WittKieffer

Navigating Change & Growth

INSIGHTS INTO PHYSICIAN INFORMATICS LEADERSHIP

AMDIS

Association of Medical Directors of Information Systems
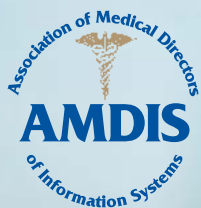
AMDIS / WITTKIEFFER PHYSICIAN INFORMATICS EXECUTIVE SURVEY RESULTS 2025

Executive Summary

The long-standing partnership between WittKieffer and AMDIS has spanned over a decade, during which we have successfully conducted five surveys focused on Chief Medical Informatics Officers (CMIOs) and physician informatics leaders. These surveys took place in 2014, 2018, 2021, 2023, and most recently in April-May 2025.

In our latest survey, we sought input from more than 160 physician informatics executives across the Unites States, who provided valuable insights regarding the role, scope, and compensation of CMIOs and other medical informatics leaders. Additionally, we explored the challenges these leaders encounter related to talent and leadership.

For an in-depth understanding of the 2025 survey respondents' demographics, titles, and organizational affiliations, please refer to the appendix titled "Profile of Respondents."

ROLE EVOLUTION

- **WIDENING SCOPE:** 83% of physician informatics leaders report expanded responsibilities over the past two years, focusing on AI tools, machine learning, digital transformation, and governance. However, this broadening of roles is not without its challenges: some respondents highlight underlying issues, such as financial constraints and the increased responsibilities that come without corresponding recognition or resources.

- **FOCUS ON AI:** AI implementation is the top strategic priority among informatics departments (77%), with 29% of CMIOs now holding primary responsibility for their organization's AI initiatives.

- **INTEGRATION WITH IT:** 50% of CMIOs now report to the CIO, highlighting the alignment of medical informatics with IT departments as organizations leverage physician leadership in data and technology initiatives.
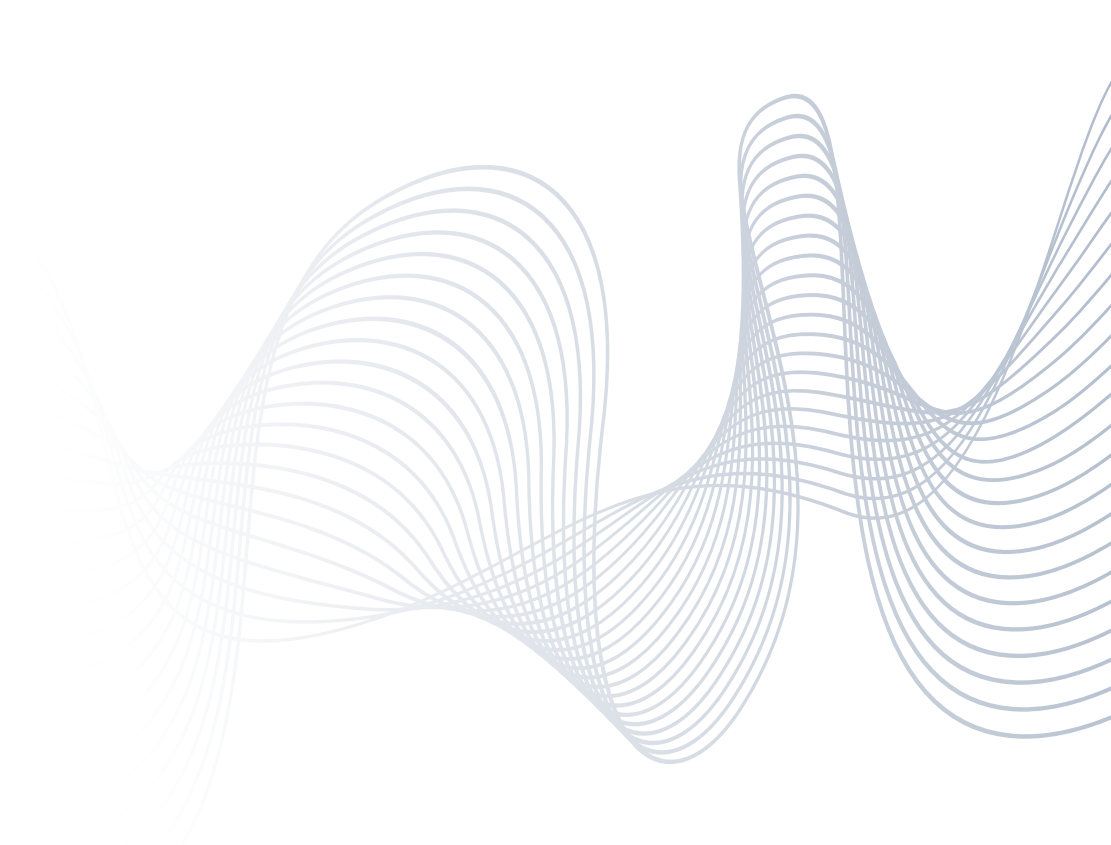
FINANCIAL CONSIDERATIONS

- **BUDGET STRUCTURE:** 19% of CMIOs now have their own leadership budget, while 40% have their budget included in IT (up from 29% in 2023), and 52% reported budget expansion in the past year.

- **INCREASING COMPENSATION:** There is a significant upward trend in CMIO base salaries, with the proportion of those earning over $350k annually rising to 83% compared to 55% from 2023 data.

- **CLINICAL WORK IMPACT:** 69% of medical informatics executives remain clinically active, with 67% reporting that clinical income helps offset part of their informatics salary, while the remaining 33% earn clinical income in addition to their fully guaranteed informatics salary.

TALENT DYNAMICS

- **LEADERSHIP CONTINUITY:** The 21% succession planning rate represents a critical vulnerability given that 64% of physician informatics leaders are considering role changes or retirement in the near future.

- **INFORMATICS TEAM CHANGES:** While 45% of CMIOs do not anticipate significant changes to their team size in the next 12 months, 34% are planning to hire more FTEs, and 10% are looking to add external consultants.

- **TEAM DEVELOPMENT:** While creating development opportunities remains a consistent top priority (ranked high in both 2023 and 2025), the focus on upskilling teams for technology changes has emerged as a critical priority.

Contents

Role Evolution
SCOPE

The role of CMIOs is continuously evolving, marking a transformative period in healthcare informatics. Traditionally responsible for implementing Electronic Health Records (EHRs) and bridging the gap between clinical and technological teams, today's CMIOs are becoming strategic business partners, leading innovative enterprise-wide initiatives.

Physician informatics leaders report that AI implementations have emerged as their organizations' number one strategic priority this year. According to our survey, the vast majority of respondents (83%) indicated that their responsibilities have expanded over the past two years. Of those who reported an expansion of responsibilities, 95% specifically noted the addition of overseeing AI tools and machine-learning algorithms to their roles. Additionally, more than one-quarter of CMIOs (29%) now hold primary accountability for their organization's AI initiatives.

While the survey results generally depict a positive evolution of roles and responsibilities in medical informatics, open-ended responses expose underlying challenges. Many respondents indicated that the expansion of their duties often results in a "do more with less" situation, rather than an increase in the recognition or value attributed to informatics. This is primarily due to budgetary constraints, limited funding for new roles, and hiring freezes, which highlight the financial pressures many organizations are currently facing.
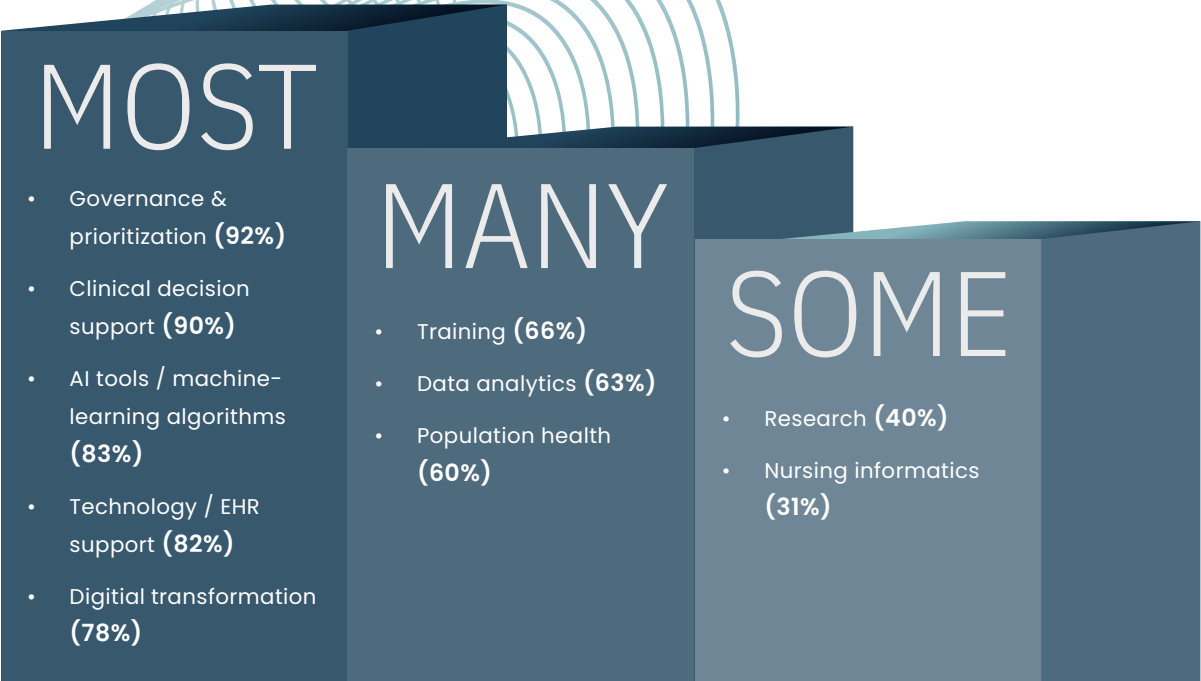
83% of physician informatics leaders reported that their responsibilities have increased over the past two years

Areas with the most significant growth

1 AI tools, machine-learning algorithms **(95%)**

2 Digital transformation **(60%)**

3 Governance and prioritization **(49%)**

MOST
- Governance & prioritization **(92%)**
- Clinical decision support **(90%)**
- AI tools / machine-learning algorithms **(83%)**
- Technology / EHR support **(82%)**
- Digitial transformation **(78%)**

MANY
- Training **(66%)**
- Data analytics **(63%)**
- Population health **(60%)**

SOME
- Research **(40%)**
- Nursing informatics **(31%)**

Physician Informatics Responsibilities

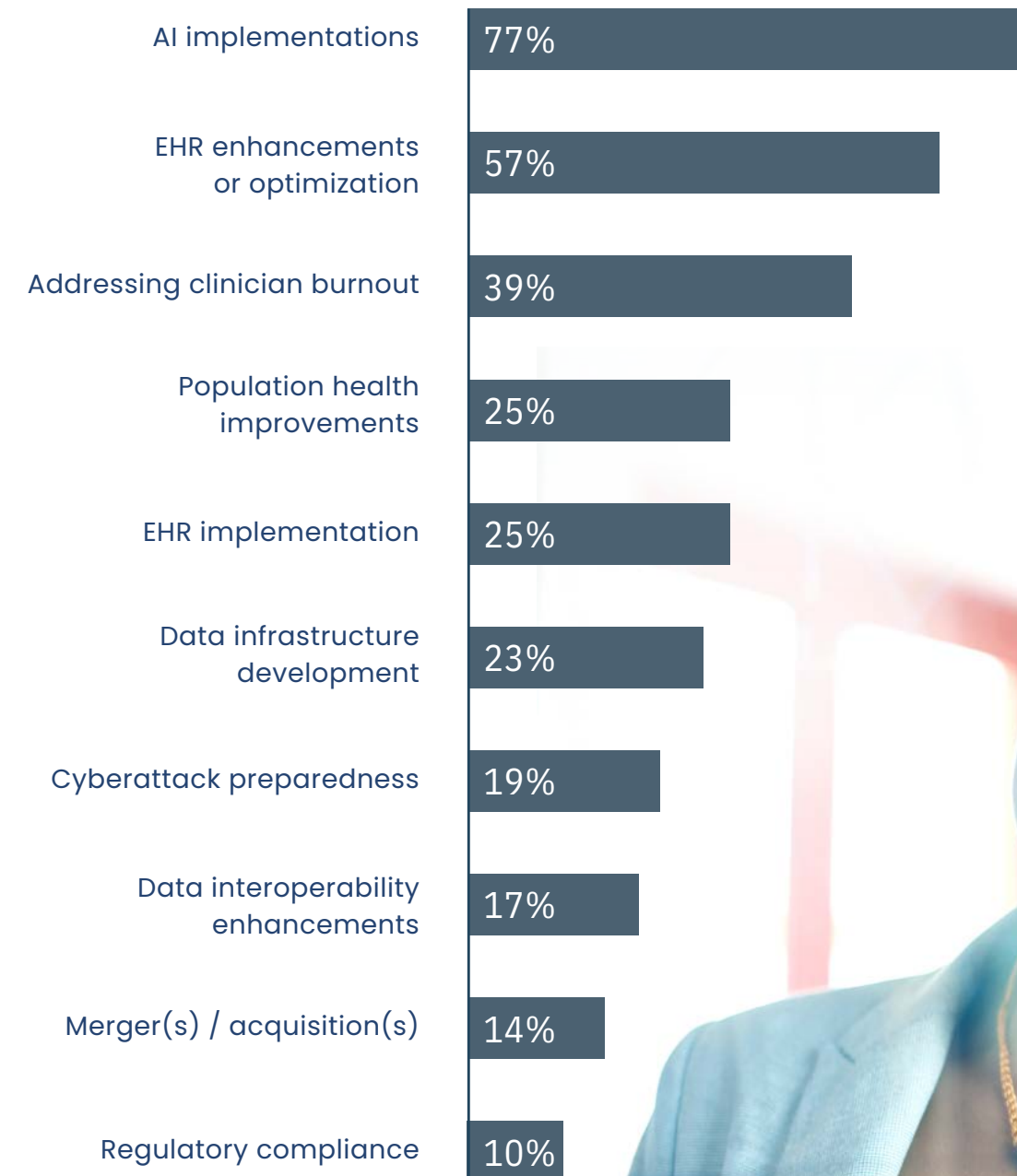Percentage of respondents with each responsibility as part of their role

Role Evolution
STRATEGY

According to our survey, the leading strategic informatics priorities at healthcare organizations this year are implementing AI applications (77%) and optimizing EHRs (57%). While optimizing EHRs remains a consistent focus in the field, the integration of AI applications is becoming increasingly vital, reflecting current trends and ongoing efforts in the healthcare industry to reevaluate operational processes and infrastructure.

Notably, addressing clinician burnout has emerged as the third priority for informatics at their organizations this year. In addition to organization-wide initiatives aimed at enhancing support systems for clinicians, informatics departments remain tasked with deploying technologies that provide real-time intelligence for care teams and seamlessly integrate with existing systems. Such integration is essential for alleviating the administrative burden on care providers and improving patient outcomes.

Additional focus areas include improvements in population health (25%), EHR implementation (25%), and the development of data infrastructure (23%). These strategic priorities illustrate how healthcare organizations are leveraging the expertise of CMIOs to enhance the quality of patient care, streamline operational processes, and strengthen their market position within the digitally-integrated healthcare landscape.

What are the top priorities for informatics at your organization this year?

| Priority	Percentage
AI implementations	77%
EHR enhancements or optimization	57%
Addressing clinician burnout	39%
Population health improvements	25%
EHR implementation	25%
Data infrastructure development	23%
Cyberattack preparedness	19%
Data interoperability enhancements	17%
Merger(s) / acquisition(s)	14%
Regulatory compliance	10%

Role Evolution
AI EFFORTS
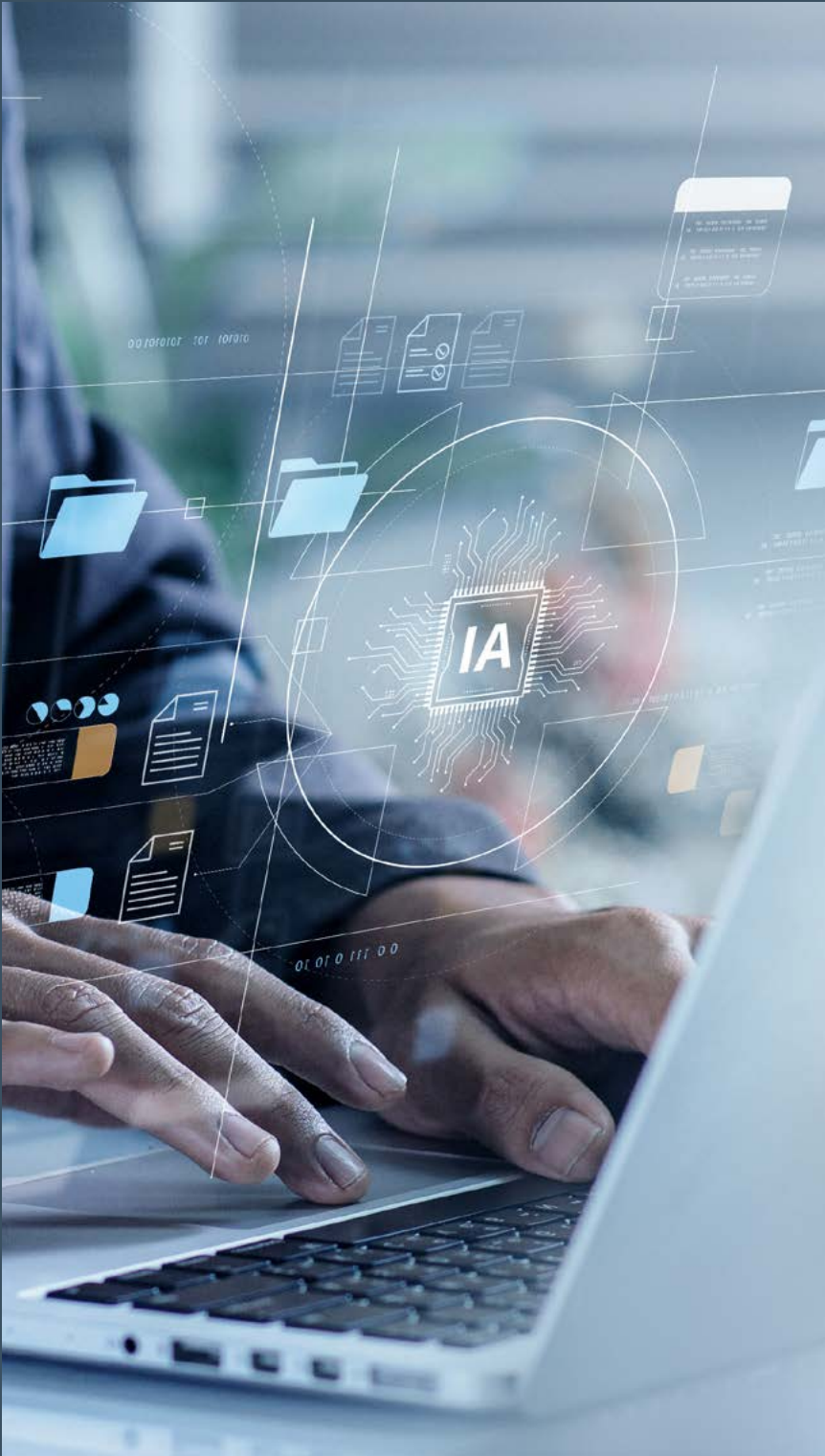
More than one-quarter of CMIOs now hold direct responsibility for organizational AI initiatives (29%).

Implementation of vendor solutions (86%), AI strategy development (82%), and governance framework establishment (81%) constitute primary AI responsibilities, while only 34% report involvement in developing in-house solutions. This pattern suggests healthcare organizations frequently leverage vendor expertise rather than developing internal capabilities.

29% of CMIOs are responsible for the AI efforts at their organization

Which of the following AI components are you involved in?

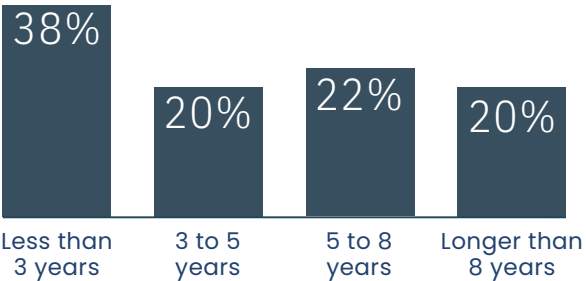| Component	Percentage
Implementation of vendor solutions	86%
AI strategy	82%
AI governance	81%
Training	53%
Development of in-house solutions	34%
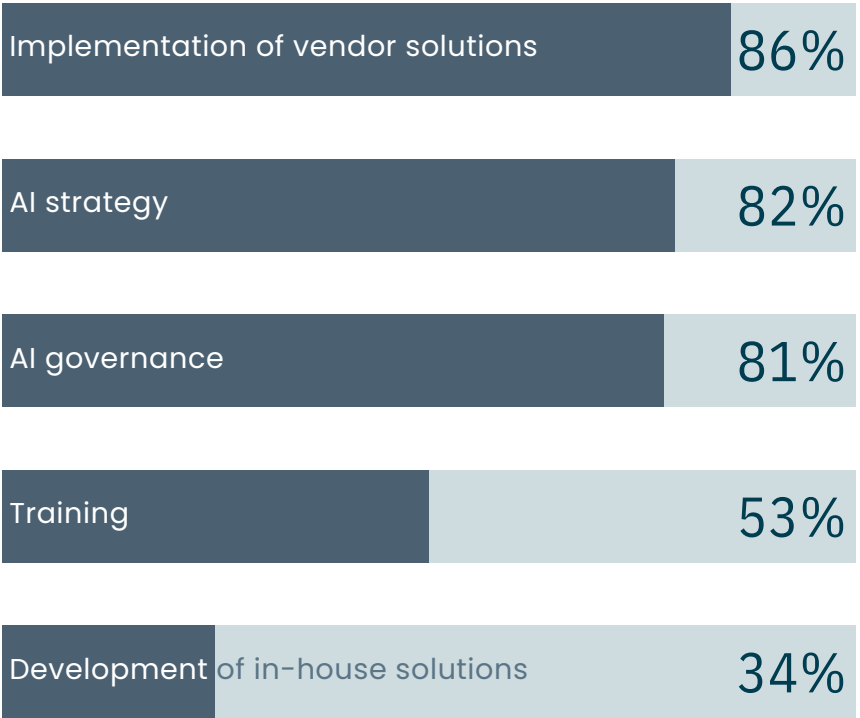
Role Evolution
TENURE & TRAINING

Physician informatics executives bring a wealth of experience to their positions, with an average of nearly 18 years in clinical practice, a decade in clinical informatics, and almost five years serving in the current role. More than two-thirds of these leaders continue to practice clinically (69%). Of those who do, most dedicate less than 25% of their time to direct patient care (56%).

Regarding their qualifications, the majority of the respondents are either board-certified or have undergone formal training (79%).
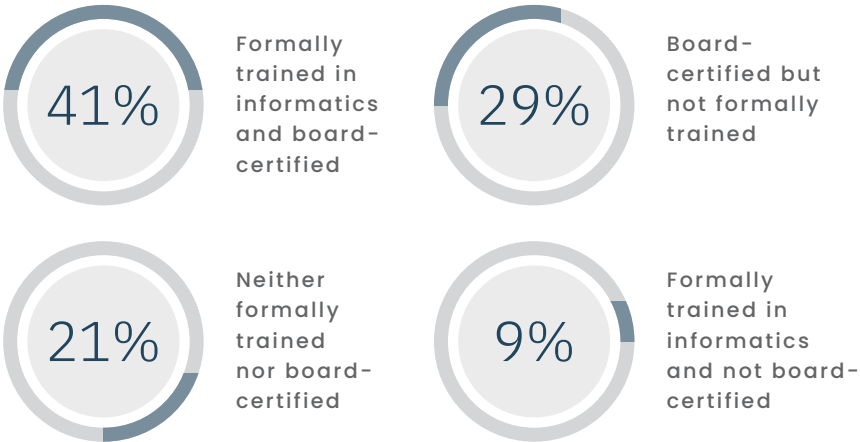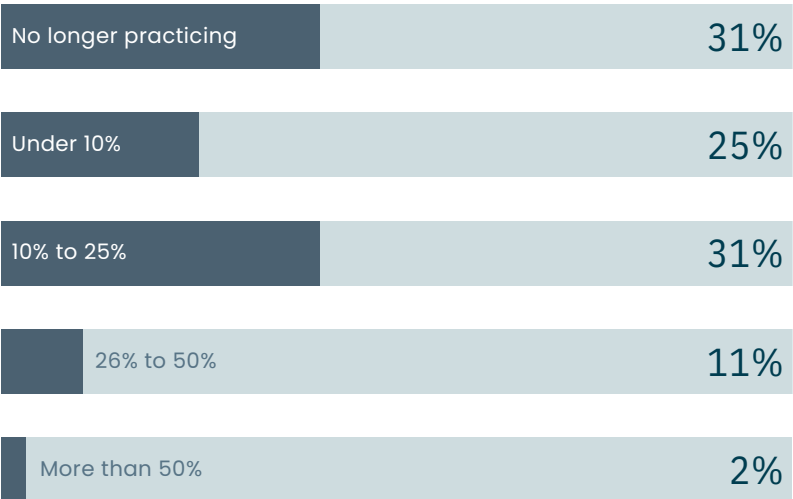
17.6 years of clinical practice on average

10.5 years in a formal clinical informatics role on average

4.7 years in their current role on average

Overview of Experience

How many years have you been in your current position?

38%	20%	22%	20%
Less than 3 years	3 to 5 years	5 to 8 years	Longer than 8 years

What portion of your time is currently spent on clinical work?

No longer practicing	31%
Under 10%	25%
10% to 25%	31%
26% to 50%	11%
More than 50%	2%

41% Formally trained in informatics and board-certified

29% Board-certified but not formally trained

21% Neither formally trained nor board-certified

9% Formally trained in informatics and not board-certified

Have you had formal training in informatics and / or received a board certification?
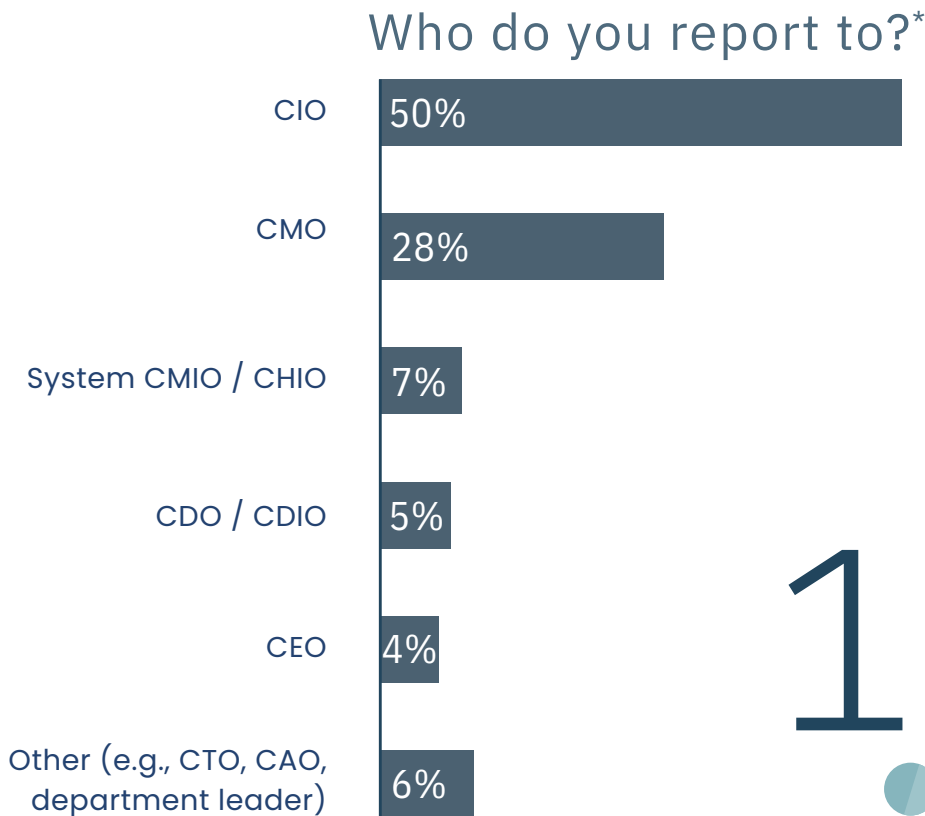
Role Evolution
REPORTING LINES

A notable shift has occurred in the reporting structures of CMIOs over the past two years. According to the 2023 survey, reporting lines for CMIOs were nearly evenly split between Chief Medical Officers (CMOs) at 34% and Chief Information Officers (CIOs) at 32%. However, this dynamic has since changed, with 50% of CMIOs now reporting directly to CIOs, while only 28% report to CMOs. This shift reflects the deepening integration between clinical and technology domains.

This realignment corresponds with a rise in informatics budgets managed within IT departments, which have grown from 29% to 40%. As organizations strive to effectively navigate the intersection of patient care and digital innovation, the prominence of the CMIO role highlights a commitment to incorporating strong physician leaders who can shape organizational priorities and informatics talent strategies.

50% of CMIOs
now report **directly** to CIOs, **up from just 32%** in 2023*

Who do you report to?*

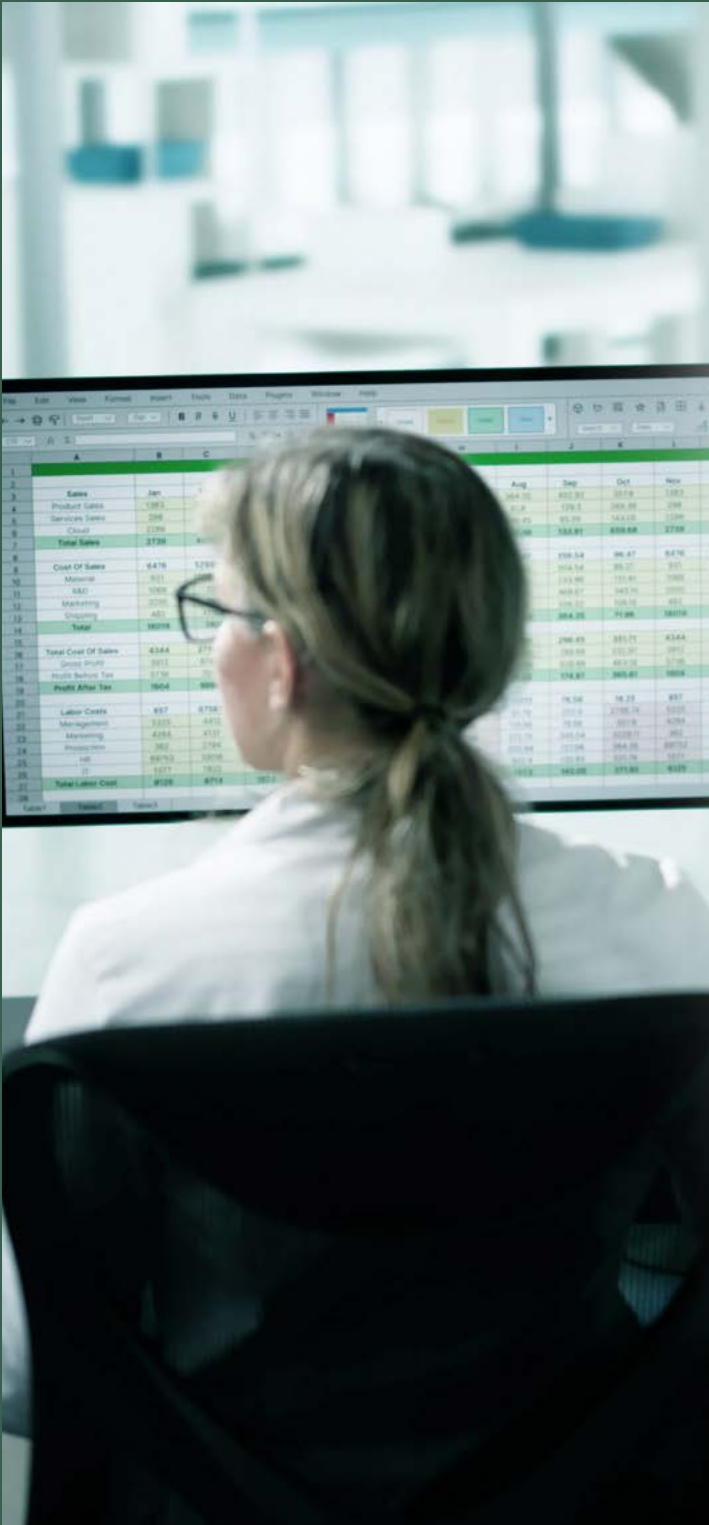|	
CIO	50%
CMO	28%
System CMIO / CHIO	7%
CDO / CDIO	5%
CEO	4%
Other (e.g., CTO, CAO, department leader)	6%

*Responses of CMIOs only

1 in 2

Chief Medical Informatics Officers are **members** of their **organization's ELT**

Financial Considerations
BUDGET

Informatics continues to grow in strategic prominence within healthcare organizations, as evidenced by expanding budgets and a sharpened focus on technology-driven priorities. Nearly one in five (19%) of CMIOs have their own leadership budget. Most informatics budgets are included in the IT budget (40%), representing an increase since this study was last conducted in 2023 (29%).

Physician informatics leaders report positive budgetary momentum, with 52% of organizations expanding their informatics budgets over the previous year. Only one in five organizations (21%) faced budget reductions, while 27% maintained stable funding levels, indicating relative financial resilience for informatics initiatives despite broader healthcare economic pressures.

If you have a budget, where is it based?

19%
My own leadership budget

40%
As a part of the IT budget
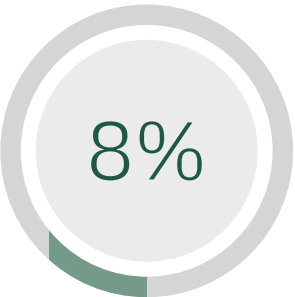
8%
Budget housed elsewhere

33%
I do not have a budget

52% ▲ **21%** ▼
More than half (52%) reported that their informatics budget expanded last year. Only 21% faced budget reductions while 27% saw no change.
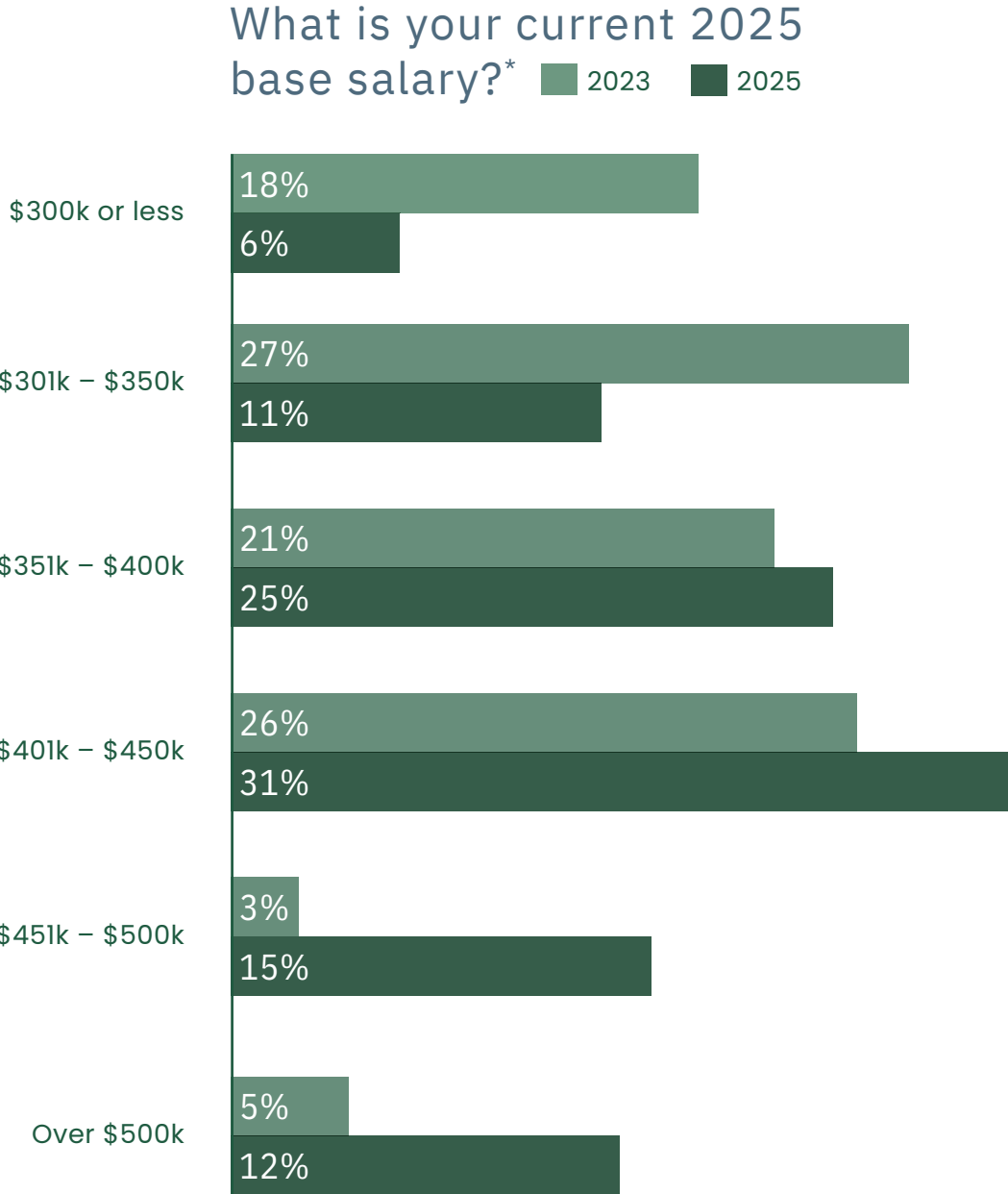
Financial Considerations
COMPENSATION

CMIOs earning more than **$350,000** per year increased from **56%** to **83%** since 2023.

CMIO compensation varies widely across healthcare organizations, with most base salaries ranging from $351k to $450k (56%). While most CMIOs (71%) reported modest salary increases of below 10% over the past year, comparisons with survey results from 2023 reveal that the portion of CMIOs earning an annual salary exceeding $350k increased substantially from 56% to 83% from 2023 to 2025. This significant shift likely reflects a combination of factors: higher starting salaries for newly hired CMIOs, experienced CMIOs leveraging job changes for substantial compensation increases (43% of whom saw increases exceeding 10%), and the cumulative effect of even modest annual increases pushing more CMIOs over the $350k threshold.

A majority of CMIOs (78%) are eligible for annual bonuses. Most of these bonuses range from 11% to 30% of their base salary (56%), while only 8% receive bonuses that exceed 30% of their base salary.

What is your current 2025 base salary?*
2023 ■ 2025 ■

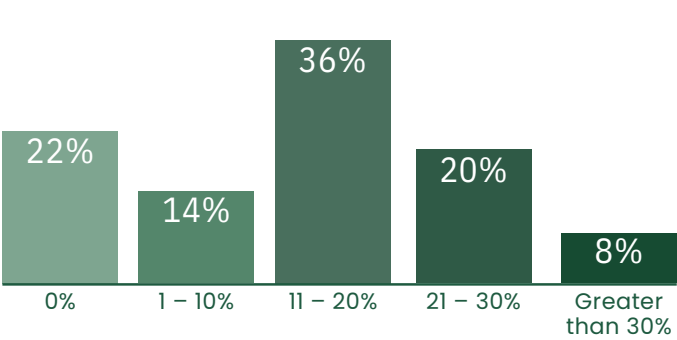|	2023	2025
$300k or less	18%	6%
$301k – $350k	27%	11%
$351k – $400k	21%	25%
$401k – $450k	26%	31%
$451k – $500k	3%	15%
Over $500k	5%	12%

*Responses of CMIOs only

71% reported their base salary increased 1–10% over the past year*

ANNUAL BONUS
If you are eligible for a bonus, what percentage of your salary is it?

0%	1 – 10%	11 – 20%	21 – 30%	Greater than 30%
22%	14%	36%	20%	8%

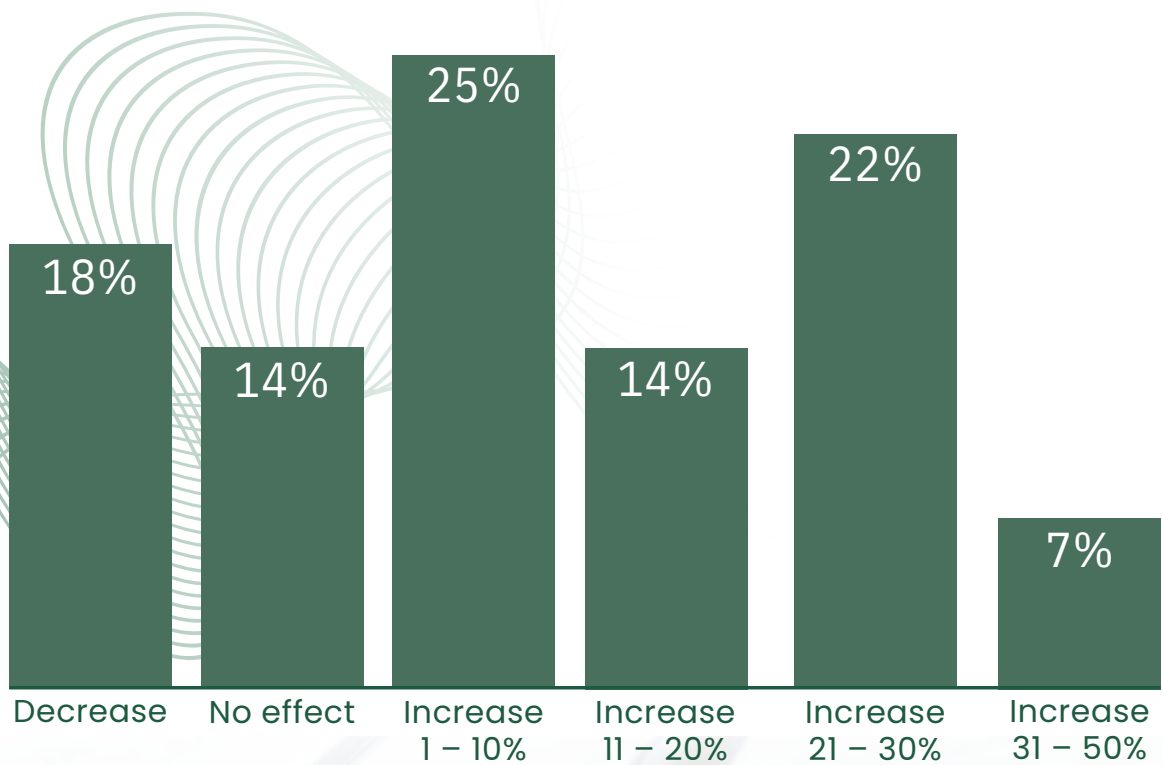**78%** of CMIOs are eligible for an annual bonus

Financial Considerations
COMPENSATION

EMPLOYER CHANGE
If you made a move in the last year to a new organization, how did that move affect your total compensation?*

Category	Percentage
Decrease	18%
No effect	14%
Increase 1 – 10%	25%
Increase 11 – 20%	14%
Increase 21 – 30%	22%
Increase 31 – 50%	7%

*Responses of those who made a move in the last year

CLINICAL WORK
If you are currently clinically active, how does that revenue impact your salary?

67%
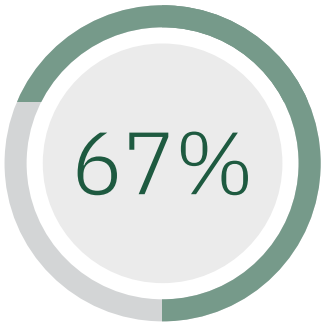
My clinical income is used to offset part of my informatics salary expense to the enterprise.
Example: 50% of informatics salary is administrative, 50% of informatics salary is covered by my clinical work.

33%

My clinical income is given on top of my 100% guaranteed informatics salary.
Example: 100% of informatics salary is covered by enterprise and any additional clinical revenue I bring in is supplemental.

If you are doing clinical work, what percentage of your income is derived from it?

Category	Percentage
5% or less	44%
6% to 20%	32%
21% or more	24%

Talent Dynamics
ROLE IMPACT

POSITIVES OF THE ROLE

- Collaboration with other departments
- Communication with executive leadership
- Feeling valued by colleagues and the organization

KEY ENHANCEMENT AREAS

- Deepen understanding of the CMIO role and its responsibilities among others in the organization
- Rethink professional development offerings
- Ensure the informatics department has necessary resources

89% of physician informatics leaders are very satisfied or satisfied with their current job

In their current role, physician informatics executives …
Percentage who agree or strongly agree with each statement

Statement	%
Effectively collaborate with other departments within the organization	91%
Feel valued by their colleagues and the organization as a whole	82%
Have effective communication with executive leadership	82%
Feel their contributions are recognized by others in the organization	79%
Would like to have more influence over strategy and decision-making	71%
Think others in the organization understand their role and responsibilities	68%
Are satisfied with the opportunities for professional development	63%
Have the resources they need to be effective in their role	54%

Top Skillsets for Becoming a Strategic Informatics Leader

1 change management

2 communication

3 informatics expertise
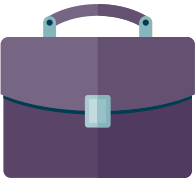
Talent Dynamics
CAREER MOBILITY & SUCCESSION PLANNING

> *I feel that I can grow in my role if I have better opportunities to influence decisions or be part of the executive team.*

The CMIO talent landscape is dynamic with those in the profession having a strong appetite for career growth. This creates both opportunities and risks for healthcare organizations striving to maintain stable informatics leadership.
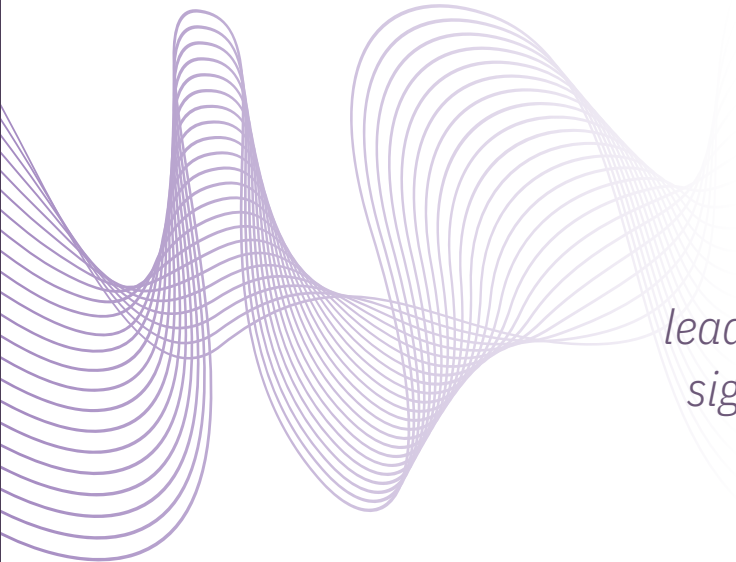
The space is poised for ongoing turnover as nearly two-thirds of physician informatics leaders (64%) contemplate changing roles or retiring soon, raising significant concerns regarding leadership continuity within healthcare organizations. When asked about their motivations for seeking new opportunities, a substantial majority (64%) indicated that their primary driver is professional growth and career progression. They spoke of a desire for roles that offer the potential for greater impact as the healthcare informatics field continues its rapid evolution.

Only 21% of organizations have established succession plans for leading positions in medical informatics, such as CMIOs, CHIOs, ACMIOs, and ACHIOs, while 52% have no plan in place, and 27% are still developing one, creating a strategic blind spot in a function that is critical for organizational success. As clinical informatics becomes increasingly vital to healthcare delivery and innovation, it is essential that organizations prioritize identifying and nurturing internal talent to ensure seamless transitions during periods of leadership change.

Physician Informatics Leaders' Career Plans

Category	Percentage
Seeking new opportunity now	15%
Plan to seek opportunity within 12 months	7%
Plan to seek opportunity within 36 months	27%
Retiring in the next few years	15%
Happy where I am	36%

Nearly two-thirds (64%) are considering a change in role or retirement in the near future

> *I would prefer to stay at my organization and assume a greater leadership role with more impact. I have a significant impact on system strategy but minimal operational authority.*

> *I am exploring new opportunities to advance my career and take on more decision-making roles. There is potential for growth in how my current organization values AI, informatics, and digital transformation.*
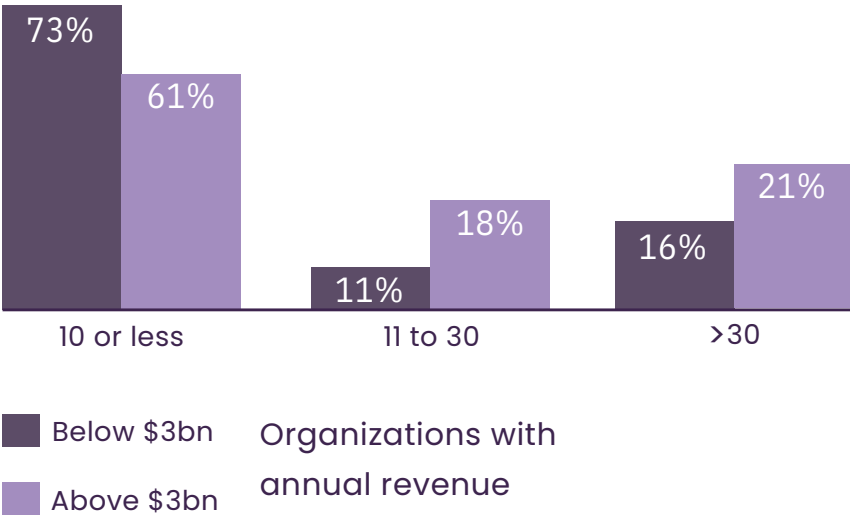
Talent Dynamics
TEAM CHANGES

While 45% of CMIOs do not anticipate significant changes to their team size in the next 12 months, 34% are planning to hire more FTEs, and 10% are looking to add external consultants. At the same time, 14% are preparing for reorganization under new leadership, and some (5%) anticipate a decrease in team size.

The recruitment focus for expanding teams includes various roles such as informatics support staff, part-time physician informaticists, training personnel, nursing informatics specialists, and EHR support staff.
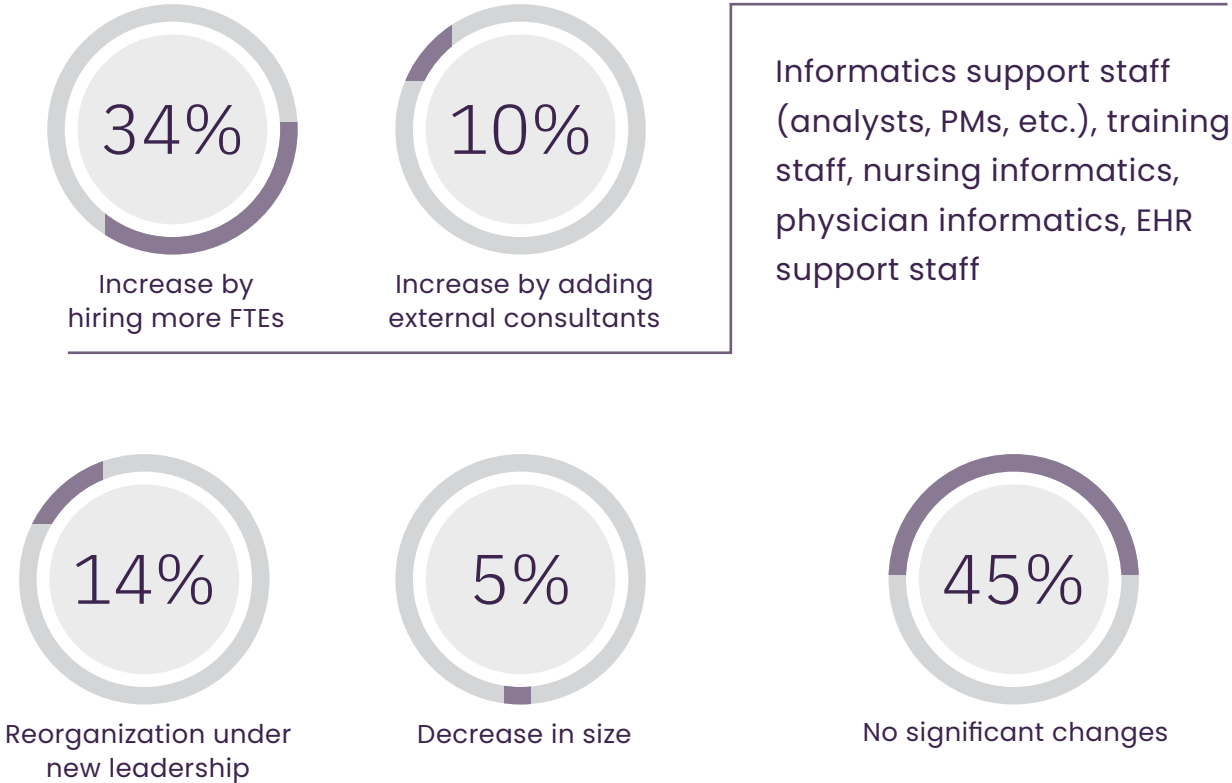
These hiring plans reflect the evolving nature of informatics departments, emphasizing the need for agility and a multidisciplinary approach. By maintaining lean teams and utilizing external consultants strategically, organizations can adapt to changing demands and leverage varied expertise, fostering collaboration and innovation, essential for achieving true digital transformation.

Number of direct reports by organization size

MEDICAL INFORMATICS TEAM SIZE

	10 or less	11 to 30	>30
Below $3bn	73%	11%	16%
Above $3bn	61%	18%	21%

■ Below $3bn
■ Above $3bn

Organizations with annual revenue

How do you anticipate the size of your team changing over the next 12 months? (Check all that apply)

34% Increase by hiring more FTEs

10% Increase by adding external consultants

Informatics support staff (analysts, PMs, etc.), training staff, nursing informatics, physician informatics, EHR support staff

14% Reorganization under new leadership

5% Decrease in size

45% No significant changes

Talent Dynamics
TEAM DEVELOPMENT

The two most significant talent-related challenges are also rated as difficult to overcome:

team upskilling and creating development opportunities.

Nearly three-quarters of medical informatics leaders identify two primary talent-related challenges: upskilling teams to keep pace with technology changes (72%) and creating development opportunities for current team members (72%). These concerns underscore the accelerating rate of technological advancement in healthcare, particularly in AI and advanced analytics.

Talent acquisition presents another significant challenge, with 47% of the respondents reporting difficulties attracting new talent and 46% struggling with retention. These recruitment and retention challenges likely reflect the competitive market for informatics professionals with specialized healthcare knowledge.

Improving team culture was identified by 47% of the respondents as another key challenge. This highlights the growing recognition that team culture plays a critical role in team effectiveness and personal satisfaction within organizational environments.

What talent-related challenges does your team currently face?

Challenge	Percentage
Upskilling the team to keep pace with technology changes	72%
Creating development opportunities for current team members	72%
Attracting new talent	47%
Improving team culture	47%
Retaining talent	46%
Other (e.g., navigating onsite vs. remote, merging independent teams, etc.)	18%

Recommendations
FOR LEADERS

Master Personal Growth and Leadership

Fostering personal leadership, resilience, and self-mastery is fundamental for CMIOs' success.

By encouraging continuous learning, seeking mentorship opportunities, and promoting a growth mindset, CMIOs can better navigate the complexities of their roles and drive innovation within their organizations.

This focus on personal growth enhances individual performance and strengthens overall leadership, creating a more dynamic and adaptive healthcare environment.

Enhance Recruitment Efforts

In the competitive landscape of healthcare informatics, attracting top-tier candidates requires more than just a compelling job offer.

Organizations should highlight their forward-thinking technology strategies and commitment to innovation to appeal to candidates who aspire to be at the forefront of industry advancements.

By emphasizing the supportive community and development opportunities, organizations can position themselves as places where candidates can thrive, grow, and make a significant impact.

Rethink Retention Approach

To retain top talent, organizations should engage CMIOs in strategic innovation projects that align with their desire for career growth and impact.

Additionally, prioritizing upskilling and development opportunities, such as training programs and mentorship, can boost retention.

Fostering a positive team culture by encouraging open communication, recognizing achievements, and promoting work-life balance can significantly improve employee satisfaction and loyalty.

Prioritize Succession Planning

With many CMIOs considering new opportunities or nearing retirement, proactive succession planning is critical.

Developing a robust succession strategy allows organizations to align talent with emerging needs by carefully evaluating their technological goals and targeting talent that can achieve these objectives.

A structured succession process can reduce the administrative burden on clinicians, improve patient outcomes, and position organizations as market leaders.

Appendix
PROFILE OF RESPONDENTS

Gender	Share of respondents
Male	72%
Female	28%

Race / ethnicity	Share of respondents
White	56%
Asian	22%
Prefer not to answer	6%
Hispanic / Latino	5%
Two or more races / ethnicities	5%
Black / African-American	3%
Middle Eastern / North African	3%

Title	Share of respondents
Chief Medical Informatics Officer	47%
Associative Chief Medical Informatics Officer	10%
Director, Medical Informatics	10%
Chief Health Informatics Officer	9%
Chief Medical Officer	7%
Chief Information Officer	4%
Other (e.g. Head of Clinical informatics, VP Health Informatics, Medical Director)	13%

Organization geographic region(s)	Share of respondents
Northeast	58%
Midwest	55%
Southeast	41%
West	34%
Southwest	27%

Network scale	Share of respondents
Up to 3 hospitals	33%
3 to 10 hospitals	37%
More than 10 hospitals	30%

Organization Revenue	Share of respondents
Less than $3bn	46%
Above $3bn	54%

Type of organization	Share of respondents
Hospital system / integrated network	39%
Academic medical center	29%
Hospital	22%
Other (e.g., medical group, health tech, etc.)	10%

Organization community type	Share of respondents
Urban	78%
Suburban	72%
Rural	55%

Organization regional scale	Share of respondents
Single state	61%
Multiple state	39%

About the
AUTHORS

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Improving quality of life through impactful leadership.

ABOUT WITTKIEFFER

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