



## History of the TIGER Initiative

In 2004, President Bush established a goal that every American would have an Electronic Health Record (EHR) by 2014. In July 2004, a national conference Cornerstones for the Electronic Health Record, brought together leaders from across healthcare to discuss the national health information technology infrastructure. Representatives from medicine, government, IT, hospitals and insurance all had prominent places in the program. One nurse was present on a panel, but the profession of nursing was by and large invisible in the proposed transformation. In the fall of 2004 a group of nurses who had been at the conference began work to ensure that the nursing profession contributed expertise to achieving the national agenda of a health IT infrastructure. In January 2005, a core group of prominent nursing leaders dubbed the 'TIGER Team' for *Technology Informatics Guiding Educational Reform*, agreed that “utilizing informatics” is a core competency for healthcare professionals in the 21st century, as the IOM acknowledged in *Health Professions Education: A Bridge to Quality*. There was also agreement that the majority of nurses lacked IT skills and the use of informatics competencies in their roles.

The TIGER Initiative soon began as a grassroots effort in 2006, with support from over 70 contributing organizations and a grant from the Robert Wood Johnson Foundation. TIGER's goal was to engage and prepare the nursing workforce in using technology and informatics to improve the delivery of patient care. Now, more than a decade later, numerous volunteer hours, organizations and activities have advanced the TIGER cause.

### **Three phases of the grassroots initiative were realized:**

- **Phase 1:** Summit – Define and publish the 10-year vision and 3-year action plan to raise awareness of the need for informatics competencies for all nurses
- **Phase 2:** Reports – Facilitate collaboration to accelerate progress on action plan and leverage best practices
- **Phase 3:** Foundation and HIMSS – Drive dissemination through professional organizations and embrace an interprofessional approach

### **1 PHASE ONE: SUMMIT**

The TIGER Summit was hosted at the Uniformed Services University in Bethesda, Maryland, on October 29-30, 2006. The Summit was an invitation only event with over 100 participants representing key stakeholders' groups (including nursing specialty organizations, academic, vendor, provider, military, government agencies and other not-for-profit organizations). The intent was to achieve consensus on an action plan to advance the goals of TIGER. These stakeholders created a collective vision for nursing practice and education where nurses were fully enabled with IT resources.

The TIGER Summit was supported with grants, corporate sponsorship and individual donations that amounted to over \$300,000. These sponsors made it possible to organize and host the Summit, and to continue work on the TIGER vision to enable nurses to use informatics tools, principles, theories, and practices. The purpose of this vision was also to make healthcare safer and more effective, efficient,



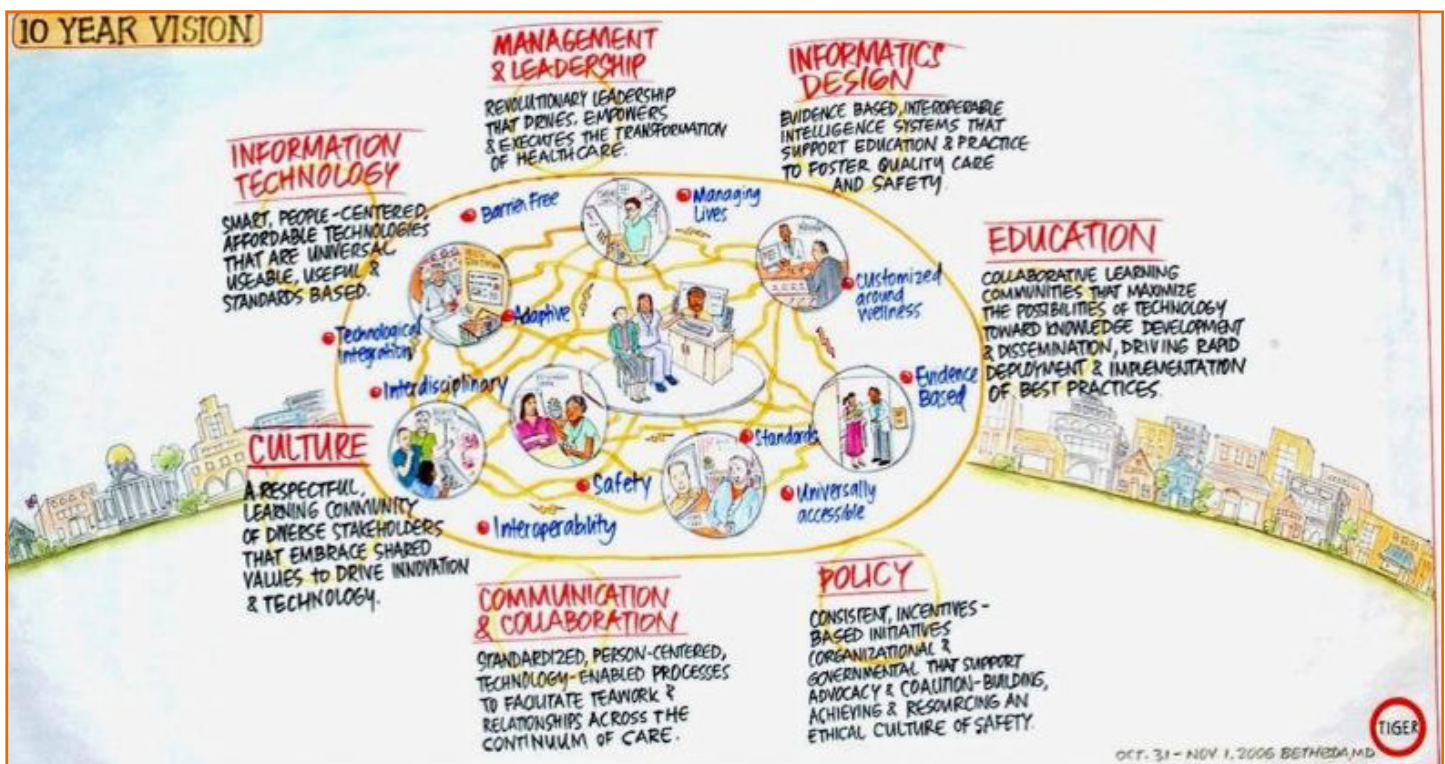
patient-centered, timely, and equitable by interweaving enabling technologies transparently into nursing practice and education - making information technology the stethoscope for the 21st century.

The Summit participants developed a collective 10-year vision and created vision statements for the ideal, future state. A three-year action plan was documented, and together with the TIGER vision, was published as a 20-page monograph summary report “Evidence & Informatics Transforming Nursing”. This plan was formulated based on a common “vision” of ideal EHR-enabled nursing practice and focused on identifying the “gaps” in nursing preparedness to practice in an EHR-enabled environment. Summit participants committed to take action within their organizations over the next three years to close these gaps. These stakeholders prioritized key strategies through the use of the electronic audience response system.

Following the Summit, with a focus on executing the 10-year vision and three-year action plan, much needed to be accomplished within the designated timeframe. Stakeholders were encouraged to implement their organization’s action plan, formalize cross-organizational activities/action steps within collaborative TIGER Teams, define measurable outcomes of each collaborative team, provide the infrastructure and support to facilitate the development and dissemination of the activities of the collaborative, and develop educational materials for distribution to all practicing nurses and nursing students.

**Actions were focused on the following crucial areas/pillars:**

- Communication and Collaboration
- Education
- Informatics Design
- Information Technology
- Culture
- Management and Leadership
- Policy



One of the most pressing issues facing TIGER post-Summit (2007) was how best to organize to reach the 3,100,000 practicing nurses in the U.S. This was the first time TIGER considered its long term sustainability. TIGER activities to date were entirely grassroots based. The original funding that was secured for TIGER was primarily used to convene the Summit, complete and disseminate the promised follow-up reports.

## 2 PHASE TWO: REPORTS

In order to enable TIGER to further its goals, the Alliance for Nursing Informatics (ANI), a collaboration of over 25 nursing informatics organizations, co-sponsored by AMIA and HIMSS, led the search for additional funding and developed a proposal to solidify the future of TIGER. This proposal established the TIGER Initiative as an independent project; wherein TIGER would have its own strategic goals, project manager, funding/budget and designated administrative support for a minimum of two years. TIGER leaders welcomed this agreement which provided an established infrastructure supported by two financially stable organizations – AMIA and HIMSS – to further advance the TIGER effort.



This formalization also provided ready access to industry leaders with significant informatics and technology expertise. The agreement enabled the start-up activities of the TIGER Initiative to further advance its 10-year vision. Through the support of ANI, AMIA, and HIMSS, the TIGER Initiative engaged a consultant to serve as the TIGER Program Director to oversee volunteer workgroups, the web site, educational resources and day to day activities. Thousands of volunteers were participating, and hundreds of organizations had committed to the vision.

TIGER completed the 3-year action plan which was envisioned at the Summit but still had minimal independent funding. The goals of the 10-year vision remained in place, yet many of the deliverables that were developed during the previous phase identified further actions that needed to be completed. These included:

1. Awareness campaign on a national scale for the need for urgent and wide-spread nursing education reform in the effective use of technology and informatics.
2. Publication and presentation of the success stories, survey results, outreach efforts, ongoing evaluations, resources and tools, and best practices.
3. Resource support (informatics and technology expertise) at national and local meetings.

## 3 PHASE THREE: FOUNDATION AND HIMSS

Once again, TIGER leaders searched for available options, and in 2011, the TIGER Foundation was incorporated as a 501c3 in the State of Illinois, with in-kind support from HIMSS. With a renewed national and emerging international focus, the TIGER Initiative Foundation helped prepare nurses and interprofessional colleagues to use informatics and emerging technologies to make healthcare safer, more effective, efficient, patient-centered, timely and equitable.

The TIGER Foundation was, however, not able to maintain sufficient funding, so TIGER transitioned into the HIMSS structure effective September 22, 2014, supported by the Clinical Informatics department. Today, TIGER is a stable, grassroots initiative focused on education reform, fostering international community development using an interprofessional approach. The spirit of TIGER continues to support a learning health system that maximizes the integration of technology and informatics into seamless practice, education, and research resource development.

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**A SPECIAL THANK YOU TO ALL OF THE COUNTLESS INDIVIDUALS AND ORGANIZATIONS WHO HAVE CONTRIBUTED; *WITHOUT YOU THERE WOULD BE NO HISTORY.***