be supported by IT	82.50%
Other (Please specify)	0.80%
None of the Above	0.00%

IT Staff

Question 28

By what percentage do you expect your organization's IT staff to change *in the next 12 months*?

Increase by Less than 10%	28.30%
Increase by 10% to 20%	10.20%
Increase by More than 20%	3.60%
No Change	40.80%
Decrease by Less than 10%	10.90%
Decrease by 10% to 20%	3.60%
Decrease by More than 20%	1.00%
Don't Know	1.60%

Question 29

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

Clinical Application Support	40.10%
Process/Workflow Design	30.30%
Network and Architecture Support	26.40%
Systems Integration	24.20%
Clinical Transformation	22.40%
IT Security	22.00%
User Training	18.40%
Clinical Informaticist	18.40%
Data Security	13.70%
Help Desk	13.40%
PC/Server Support	13.00%
Clinical Champions	12.60%
Database Administration	11.90%
Financial Application Support	10.50%
System Design and Implementation	9.40%
We Don't Currently Have Any Needs	8.90%
Internet/Intranet	8.70%
IT Planning	8.70%
Other (Please Specify)	5.60%
Programming	5.40%
IT Management	4.30%
Regulatory/Reimbursement and Accreditation Issues (e.g. HIPAA and JCAHO)	4.00%
Don't Know	2.20%

Question 30

In addition to IT functions, what functions at your organization do you manage?
(Select all that apply).

Telecommunications	87.10%
Medical informatics	27.20%
Health Information Management (HIM)	22.00%
Biomedical/Clinical Engineering	14.70%
Other (Please Specify)	9.50%

IT Budget

Question 31

Please select the statement that *best* describes the projected change, if any, in your organization's IT *operating* budget for 2009, *compared to 2008*.
(Select all that apply).

It will Definitely Increase	29.60%
It will Probably Increase	25.30%
There will be No Change	19.40%
It will Probably Decrease	14.80%
It will Definitely Decrease	9.50%
Don't Know	1.30%

Question 32

Why do you expect an *increase* in your organization's IT *operating* budget in 2009?
(Select all that apply).

Overall Growth in Number of Systems and Technologies	70.10%
Overall Budget Increases	50.30%
Need to Upgrade IT Infrastructure	42.50%
Increase Called for in a Long-Term IT or Organizational Strategic Plan	33.50%
Addition of a Facility or Clinical/Business Unit	25.70%
Need to Comply with Regulatory Changes	24.60%
Ability to Prove IT Return-on-Investment	12.00%
Business Requirements to Invest in E-business	10.80%
A Recent Merger or Partnership with Another Organization	8.40%
Unfunded Government Mandate Requiring Additional Staffing or Consulting Support	7.80%
Competitive Market Threats	7.80%
Don't Know	0.00%
Other (Please Specify)	0.00%

Question 33

Why do you expect a *decrease* in your organization's IT *operating* budget in 2009?
(Select all that apply).

Reduction in Hospital Revenues Due to Current Recession (e.g. elective patient services)	77.00%
Overall Budget Decreases	62.20%
Deteriorating Financial Conditions Related to Cutbacks in Medicare/Medicaid	45.90%
Change in Strategic Plan Related to IT Projects	10.80%
A Recent Merger or Partnership with Another Organization	4.10%
Outsourcing of IT services to low cost provider	4.10%
Inability to Prove IT Return-on-Investment	2.70%
Closing of a Facility or Clinical/Business Unit	2.70%
Don't Know	0.00%
Other (Please Specify)	0.00%