Preparing for the Nurse Executive Role

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Objectives

• Discuss the role of the Nurse Executive Engagement Workgroup in preparing for the Nursing Informatics Executive and CNIO role.

• Explain how the Nurse Executive Engagement Workgroup can leverage current practice and standards in development of Nursing Informatics Executives.
  – IOM report on Transforming Nursing Practice
  – HIMSS NI Position Paper
  – AONE NI Position Paper

• Explore ideas for ongoing work of the Nurse Executive Engagement Workgroup over the next year to create a NI Executive Toolkit
Summary

• Overview and plan of the Nurse Executive Engagement Workgroup for the next year
• IOM report- Transforming Nursing Practice, and the HIMSS NI Position Paper.
• Discussion of the AONE NI Position Paper, for the Nurse Informatics Executive.
• Summary of how these drive the work of this committee over the next year.

• 2008 RWJF and IOM launched 2 year initiative to respond to the need to assess and transform the nursing profession
• Purpose to produce a report that would make recommendations for an action oriented blueprint for the future of nursing
• Four key messages that structure the recommendations presented in the report:
  1) Nurses should **practice to the full extent of their education and training**
  2) Nurses should **achieve higher levels of education and training** through an improved education system that promotes seamless academic progression
  3) Nurses should be **full partners, with physicians and other health care professionals**, in redesigning health care in the U.S.
  4) Effective workforce planning and policy making require better data collection and an improved information infrastructure
## IOM Report – The Future of Nursing: Leading Change, Advancing Health

<table>
<thead>
<tr>
<th>Category</th>
<th>IOM/RWJ Recommendation</th>
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<tbody>
<tr>
<td>Leadership</td>
<td>1. Incorporate information literacy and informatics competencies into the performance expectations for all nursing students.</td>
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<td>2. Incorporate information literacy and informatics competencies into the job expectations for all nursing faculty</td>
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<td>Education</td>
<td>3. Increase the proportion of nurses with a baccalaureate degree to 80 percent by 2020</td>
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<td>4. Double the number of nurses with a doctorate by 2020</td>
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<td>5. Ensure that nurses engage in lifelong learning</td>
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<td>Practice</td>
<td>6. Remove scope of practice barriers</td>
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<td>7. Implement nurse residency programs</td>
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<td>8. Build an infrastructure for the collection and analysis of interprofessional healthcare workforce data</td>
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**HIMSS Position Statement**  
**Transforming Nursing Practice through Technology & Informatics**

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<tr>
<th>Category</th>
<th>HIMSS Recommendations for Nursing Informatics</th>
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| Leadership     | • Partner with nurse executives to lead technology changes that advance health and the delivery of healthcare  
• Support the development of informatics departments  
• Foster the evolution of the Chief Nursing Informatics Officer role |
| Education      | • Transform nursing education to include informatics competencies and demonstrable behaviors at all levels of academic preparation  
• Promote the continuing education of all levels of nursing, particularly in the areas of EHRs and health IT |
| Practice       | • Ensure that data, information, knowledge and wisdom form the basis of 21st century nursing practice by incorporating nursing informatics competencies into practice standards in all healthcare settings  
• Facilitate the collection and analysis of interprofessional healthcare workforce data by ensuring data can be collected from existing health IT systems. |
HIMSS Position Statement
Transforming Nursing Practice through Technology & Informatics

• Vendor organizations that develop electronic systems for clinician use should employ nurse informaticists in analyst, leadership and officer roles in order to:
  – Design systems that are interoperable, patient-centric and user friendly
  – Educate engineers, analysts, and other non-clinical positions on healthcare operations and clinical processes so safe, patient-centric, and user friendly systems can be designed
  – Develop educational support for care organization users
  – Actively engage in care delivery model changes and understand how nursing roles can operationalize these new models
  – Take a broader view in developing solutions that support the team and roles across the ACO
  – Help build transformational outcome, information driven quality paradigms
  – Assist in the testing process of systems to ensure user expectations met
HIMSS Position Statement
Transforming Nursing Practice through Technology & Informatics

• Provider organizations should develop informatics departments that include nurse informaticists in order to:
  – Implement systems that are interoperable, patient-centric and user friendly
  – Educate IT and non-clinical staff on healthcare operations and clinical process so safe patient-centric and user friendly systems are designed
  – Develop educational resources that include workflow and care process changes and not just use of health IT software
  – Manage EHR and health IT implementations like clinical practice change projects and not as IT implementations.
HIMSS Position Statement
Transforming Nursing Practice through Technology & Informatics

• Provider organizations should employ nurse informaticists in leadership roles such as Nursing Informatics Executive, Chief Nursing Informatics Officer (CNIO), Chief Clinical Information Officer or VP of Nursing Informatics in order to:
  – Partner with CNO and other executive leaders to lead the healthcare transformation in embracing technology that is interoperable, patient-centric, user friendly and focused on quality outcomes
  – Lead efforts to increase information literacy and use of evidence in the delivery of healthcare
  – Champion the redesign of clinical workflow and processes essential for the adoption of new technology
  – Guide EHR and health IT implementations from system selection through project lifecycle, implementation, evaluation, optimization, and practice transformation.
  – Incorporate information literacy and informatics competencies into the job descriptions and job standards for all nursing staff.
HIMSS Position Statement
Transforming Nursing Practice through Technology & Informatics

• Nursing informatics leaders should be knowledgeable and current in public policy initiatives in order to:
  – Translate the impact of public policy initiatives into practice and care delivery while having a voice in the planning and implementation and execution of EHR systems to achieve the requirements of the industry changes.
  – Articulate the organization’s vision and strategy for clinical transformation, actively engaged in managing change and measure success through established metrics

There are additional recommendations for government agencies and academic organizations.
HIMSS Position Statement
Transforming Nursing Practice through Technology & Informatics

• Nurses and nurse informaticists are vital to accomplishing the goals described in the position paper and advancing healthcare transformation through the use of health IT.
AONE Position Paper

• Technology changing how care is delivered.
• Nursing at the forefront of this change as we look at how technology is changing practice.
• Nurse Leaders required to manage these changes and help nurses adopt and adapt to the new environment.
• Nurses have become key participants in developing the infrastructure for health care information technology.
• Nursing informatics performs a critical role in advocating for patients and nurses who are often the key stakeholders and recipients of many of these technologically based solutions.
• Nursing informatics professionals are key liaisons to successful interactions between practice, technology, and patients.
• These NI practitioners focus on transforming information into knowledge and solutions which provide meaningful integration into the delivery of patient care.
NI Leadership

• Nurse leaders are in a key position to influence health care reform and the multidimensional needs across all care settings.
• As a result a new type of nurse leader role is emerging titled the “Nursing Informatics Executive”.
• Growing demand for this strategic and operational role to permeate the majority organizations to support the entire care delivery team to changes in the health care environment.
• The NI Executive leader represents the bridge between clinical practice and informatics that transforms patient care delivery for the entire organization.
• Emerging nursing informatics leadership roles engage in the activities and bridge the new delivery models into clinical practice with the right technology solutions for organizational transformations.
Evolution of the NI Executive

- Began with awareness how technology can impact the increasing focus on health care safety and quality reform (past 10 years)
- The evolution of the Nursing Informatics Executive parallels the changing health care environment as it moves to a data-driven, value-based model.
- Requires a changing view of the Electronic Health Record from a documentation tool to an increasingly critical asset, clinical data.
- NI Executive leaders understand the design of information systems needed to capture relevant clinical data in a timely manner in order to support clinical decision making, communication and hand-offs, and reporting.
- NI Executive leader with the vision, knowledge and skills to leverage technology integration for clinicians to improve patient outcomes, and for the C-suite to better position their organizations in a dramatically different competitive environment.
Education and Credentialing

• As the field of informatics continues to rapidly evolve, so do the skills and knowledge required for the NI Executive leader.

• Graduate programs at both Masters and Doctorate levels continue to grow providing education, certification required for the NI Executive leader.

• AONE suggests that Nursing Informatics Executive leadership roles are best served by individuals with a Master’s degree and recognize an upward trend toward doctorate education.
Governance and Reporting

- The Institute of Medicine report from 2010 *The Future of Nursing Leading Change, Advancing Health Technology* emphasizes the importance of the vital role nurses perform with implementing transformations in health care.
- In order to achieve the needs of the organization for adopting and advancing technology, a NI Executive leader provides global leadership and influence beyond nursing.
- Need strategic alliances with safety, quality, reporting, and meaningful use requirements. The NI Executive leader must collaborate with other strategic leaders to present a unified message and direction for these innovation outlays.
- It is recommend that the NI leader have a direct reporting relationship to a member of the Executive team e.g. CNO, CIO of the organization. If a direct reporting relationship exists outside of nursing a matrix relationship to the CNO should be formulated for clinical transformation.
- An essential ingredient is the inclusion at the leadership table providing budgeting, oversight and strategic guidance to support not only nursing practice, “but the entire care delivery team in anticipating and adapting to changes in the health care environment bridging new care delivery models into clinical practice with the right technology solution” (HIMSS Position Statement, 2011).
• Exciting time for healthcare and many opportunities to transform practice, improve patient outcomes and move to newer models of practice.

• Technology will be at the forefront and organization will depend on clinical leaders who understand the practice, technology and impact on healthcare.

• Nursing Informatics Executive leaders will provide the guidance to organizations that will bridge practice, education, and research which will foster leveraging of data and evidence for improving clinical practice, patient outcomes and population health.
Nurse Executive Engagement Workgroup- Summary

• Develop a toolkit to help organizations create and grow the Nursing Informatics Executive- CNIO
• Monthly topics of Nurse Executive Engagement Workgroup will create the basis of the toolkit
• Input solicited for topics of this committee
• Planned topics include:
  – Governance
  – Alignment with Tiger Leadership Collaborative
  – Workforce development of informatics roles
  – Value statements of CNIO position – CNO, CMIO, CIO perspectives
  – Standardizing and helping to grow the CNIO role and job description
  – How to help your organization move into the CNIO role
  – Guidance for organizational leaders reaching out for assistance on how to create CNIO role and how to develop a job description for the position
References


• HIMSS Position Statement on Transforming Nursing Practice through Technology & Informatics. (Approved by the HIMSS Board of Directors June 17, 2011)
HIMSS Toolkit

• Nursing Leadership Toolkit

• Contains articles, commentaries, job descriptions & position papers