How academic medical centers and health systems are rising to meet the challenge of innovation.

- **Roles are reactive, reflect attempt to streamlining efficiency.**
  - Financial leadership, MD, MBA, serves as a professor of medicine at Revenue generation.
  - Talent 16% Clinical or university.
  - Industry Gender 28% today.
  - Functional 28%.

- **Kate also serves as the health care lead for the Diversity and Inclusion Healthcare Services Practice.**
  - Her executive search and assessment services innovation within prominent academic medical centers, medical schools, academic medical centers and cancer centers, as well as integrated delivery networks, and private equity portfolio companies.

- **JOY LEE**
  - focuses on directors, deans, chairs, and chiefs for prominent academic medical centers, health systems, payers, Fortune 500, and PE/VC-backed clients. She is based in Chicago.

- **SNEHA SHAH**
  - is a member of the Russell Reynolds Associates' Healthcare Consulting Practice and Co-Leads the Digital Health Transformation Practice. She helps companies build excellent healthcare delivery services and she advises clients on leadership topics and succession planning.

- **BUSINESS STRUCTURE**
  - Common thread: 68% introduced tech solutions as part of innovation agenda.

- **BACKGROUND**
  - We believe that the CInO role is one iteration of a reactionary need to broaden innovation investment in technology and scales established processes and technology around continuous improvement. Notably, none cited the structural and operational barriers are the highest to innovation.

- **JOY LEE**
  - innovation as a strategic role if the majority of CInOs are not reporting to the CEO? The biggest perceived barrier to innovation is culture or organizational structure.
  - Notably, none cited the structural and operational barriers are the highest to innovation.

- **The median number of years the position has existed in institutions is 4 years.**
  - This relatively new role is reorganization required to realize innovation efforts?
  - What role will innovation play at each leadership level within the institution? Who are the owners of innovation? How do they collaborate with the board, CEO and senior leadership? How can the organization best align targeted innovation with its mission and long-term strategy?

- **Executive leadership**
  - 40% have an "innovation" in their title to innovation have the word "innovation" in their title.

- **Innovation Officers**
  - 20% have two or more graduate degrees. They are typically 36% men.
  - 8% have a CInO in their title. Only 78% of those with a CInO have innovation officer in their title.

- **Other senior leaders**
  - 10% have a CInO in their title. Only 20% of those with a CInO have innovation officer in their title.

- **Innovation function resides within existing structure 64%**
  - fleshed out the Innovation Center outside existing structure 35%.

- **Many organizations have developed an innovation center**
  - 20% of those with a CInO have an Innovation Center and 8% of those with a CInO have Innovation Officers.

- **Some believe innovation is necessary to compete in a dynamic environment and to remain competitive.**
  - But many organizations are not sure how to use innovation.

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  - In defining a vision, but we roll up our sleeves, take a step back. We then need to find processes and technology to invest externally and light the way.

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