

The DIGITAL HEALTH SYSTEM Maturity Model

An ongoing journey to an ever-changing destination

CEOs must own digital transformation and innovation and lead with the right combination of practicality, engagement, and vision. However, IT leaders will play critical roles, given the reliance on technology enablement for today's business strategies.

How to use our maturity model

Our digital health systems maturity model has three stages: IT efficiencies, IT-enabled strategies, and digital transformation. There are 12 dimensions by which to assess where your organization currently is, versus where it wants to be in the future. You may fall in different maturities across each dimension. Leaders can then craft a strategy and roadmap to define the organization's digital transformation journey.

What's a digital health system?

- Sets the foundation for, and reaps the rewards from, digital strategy enablement and digital or IT-powered innovation
- Takes full advantage of digital technologies and IT-related capabilities to:
 - Redefine business models
 - Rethink processes, quality, and their cost structure
 - Identify and address customer or patient needs

	IT efficiencies	IT-enabled strategies	Digital transformation
 Focus for and value from deploying IT	Automation for localized return on investment; quality improvement	Business and IT alignment; strategy enablement; scale; operational excellence and improvement	Digitization; sustaining or disruptive innovations that scale and change the basis for competition
 Governance, funding, and prioritization	"Scratch each other's backs"; huge backlogs of prioritized and approved requests; the haves and the have-nots of IT support	Enterprise focus; agile governance; funding for innovation proof-of-concepts; "strategic" funding	Venture capital-like innovation funding (possibly with separate but coordinated governance)
 Organizational and IT strategic planning	IT plan loosely aligned with business strategy; more of a prioritized list of initiatives	Tightly aligned or concurrent business and IT planning	Addresses critical business problems and opportunities
 Non-IT leadership in IT-related matters	Functional and departmental leaders	C-level executives	CEO, perhaps supported by a chief digital officer
 Business and clinical leader skills and focus	Operations; financial; functional	Enterprise; strategic, "T-shaped" ¹ business and clinical skills; IT-literate; data-literate	Practical, engaged visionary; important end-to-end journeys; support for agile co-development
 CIO skills	Infrastructure technologies; project management; application selection and implementation	Business and clinical acumen; digitization (fundamentally rethink); analytics; "T-shaped" IT skills	Practical digital innovation; organizational change and agility; talent and partner management
 IT-related staff skills	"Stovepiped" technical skills	Consultative; "soft-skills"; business understanding; integration; interoperability; lifelong learning	Knowledge of key business problems, exponential technologies, and how to deploy them
 IT infrastructure and operations	Localized (by facility or department); reliability; stability	Reduce "keep the lights on" expenses; centralization, standardization, reliability, and scalability	Two-speed IT ² ; agile; virtualization; cloud; analytics platform; mobility platform; interoperability; innovation services
 Systems and technologies	Point solutions for transactions and analytics; proven (best-of-breed) technologies	Enterprise systems of record; systems of insight; enterprise technologies	Systems of engagement and exponential technologies; "outside-in" view of systems
 Data and analytics	Localized; point solutions	Enterprise perspective; data-informed operational and management decisions; basic advanced analytics	Data-informed strategic decisions; innovation; automated operational decisions; artificial intelligence and machine learning
 Key vendor relationships	Tactical	Strategic	Marked by joint investments, shared risk and reward arrangements
 Security and risk management	Localized; ad hoc; reactionary	Centralized and standardized	Built-in; risk-based approach; extends to digital partners

1. A metaphor to suggest the vertical bar is depth of expertise and the horizontal bar is the ability to cross-collaborate in other areas of expertise than one's own.

2. The concept that two speeds of IT development can be used in a digital strategy: the customer-facing functions are faster to deploy, and the transactional core functions should be deployed more deliberately.