

Nurse Leader Challenges in Data Transparency: *Eyes to the Future*

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Data, data, data—they are everywhere! Nurse leaders are for sifting through the mountains of data to create information determining implications to practice, incorporating the evidence, and documenting structure, process, and outcomes. The age-old course in statistics is now a reality. It is imperative for the practice of the executive nurse leader, as

well as the nurse informatician, to understand the impact and meaning of data to drive quality practices across the continuum. Nurse executive leadership must step forward in the critical work of transforming data into information, to knowledge, and ultimately, seasoned leadership must determine with wisdom the requirements of the art and science of nursing practice.

This article will cover 4 areas of concern in addressing leadership's engagement: the exponential growth of technology over time, the changing role of the patient's data and ownership, the ethical standards set forth by the American Nurses Association (ANA) in regard to patient data continuum from confidential to shared, and the role transition and changes for nurse administrative practice across the continuum. The article concludes with 5 lessons learned (Fig. 1) from the authors on successful leadership strategies.

COMPLEXITY MANAGEMENT IN REGULATORY REFORM

Patient care is becoming more and more complex as systems of care are shifting under the health care reform and the ever-changing regulatory umbrella. This complex environment is coupled with the exponential growth of health care innovation harnessing rapidly changing technologies. One key complexity is centered on the influx of patient data generated from this growth. One example is the amount of data generated from medical device integration to mobile device technologies, mobile phones, at the point of care. In this scenario, trending patient compromise and nursing response is now correlated, analyzed for patterns and patient outcomes. Information technology and the data generated from these systems create quite a challenge for today's nurse leader. Data alone do not lead to information, challenging the nurse leader to skills and competencies in recognition and analysis of data to create information for understanding and implement actionable leadership skills. Health information technology (IT) is changing everything.

The health care industry has seen dramatic changes in the landscape of information management over the last few decades. Figure 2 by Drs. Page and Simpson shows the dramatic shift in the business maturation from a departmental, fee-for-service focus correlated to the dramatic transformation in computing technologies. The electronic medical record is the disruptive technology of the 2000 decade that the Internet was for the 1990s, laptops and distributed process for the 1980s, and mainframes were for the 1970s. The transformative business process that must respond to the technology revolution challenges the health care leader of today in ways that were impossible to comprehend in years past. If there is one constant, it is the ever-exponential spinning rate of change compared to remaining in a status quo state. Balancing the business focus and technology innovations demands new competencies in leadership beyond our current curricula.

Demand is accelerating across organizations for better and faster access to data. Nurse leaders in operations want the power to move beyond the limits of spreadsheets and IT requests so they can engage in deeper analysis and use of data insights to transform all types of decisions. New tools and methods are making it possible for organizations to access, integrate, transform, and visualize data without traditional IT hand-holding or engagement.

CONCEPT OF BIG DATA

Big data is the quantifiable result of the proliferation of the information technology transformation occurring in this

Figure 1. Lessons Learned

1. Nurse Leaders must understand the language of technology and Big Data just as we had to develop a command of finance to develop and manage budgets.
2. All nurse leaders should learn more about Big Data through the review of colleagues dissemination of knowledge for Big Data in Nursing through the <http://www.nursing.umn.edu/icnp/center-projects/big-data/2016-nursing-knowledge-big-data-science-conference/index.htm>
3. Change the vision of documentation to the collection of data to advance the science of nursing and give feedback to nurses on big data trends and implications for their practice as a part of standard work.
4. Be engaged in the digital transformation of healthcare and partner with the industry to advance the knowledge, skills and tools needed to drive patient care across the continuum.
5. Read your Code of Ethics. It grounds you in your practice. <http://www.nursingworld.org/codeofethics>.

decade. The quest is for the improvement of health outcomes at a lower cost. Roski et al.¹ represent big data in regard to 3 V's: volume, variety, and velocity. Volume represents the massive amounts of data produced by the software systems; variety is characterized by the numerous formats such as structured and unstructured, images, video, and other data types produced; and finally, velocity is demonstrated by the rapid growth and massive push of data generated daily in the transformed digital world of health care. Veracity is added in regard to the need for data integrity, accuracy, and trustworthiness.² Veracity is a critical dimension when leveraging big data in decision making in patient care. We must move documentation from legal terms to science terms in collection of valid and reliable data that has meaning to symptomatology or disease management across the continuum. Nurses as scientists collect data for increases in evidence-based practices. Although the data may cover other parameters of use, the veracity relates to the science of the care we provide so that we are not invisible in the record of the care of the patient over time.

Krumholz³ challenges leaders in health care to new thinking regarding data generated from our systems. There are vast amounts of potential information that are continuously generated from patients' experiences with health and health care that remain untapped. A commitment to making these data available becomes a source of knowledge for effectiveness of care impacted by nursing interventions in any setting. A fundamental shift brought about by big data thinking is that the relevance of data produced through health care encounters can be the source material for research and analytical evaluation to the nurse scientist and researcher of the future. This provides a greater richness in understanding patient phenomena and in tailoring interventional strategies that are personalized to the patient.⁴ Big data has the potential to elucidate the phenomena of nursing.

The point of use signifies the opportunity for nursing to step away from the myopic view of practice within an organizational-centric framework to an ecosystem view across the health care environment. A significant challenge has been the integration of evidence into practice at point of use/point of care where rendered in the delivery of nursing care. Big data

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