HOSPITAL LEADERSHIP

What a chief digital officer actually owns

One accountable owner for the seam between IT and marketing, and what makes the title real.

Swipe →

Gaurav Phogat
gauravphogat.com



WHAT CHANGED

The old IT-marketing split stopped working

- IT owned the website as infrastructure, marketing as a channel
- Nobody owned the handoff between the two
- Then came CRM, telephony, SEO, patient apps and AI
- Each sits on the seam the old split avoided crossing

The CDO is an attempt to put one owner on that seam.

Gaurav Phogat
gauravphogat.com



THE MANDATE

Three things a CDO owns

1. **The patient-facing digital estate**
   Website, app, doctor and service pages, search and AI visibility
2. **The data and integration layer**
   CRM, its link to the HIS and telephony, end-to-end funnel reporting
3. **Patient-facing AI as one portfolio**
   Chatbots, voice agents, AI content, with shared accuracy and escalation standards

Not clinical systems or core IT infrastructure. Those stay with the CIO.

Gaurav Phogat
gauravphogat.com



TITLE CHECK

CDO vs head of digital vs CMO

DIGITAL HEAD	Execution role: website, SEO, campaigns. No systems authority
DIGITAL CMO	Same execution inside a broader brand remit
CDO	Standing to decide across both IT and marketing
THE TEST	A seat, budget across both, power to resolve disputes

Gaurav Phogat
gauravphogat.com



CDO VS CIO

Where the boundary actually sits

CIO OWNS	HIS, clinical systems, infrastructure, IT security
CIO JUDGED	Uptime, compliance, system reliability
CDO OWNS	Patient-facing and demand-facing digital layer
CDO JUDGED	Funnel performance, digital visibility, patient-facing AI
SHARED CLAIM	The CRM and its HIS integration. Write it down.

Gaurav Phogat
gauravphogat.com



THE RISK

Groups that skip this conversation discover the overlap during an incident, a CRM outage or a failed integration, rather than in a planning meeting.

Gaurav Phogat
gauravphogat.com



REPORTING LINE

Report to the CEO, not CMO or CIO

- Under a CMO, the role narrows to digital marketing execution
- Under a CIO, it narrows toward infrastructure, away from patients
- Either line subordinates the other function

The role crosses IT and marketing. The reporting line should too.

Gaurav Phogat
gauravphogat.com



YEAR ONE

Map the current state before building

- Which systems talk to each other, which do not
- Where CRM, telephony and website disagree on enquiry volume
- That uncomfortable map earns authority to make integration calls
- Skip it and you become a bigger head of digital

Gaurav Phogat
gauravphogat.com



DO YOU NEED ONE

Only if the seam is causing real friction

- Fragmented funnel reporting
- Slow integration decisions
- AI pilots running independently in different departments

If the seam is managed well informally, a third senior title just adds coordination overhead.

Gaurav Phogat
gauravphogat.com



READ THE FULL GUIDE

The hospital CDO role, in full

- The full CDO vs head of digital comparison
- Writing down the CRM boundary with the CIO
- What the first year should look like
- gauravphogat.com/chief-digital-officer-healthcare-india

Gaurav Phogat
gauravphogat.com

