



North Shore-Long Island Jewish Health System

The CMIO and the EHR

Michael I. Oppenheim, MD

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North Shore-Long Island Jewish
Health System

North Shore-LIJ Health System

- Integrated Delivery Network with facilities in Queens, Nassau, & Suffolk counties
- 10 hospitals
 - 2 Tertiary care facilities
 - 7 Community hospitals
 - 1 Behavioral health
 - 1 Pediatric
- 150+ ambulatory sites
- Home Care / Infusion Service
- Emergency Medical Service
- Commercial Laboratory
- Research Institute

■ **Changes** with phases of EMR/EHR planning and implementation

- Skills Needed
 - Clinical?
 - Technology/Informatics?
 - Management?
- Leadership interactions
 - CIO/CTO?
 - CMO/CNO?
 - CQO?
 - COO?
 - CEO?
- Clinician interactions
 - Representing management?
 - Representing clinicians?





What should the organization be doing with regard to clinical technology?

- Identify areas of maximum clinical need/opportunity
- Align w/ internal strategic and clinical priorities
- Align w/ national trends & priorities

Skills Needed

- Healthcare management
- Informatics

Leadership Interactions

- CEO
- CMO/CNO/CQO
- CQO

Clinician Relationships

- Clinician Representative
- Management Representative



Skills Needed

- Technology/Informatics
- Clinical
- Business?

Leadership Interactions

- CIO/CTO
- CMO/CNO/CQO

Clinician Relationships

- Clinician Representative
- Management Representative

Which vendor(s) should the organization be utilizing?

- Identify functional requirements
- Manage clinician expectations
- Develop strategic relationships



How do we implement the system(s) selected?

- Develop implementation strategy aligned with institutional priorities
- Oversee clinical aspects of implementation
- Manage clinician expectations

- Skills Needed**
- Project Management
 - Clinical
- Leadership Interactions**
- CIO/CTO
 - COO
- Clinician Relationships**
- Clinician Representative
 - Management Representative



- Skills Needed**
- Clinical
 - Technology/informatics
- Leadership Interactions**
- CMO / CNO / CQO
 - CEO / COO
- Clinician Relationships**
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Why did we implement this system?

- Assuring clinical and operational benefits realized
- Continued identification of opportunities afforded by technology to solve clinical problems
- Research?

- What training/skills do you want your DMI/CMIO to have?
 - Informatics?
 - MBA / MHA?
 - Project Management?
 - MPH/Health Services Research?

- To whom should your DMI/CMIO report?
 - CIO?
 - CMO?
 - CQO?

- DMI / CMIO must **always** be able to represent interests of both clinicians and management