

TIGER LEADERSHIP IMPERATIVE REPORT: EXECUTIVE SUMMARY



The TIGER Leadership Collaborative Report is the latest in a series of papers aimed at fleshing out what every nurse needs to understand about the informatics revolution underway. To date, the reports have focused on a range of topics—standards, competencies, faculty development, usability principles, virtual learning, consumer empowerment, etc.—and all presuppose a workforce of transformative nurse leaders who understand the importance of information technology to 21st century research, education, practice, and organizational effectiveness. Given the enormity of changes under way with full implementation of the Affordable Care Act, and the recommendations already made on this subject by various organizations, this new report seeks to provide further insights into how trends and pressures—rapid deployment of technology, the demand for quality, patient engagement, population-based care management, and required cost reduction—have accelerated the need for nurse leaders capable of, not only understanding these issues, but maximizing the opportunities they present.

This report speaks both to those who will be nursing informatics officers, taking the lead in creating and managing the techniques and schemas needed to support all aspects of nursing care, and the larger group of nurse leaders who need to understand the possibilities of information systems as a tool in redesigning healthcare. The latter are not likely to be the technical experts, but they need to know enough to understand why they should hire such expertise and then work with these specialists in the achievement of organizational goals. It is this outsized group of nurse decision makers, those who “get” the problems and the possibilities, who may find this report most helpful, because they need to fathom the issues of the day to encourage vision in their organizations. Since so many who are not “techies” wonder how you can automate without dehumanizing consequences, this report’s discussion of such polarities should be helpful in elucidating how it is possible to wring out unnecessary variation; that is, standardize and simultaneously use the same processes to customize so that all who have the same vulnerabilities get specialized attention.

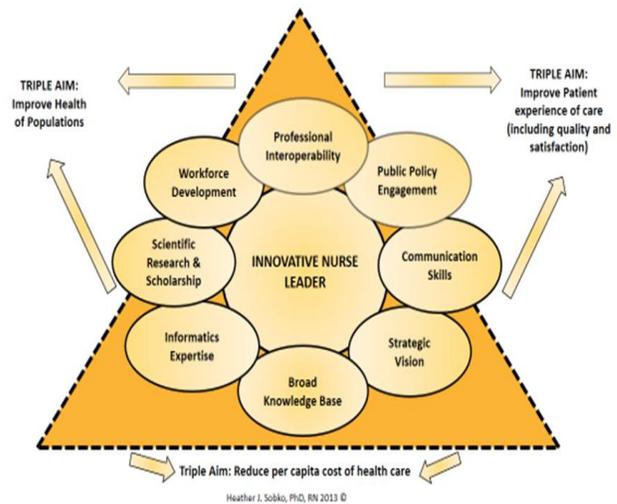
As a nurse and member of a hospital board who is concerned with how you develop system-wide policies for 18 hospitals, I found this report to be particularly helpful in envisioning the kind of transformative leadership that we collectively need to encourage. The exemplars at the end of the report provided me with some concrete examples of what other organizations have done to develop protocols for best practices and to engage patients as full partners in decision making. I particularly found the section on “Reduction in Healthcare Costs” useful because it suggested some ways of instituting new processes that reduce cost without getting into the downward spiral that typically accompanies trying to “cut” your way to a more manageable bottom line. The question for every nurse and every hospital board is how you go about promoting transformational change in which the emphasis is not on transitory, isolated performance improvements by individuals, but on sustained, assimilated, comprehensive change of the whole. And this report offers one answer: nurse leaders knowledgeable about how information technology can help redesign practices so that they are standardized, evidence-based and clinically integrated, and reinforce the values of a caring culture.

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THE INNOVATIVE NURSE LEADER

TIGER's vision for an innovative nurse leader is one that drives, empowers, and executes the transformation of healthcare through use of health IT to achieve the Triple Aim by: improving the patient experience of care (including quality and satisfaction); improving the health of populations; and reducing the per capita cost of healthcare.

Numerous advances in the nursing profession have been successfully initiated and are producing results. For example, nursing leadership input into healthcare has led to the creation of newly formed person-centered, transprofessional care delivery models, with health IT as the foundation enhancing the use of data, information, and knowledge to create patient environments of the future. This newly developed transprofessional approach emphasizes collaboration of non-traditional experts across a wide variety of innovative areas and stretches the boundaries of what is commonly called 'interprofessional' collaboration. This approach involves a committed leadership that drives integrated teams of architects, technology experts, informaticists, engineers, and clinicians who work in parallel to redefine patient care experiences, improve outcomes, and increase efficiency. Achieving this goal, requires an innovative nurse leader with diverse expertise as depicted in the Innovative Nurse Leader Model.



TIGER LEADERSHIP EXEMPLARS

The dramatic changes in the healthcare landscape have created both new demands and opportunities for healthcare leaders and organizations. In an effort to highlight “in the field” practice, the TIGER Collaborative sought exemplars from across the industry which illustrates the leadership model, and successful navigation to transform care delivery. Six exemplars were selected for their outstanding leadership that drove, empowered and executed the transformation of healthcare through the use of health IT.

For additional information on these six exemplars plus other submitted exemplars, visit the TIGER Virtual Learning Environment (VLE) www.thetigerinitiative.org/vle *Subscription required.*

TIGER LEADERSHIP RECOMMENDATIONS

To drive transformational change, successful innovation in the use of health IT is contingent upon the nurse leader's ability to create a culture of innovation and integrate technology within the leader's plan for the organization. Technology enablers such as analytics and mobile solutions will be leveraged to promote transprofessional collaboration for the purposes of promoting the efficiency of care models. This requires an understanding of the role that technology can play in advancing healthcare, which requires acknowledgement of the importance of information science, building towards a collective wisdom that improves the patient experience of care, improves the health of populations, and reduces cost. Our healthcare industry progress depends on the courage, vision, and inspiration of our leaders. The leadership imperative documented in this report proposes six recommendations to achieve the revolutionary vision that drives, empowers and executes the transformation of healthcare:

- Accelerate the development, adoption and integration of innovations into practice by supporting adoption of new ideas and best-practice processes that promote health improvement.
- Transform interdisciplinary relationships and care models to support innovation and fund initiatives for improving care delivery across the continuum and the health of the community they serve.
- Lead nursing engagement in public policy initiatives at federal, state, and local levels.
- Apply knowledge, resources and funding in the areas of clinical informatics, information technology, operations, policy, and healthcare to improve care outcomes. This requires the support of:
 - Innovative care delivery models that support care across the continuum
 - Business models that allow for the testing of new health IT ideas
 - Innovation across all levels of clinical practice
 - Evidence-based practice activities
 - Research as a core professional requirement, and
 - Data-driven decision making
- Promote and leverage alignment with the Magnet Recognition Program® as a mechanism to demonstrate excellence in nursing using technology to improve nursing practice and the delivery of safer, more effective patient care across the continuum of healthcare needs required by populations.
- Leverage existing resources and initiatives to understand and promote current awareness of the status of the industry.

The opportunity for every nurse and healthcare leader is to work with the capital and people resources available to promote sustainable improvements to the healthcare environment that touch the patients and families served by our institutions. This report and its recommendations provide insights on making this a reality.

FULL REPORT WWW.THETIGERINITIATIVE.ORG
