How the Military Grows a Healthcare CIO

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Purpose

- Present an overview of the Chief Information Officer (CIO) training program in the US Army Medical Department to share:
  - Training principles
  - Training execution
  - Lessons learned
- With the intent of providing insight for other CIO training programs
Agenda

- Overview of the military health system
  - Department of Defense (DoD)
  - The Army Medical Department (AMEDD)
- Why is a CIO training program important?
- Training objectives
- Program content
- Lessons learned
- Conclusion
Overview of the Military Health System

Department of Defense
Military Health System
Mission

Two parts:

Provide medical services and support to our armed forces during military operations.

Maintain health and provide medical services to the armed forces, family members and other designated beneficiaries.
Military Health System
Levels of Care

First Responder

Enroute Care

Theater Hospitalization

Forward Resuscitative Surgery

Care Outside Theater
Military Health System
IM Strategic Direction

Operational Continuum

Military Medical Readiness
Train As We Fight

Sustaining Base
Deployed Forces
Overview of the Army Medical Department

Size and Scope
### Beneficiaries
- 493K Active Duty
- 723K Family Members
- 664K Retired
- 749K Family Members Retired
- 365K Other
- **2,994K Beneficiaries**

### AMEDD Personnel
- 4,187 Medical Corps
- 1,002 Dental Corps
- 8,495 Other Officers
- 30,784 Enlisted
- 29,114 Civilian
- 73,582 People

### Fixed Facilities
- 8 Medical Centers
- 20/76 Hospitals / Clinics
- 174 Dental Clinics
- 304 Veterinary Clinics
- 23 Other
- **605 Facilities**

### Field Units
- 29 Combat Hospitals
- 8 Field Hospitals
- 6 General Hospitals
- 35 Forward Surgical
- 223 Other
- **301 Units**

### Size & Scope
- **$8.5 Billion** Yearly Budget
Army Medical
Department
Average Day

37,566 Clinic visits
53,360 Laboratory Procedures
1,342 Beds Occupied
366 Patients Admitted
600,000 E-mails
41,400 Dental Procedures
74,738 Pharmacy Procedures
1,724 Vet Outpatient Visits
$18M of Food Inspected
5,421 Immunizations
25,168 X-rays
But first, some Arrrrrrmmmmmmeeeee training, sir!

Or, everything you always wanted to know about the Army but were afraid to ask!
A short lesson about the structure of the AMEDD...

- Combat Commands
  - 18th Medical Command
  - 44th Medical Brigade
  - 30th Medical Brigade
- U.S. Army Medical Command (MEDCOM)
- Office of the Surgeon General (OTSG)
- Center for Health Promotion and Preventive Medicine (CHPPM)
- U.S. Army Veterinary Command (VETCOM)
- U.S. Army Dental Command (DENCOM)
- U.S. Army Medical Department Center & School (AMEDD C&S)
- Executive Agencies for Tri-Service Functions (7)
- U.S. Army Regional Medical Commands
  - Pacific
  - Western
  - Great Plains
  - Southeast
  - North Atlantic
  - Europe
- Installations
  - Walter Reed
  - Ft Detrick
  - Ft Sam Houston
A short lesson about the Army grade structure...

### Career Matrix

| Years of Service | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
|-----------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Promotion       |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |     |    |    |    |    |    |    |    |

2nd Lieutenant → 1st Lieutenant → Captain

Major → Lieutenant Colonel → Colonel
A short lesson about Army jobs...
Two types of assignments..

- Combat jobs
  - Combat Medicine

- Garrison jobs
  - Health Care Facilities
Career assignments
AMEDD Officers can expect...
# Assignments

## Lieutenants

### Career Matrix

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<tr>
<th>Years of Service</th>
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### 2nd and 1st Lieutenants

- **Combat medical jobs**
  - Platoon Leader

- **Garrison jobs**
  - Deputy Hospital IMO/CTO

### Assignments

- **Combat medical jobs**
  - X 30
  - X 10

- **Garrison jobs**
  - 100 – 200 Beds
### Assignments

#### Captains

#### Career Matrix

| Years of Service | 1  | 2  | 3  | 4  | 5  | 6  | 7  | 8  | 9  | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
|------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Promotion        | ☑️ | ☑️ | ☑️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ | ☐️ |

- **Captains**
  - Combat medical jobs
    - Company Commander
    - Battalion Communications Officer
  - Garrison jobs
    - Hospital IMO
    - Health Care Staff Officer

- 100 - 200 Beds
## Assignments
### Majors

#### Career Matrix

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- **Combat medical jobs**
  - Battalion Executive Officers
  - Brigade Communications Officers

- **Garrison jobs**
  - Deputy Medical Center CIO/CTO

- **Majors**

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<th>X 400</th>
<th>X 160</th>
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- 400 - 600 Beds
Assignments
Lieutenant Colonels

Career Matrix

| Years of Service | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
|------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Promotion        |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

- Combat medical jobs
  - Battalion Commander
  - Brigade Staff Officer

- Garrison jobs
  - Army Medical Center & Regional CIO

Lieutenant Colonel

- 1,000 – 2,000 Beds
# Assignments

## Colonels

### Career Matrix

| Years of Service | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
|------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Promotion        | ![Medal](image1.png) | ![Medal](image2.png) | ![Medal](image3.png) | ![Medal](image4.png) | ![Star](image5.png) | ![Star](image6.png) | ![Star](image7.png) | ![Star](image8.png) | ![Star](image9.png) | ![Star](image10.png) | ![Star](image11.png) | ![Star](image12.png) | ![Star](image13.png) | ![Star](image14.png) | ![Star](image15.png) | ![Star](image16.png) | ![Star](image17.png) | ![Star](image18.png) | ![Star](image19.png) | ![Star](image20.png) | ![Star](image21.png) | ![Star](image22.png) | ![Star](image23.png) | ![Star](image24.png) |

- **Combat medical jobs**
  - Brigade Commander
  - Division Staff Officer
- **Garrison jobs**
  - CIO – Army Medical Department

**X 1,600**

- 2M Beneficiaries
- 605 Hospitals/Clinics
- 301 Combat Units

**X 500**
### IMO Positions in the AMEDD...

#### Fixed Facilities
- **8** Medical Centers
- **20/76** Hospitals / Clinics
- **174** Dental Clinics
- **304** Veterinary Clinics
- **23** Other
- **605** Facilities

#### Field Units
- **29** Combat Hospitals
- **8** Field Hospitals
- **6** General Hospitals
- **35** Forward Surgical
- **223** Other
- **301** Units

<table>
<thead>
<tr>
<th>Positions</th>
<th>Job Title</th>
<th>Rank</th>
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<tr>
<td><strong>10</strong></td>
<td>Senior Staff Officers</td>
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<td><strong>5</strong></td>
<td>CIO Medical Region</td>
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<td><strong>8</strong></td>
<td>CIO Medical Center</td>
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<td><strong>8</strong></td>
<td>CTO Medical Center</td>
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<td>IMO Staff Officers</td>
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<td><strong>30</strong></td>
<td>IMO Hospital / Clinic</td>
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<td><strong>5</strong></td>
<td>CIO Combat Systems</td>
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<td><strong>10</strong></td>
<td>IMO Combat Systems</td>
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<td><strong>Total: 101</strong></td>
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</table>
Congratulations, you have completed your Arrrrrrmmmmmmmmmeeeee training!

That’s the fact, Jack!
Why is a Formal CIO Training Program Important?
Why Have a Program?

- **Leadership**
  - Health Care, Business, Technology

- **Communication**
  - Business Process Reengineering, Project Management, IT Operations

- **Business Administration**
  - Return on Investment, Value of Investment
What are the Principles of the Army Medical Department Training Program?
Training Principles

- Fully qualified officer:
  - Leadership / Management qualifications
  - Communication
  - Decision making
  - Planning
  - And more…
  - Education qualifications (*the trifecta*)
    - Health Care Administration
    - Business Administration
    - Management Information Systems
Training Principles Evolution

Product and technical skills
(e.g., languages, code, tools, network administration)

Technology management skills
(e.g., project mgmt, system integration, marketing, architectural design, strategic planning, standards)

Business management skills
(e.g., risk analysis, benefit delivery, financial analysis, vendor negotiation)
Training Methodologies

- Methods
  - Military Education
  - Leadership and IM/IT
  - Civilian Education
  - Continuing Education
  - Assignments
  - Professional Affiliations
Military Education
Leadership

Career Matrix

| Years of Service | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
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| Promotion        | ↘️ | ↘️ | ↘️ | ↘️ |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

- **Army Leadership Training**
  - Introduce officers to tenets of leadership and military tasks throughout their careers
  - Decision making
  - Planning
  - Team building
  - Communication
  - *The Business of the Business!*
Officer Basic Course (OBC)

- **Duration**: 3 ½ months
- **Location**: Fort Sam Houston, Texas
- **Indoctrination**: into the military and the AMEDD.
- **Military laws, customs, and how the military fights and wins the nations wars**

### Career Matrix

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<tr>
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**OBC**
Military Education Leadership

Career Matrix

| Years of Service | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
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| Promotion        |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

- **Officer Advanced Course (OAC)**
  - Duration - six months @ Fort Sam Houston, Texas
  - Prepare officers for command

- **Combined Arms and Services Staff School (CAS3)**
  - Duration six weeks @ Fort Leavenworth, Kansas
  - Leadership for primary staff officers
    - Decision making
    - Staff operations
    - Communications
Military Education
Leadership

**Command and General Staff College (CGSC)**

- Attend between years 12 and 15
- Duration
  - In residence – one year @ Fort Leavenworth, Kansas
  - Distance learning – three years
- Masters Degree equivalent
- Prepares mid-grade officers to work as primary staff officers for executive staff sections
### Senior Service College (SSC)
- Attend between years 18 and 22
- Duration – one year @
  - Washington, DC (National Defense University)
  - Carlisle Barracks, PA (Army)
  - Newport, RI (Navy)
  - Montgomery, AL (Air Force)
- Prepares senior officers to work at the highest levels of the military – Pentagon Staff

### Career Matrix

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Military Education

Information Management & Information Technology (IM&IT)

Major Peter V. Marks, Ph.D.
Military Education
IM & IT

- DoD / Army IM & IT Training
  - Army Medical Department Courses
    - Medical Information Management Course
    - Health Systems Functional Proponent Course
  - Federal Programs
    - Defense Acquisition University
      - Acquisition Certification
    - National Defense University
      - Federal CIO Certificate
Military Education
IM & IT

Army Medical Department’s Medical Information Management Course
Medical Information Management Course

- Initial qualifying course for Medical Information Management Officers
- IM/IT Policy
- Technical training – security, server admin, networking and communications
- Duration
  - 90 hours of distance learning
  - Eight weeks in residence @ Fort Sam Houston, Texas

| Years of Service | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
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Military Education
IM & IT

- Foundation of Medical Information Management Course:

<table>
<thead>
<tr>
<th>Foundation</th>
<th>Strategy</th>
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<tr>
<td>BPR and Strategic Planning</td>
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<td>IM Operations</td>
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<td>Technology and Systems</td>
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<tr>
<td>Tactical IM</td>
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Federal GIU
COMPETENCIES

- Policy
- Strategic Planning
- Performance & Results-based Mgmt
- Process Improvement
- Capital Planning & Investment
- Leadership Mgmt
- Technology Assessment
- Architecture
- Security
- Acquisition
Military Education
IM & IT

Training in Skill Domains

- Strategy: 5%
- BPR and Strategic Planning: 10%
- IM Operations: 10%
- Acquisition: 10%
- Security: 5%
- Organizations: 5%
- Technology and Systems: 50%
- Tactical IM: 5%
● **Health Systems Functional Proponent Course**
  - **Business value of IT**
  - Brings together information managers with senior functional managers
  - Systems development & implementation through trained project teams
  - **Duration**
    - 22 hours of distance learning
    - Two weeks in residence @ Fort Sam Houston, Texas
Training in Skill Domains

- Strategy: 10%
- BPR: 25%
- Acquisition: 20%
- Requirements: 15%
- Systems: 20%
- Organizations: 10%

Military Education
IM & IT
Military Education
IM & IT

Defense Acquisition University
Military Education
IM & IT

Defense Acquisition University Mission:

- “Provide functional practitioner training and services to enable the acquisition, technology, and logistics workforce to make smart business decisions.”

Certifications

- Acquisition
- Auditing
- Contracting
- Facilities Engineering
- Contract Project Management
- Information Technology
- Production, Quality, and Manufacturing
- Purchasing and Procurement Technician
- Systems Planning, Research, Development and Engineering – Science and Technology Manager
- Systems Planning, Research, Development and Engineering – Systems Engineering
- Test and Evaluation
- Program Management
Military Education
IM & IT

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Level 1

Level 2

Level 3

- Defense Acquisition University
  - Three Certification Levels
  - Information Technology
    - Identification of requirements
    - Write and review specifications
    - Identifying costs – Total Cost of Ownership
    - Obtain resources (manpower, funding, and training)
    - Test, evaluate, plan, and manage life cycle development

Years of Service:
- Level 1: 1-4 years
- Level 2: 5-10 years
- Level 3: 11-24 years
Military Education
IM & IT

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- **Federal CIO certificate**
  - Clinger – Cohen
  - Federal government CIO standard
  - Duration
    - Two years in distance learning
    - Eight weeks in residence in Wash, D.C.
Military Education
IM & IT

- Chief Information Officer Certificate Program
  - Competencies
Civilian Education
## Civilian Education

### Long Term Health Education and Training
- Training With Industry
- Masters Degree
- Ph.D.

### Career Matrix

| Years of Service | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
|------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Promotion        |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

- Captain
- Major
Civilian Education

● Training with Industry
  - Bridge the links between civilian and military organizations
  - One officer per year
    - Microsoft
    - Kaiser-Permanente
    - Always recruiting…

Welcome to Kaiser Permanente
Civilian Education

- Masters Degree
  - Two to four starts per year
  - Program
    - Masters of Health Care Administration
      - Baylor University
    - Masters of Business Administration with a minor in Information Technology
      - University of Texas at San Antonio
## Civilian Education

### Masters

<table>
<thead>
<tr>
<th>Officers with Masters degrees</th>
<th>37</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers currently in school</td>
<td>4</td>
</tr>
<tr>
<td>Officers scheduled to attend school next year</td>
<td>4</td>
</tr>
</tbody>
</table>
Civilian Education

- Ph.D.
  - One start every two to four years
  - Degrees
    - MIS
    - Operations Research
    - Bio Med
    - Medical Informatics
    - Computer Science / Artificial Intelligence
<table>
<thead>
<tr>
<th>Civilian Education</th>
<th>Ph.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers</td>
<td>101</td>
</tr>
<tr>
<td>Positions that need Ph.D. degrees</td>
<td>7</td>
</tr>
<tr>
<td>Officers with Ph.D. degrees</td>
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<tr>
<td>Officers currently in school</td>
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</tr>
<tr>
<td>Officers scheduled to attend school next year (Next start – Fall ’04)</td>
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</tbody>
</table>
Continuing Education
Continuing Education

- **Conferences:**
  - HIMSS
  - CPHIMS
  - Army Medical Department CIO Conference
  - Officer professional development program
  - Gartner Conferences
  - ACHE
    - Diplomat ACHE

- **Distance Learning:**
  - Skillsoft training
Professional Organizations
Professional Organizations

- College of Hospital Management Executives
- American College of Health Care Executives
- Health Care Information and Management Systems Society
- American Medical Informatics Association
- American Health Information Management Association
Training Outcomes

COL Barclay P. Butler, Ph.D., CPHIMS
What is the Deliverable?

- Leadership / management qualifications
- Communication
- Decision making
- Planning
- And more…

- Education qualifications (*the trifecta*)
  - Health Care Administration
  - Business Administration
  - Management Information Systems
Lessons Learned

- Risk of officer attrition
  - Army is cash-poor for salary but training-rich
  - CTO to CIO
  - Deployments - Family
  - Non-CIO jobs

- On average, over 25% of the training elements change every year

- Easier to train officers early in their careers because of:
  - Training structure
  - Time
  - Utilizing quality distance learning helps with this issue
Conclusion...

- The training of an Army Medical Department CIO is a programmed event that is intended to produce a leader who possess the following core competencies:
  - Health Care Administration
  - Business Administration
  - Information Systems Management
Questions?

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