Healthcare Provider CIO Top Actions for 2022

Published 1 February 2022 - ID G00763836 - 5 min read

Barry Runyon

Initiatives: Healthcare and Life Science Digital Optimization and Modernization; Healthcare and Life Science Digital Transformation and Innovation

The pandemic has served to increase the importance and threaten the capacity of healthcare providers to deliver on the “quadruple aim.” In 2022, CIOs can support their organization’s pursuit of this aim by prioritizing digital initiatives to improve outcomes, experience and efficiency.

Quick Answer

As a healthcare provider CIO, what top priority actions should I take across 2022?

- Address patient safety risks introduced through digital transformation by making it an enterprise imperative and a formally-funded IT initiative.
- Drive improvements in patient engagement and clinician satisfaction through a total experience strategy — creating superior, shared patient and clinician experiences across multiple touchpoints and channels.
- Build system-level insights that enable high-quality, affordable care by investing in real-time health system (RTHS) command center capabilities.

More Detail

This research is part of a series describing top actions for healthcare and life science CIOs to take in 2022.

2022 Top Actions Support Pursuit of the Quadruple Aim

For many years, healthcare providers have pursued the quadruple aim — improving the health of populations, enhancing patient experience, lowering the cost of care and improving clinician well-being.¹ The pandemic has served to both increase the importance, and threaten the capacity of providers to realize these outcomes. Our 2022 top actions for healthcare provider CIOs focus on three key actions aligned to enabling the delivery of critical clinical and business outcomes defined by healthcare’s quadruple aim.
Address Patient Safety Risks Introduced Through Digital Transformation

At one time, adverse events and never/sentinel events (wrong site surgery, mismatched blood transfusions, medication errors) were almost entirely attributed to human error. Patient safety — reducing avoidable patient harm — is a fundamental healthcare provider imperative and must take into account the patient safety risks introduced through digital transformation (see Quick Answer: The Expanding Universe of Patient Safety Risks).

Patient safety can be enhanced through digital initiatives, such as AI-enabled clinical decision support solutions, remote patient monitoring leveraging IoT or electronic medication management. However, these same technologies have introduced new patient safety risks. For example, the performance of a widely deployed proprietary sepsis model was called into question following an external validation study. The rapid proliferation of connected medical devices enabling virtual care is increasing security risks, and the association between poor health IT usability and patient safety events is well established.

Over the last two years we have seen an acceleration in the pace of digital initiatives and an ever-increasing reliance on digital technologies to support and enable care delivery. In line with this, healthcare provider CIOs can renew their focus and commitment to patient safety by making it an explicit enterprise imperative and formally funded IT initiative. Include patient safety in digital initiatives from design, all the way through to implementation and optimization, focusing not only on the technology, but also the people, processes and clinical environment.

Deliver Seamless Patient and Clinician Experiences Through a Total Experience Strategy

Healthcare providers already have a strong focus on improving experiences, from both the customer/patient (CX) and employee/clinician (EX) perspectives. Traditionally, each of these experiences are strategized, created and maintained in silos. The increasing digitization of care inextricably links the patient and clinician experience, demanding a different approach to these initiatives.
Total experience (TX) is the way to break through the silos and create transformative and differentiating value by interconnecting CX and EX with effortless user experience (UX) and multiexperience (MX) technologies (see Top Strategic Technology Trends for 2022: Total Experience). TX is not about making just one experience better, it is about creating a frictionless user experience across multiple platforms, channels and technologies for both patients and employees, especially clinicians. For example, a TX approach to remote patient monitoring involves providing patients with the right channels to enable seamless collection of relevant clinical data and surfacing timely, relevant, data insights to clinicians, embedded within clinical workflows.

Healthcare provider CIOs can progress a TX approach across their digital initiatives by engaging clinical, informatics and business stakeholders to develop an organizational TX strategy. Focus on identifying key gaps in intersecting journeys across CX and EX that are impacting patient engagement and contributing to clinician burnout. Invest in technologies that will enable you to reimagine these journeys providing an effortless experience across MX touchpoints and modalities.

Enable High-Quality, Efficient Care by Investing in RTHS Command Center Capabilities

The RTHS command center technology stack provides the infrastructure and software required to bring together data and information from devices and systems, analyze this information, and present actionable, often predictive, insights to end users. They enable healthcare providers to holistically evaluate intersections between previously isolated operational and clinical processes in a coordinated fashion. Serving as the user interface of the digital hospital, the command center is essential in enabling healthcare providers to deliver high quality, affordable care (see Innovation Insight for Real-Time Health System Command Center).

RTHS command centers bring together the healthcare provider's many disparate information sources. Common data sources include operational systems (e.g., bed management, staff rostering), clinical systems (e.g., electronic health record, laboratory) and IoT devices (e.g., clinical monitors, asset tracking). Acting on insights generated from these sources to drive systemwide process improvement and proactive decision making can lead to improvements in key performance indicators (e.g., length of stay, delays in care, adverse events) and health outcomes, and lowering the cost of care.
Realizing these benefits requires investment into core command center capabilities. This investment extends beyond just digital capabilities, also requiring the resources to enable continuous improvement through process redesign and change management. Healthcare provider CIOs can start down this path by focusing initial implementation efforts on driving improvements in key strategic clinical and operational key performance indicators, evolving the solution to meet additional use cases over time.

**Recommended by the Authors**

Innovation Insight for Consumer Experiences in Healthcare and Life Sciences

Tool: Healthcare Provider Perspective of Strategic Technology Trends

Use Gartner’s Model to Assess Real-Time Health System Maturity and Plan Investments

**Evidence**

1. From Triple to Quadruple Aim: Care of the Patient Requires Care of the Provider, NCBI.

2. External Validation of a Widely Implemented Proprietary Sepsis Prediction Model in Hospitalized Patients | Critical Care Medicine, JAMA.


4. Electronic Health Record Usability Issues and Potential Contribution to Patient Harm, JAMA.
Position your IT organization for success. Explore these additional complimentary resources and tools for healthcare CIOs:

**Resource Center**
Healthcare Digital Transformation
Lead digital transformation initiatives for maximum impact.

Learn More

**eBook**
3 Must-Haves in Your Cybersecurity Incident Response Plan
Improve your ability to be prepared for a cybersecurity incident.

Download eBook

**Resource Center**
Digitalization Strategy for Business Transformation
Take your digital transformation initiative up a notch.

Learn More

**Webinar**
Emerging Healthcare Trends and Their Implications
Identify and overcome barriers to achieving innovation at scale.

Watch Now

Already a client?
Get access to even more resources in your client portal. Log In
Connect With Us

Get actionable, objective insight to deliver on your mission-critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

**U.S.:** 1 855 811 7593

**International:** +44 (0) 3330 607 044

Become a Client

Learn more about Gartner for IT Leaders
gartner.com/en/information-technology

Stay connected to the latest insights

Attend a Gartner conference
View Conference