The Emerging Role of the Chief Nursing Information Officer: What is the Current State?
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Conflict of Interest Disclosure

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Has no real or apparent conflicts of interest to report.
Session Objectives

- Articulate a clear understanding of the demand for CNIOs in today’s healthcare IT environment
- Differentiate the role of the CNIO and other nursing informatics specialists
- Compare and contrast the various CNIO governance structures and reporting relationships seen in the industry today
Objectives of the session

- Examine the emerging role of the CNIO
- Understand the role of the CNIO in today’s healthcare environment
  - What it is
  - What it is not
- Compare and contrast the various CNIO reporting relationships and titles seen in the industry today and the effectiveness of each
- Review results of recent Witt/Kieffer CNIO survey to validate our findings, including selected comments and quotes from survey participants
Framework for today’s discussion

• **WHY** are we seeing this role emerging now?
• **WHO** is looking for this skill set now? Which types of organizations?
• **WHAT** are the primary skill sets necessary for this role?
• **HOW** is this role different from existing Nursing/IT roles?
• **WHERE** do these roles report into?
Survey demographics

- Witt/Kieffer online survey conducted August 2011
- 377 respondents; 11 percent response rate

Source: Witt/Kieffer Emerging Role of the CNIO Survey
WHY is the CNIO role emerging now?

- Recognizing that implementation of EMRs greatly impacts nursing practice, organizations are realizing they need a leader:
  - that will define and implement the strategy for innovative technology and processes to support the delivery of quality patient care and enhance nursing practice
  - that understands the impact of EMRs to nursing that will improve patient care delivery, efficiency, quality and safety and outcomes
  - that recognizes enhanced technology can maximize nursing productivity and maximize investments

Source: Witt/Kieffer Emerging Role of the CNIO Survey
WHY is the CNIO role emerging now?

• Greater acceptance of the role and title, especially given the success and importance of the CMIO role

• Overarching federal mandates that require focused IT/Nursing leadership to meet these requirements

“The rise of the CMIO in many cases was MD dissatisfaction....I believe nursing has lost it’s voice compared to MDs with the emergence of the CMIO, thus the rise in talk of a CNIOs” (CIO)

Source: Witt/Kieffer Emerging Role of the CNIO Survey
Barriers to Emergence of this Role

Based on survey results, the following barriers were identified:

- Budget/financial constraints
- Size of the organization and limitations on hiring
- Currently have someone assuming this role “informally”
- Requirements on the role have not yet been clearly defined and vary across organizations
- Senior leadership does not see the need for this role either because:
  - they do not understand the role or;
  - they are not aware that this role exists
  - there are too many C type roles already (CIO, CTO, CMIO, CQO, CSO, etc)

“For the same reason we do not have a Chief Radiology Officer, a Chief Environmental Services Officer, etc.....it would be too departmentally focused.” (CIO)
## Recent Salary Data for CNIOs

<table>
<thead>
<tr>
<th>DATE</th>
<th>CLIENT</th>
<th>PLACEMENT</th>
<th>SALARY</th>
<th>TOTAL COMPENSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>Multi state IDN</td>
<td>Chief Nursing Information Officer (CNIO)</td>
<td>$250k</td>
<td>$300,000</td>
</tr>
<tr>
<td>2011</td>
<td>Academic medical center</td>
<td>Chief Nursing Information Officer (CNIO)</td>
<td>$200-250k</td>
<td>$250,000+</td>
</tr>
<tr>
<td>2011</td>
<td>Integrated health system</td>
<td>Vice President, Information Systems (nursing position)</td>
<td>$225k</td>
<td>$225,000+</td>
</tr>
<tr>
<td>2011</td>
<td>Federal</td>
<td>Chief Nursing Informatics Officer (CNIO)</td>
<td>$153k</td>
<td>$153k</td>
</tr>
<tr>
<td>2010</td>
<td>Large health system</td>
<td>Head of Nursing Informatics</td>
<td>$175k</td>
<td>$206k</td>
</tr>
<tr>
<td>2009</td>
<td>Major academic medical center</td>
<td>Vice President, System Design and Implementation</td>
<td>$360k</td>
<td>$360k</td>
</tr>
<tr>
<td>2008</td>
<td>Integrated health system</td>
<td>Vice President Clinical Informatics</td>
<td>$175k</td>
<td>$212 +</td>
</tr>
</tbody>
</table>

*Source: Witt/Kieffer CNIO Compensation Research*
WHO is looking to hire into this emerging role?

- Multi-hospital organizations and IDNs
- Academic Medical Centers
- Organizations at all different levels of EMR implementations (system selection to fully implemented to optimizing)
- Organizations that have the budget and senior leadership support

Source: Witt/Kieffer Emerging Role of the CNIO Survey
WHO is looking to hire into this emerging role?

- Organizations that have a large nursing informatics contingency and need the leadership to drive this group
- Those that are **not** looking to hire into this role include those organizations that have a more unified view and believe the CMIO and CNIO role should be combined into a Chief Clinical Information Officer so as not to silo the clinical staff

“I think the position is critical in a multi hospital system trying to standardize care.” (CMIO)

Source: Witt/Kieffer Emerging Role of the CNIO Survey
Survey results on the WHO

Do you have a CNIO or equivalent?

<table>
<thead>
<tr>
<th>Type</th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-hospital system</td>
<td>30%</td>
<td>70%</td>
</tr>
<tr>
<td>Hospital that is part of a multi-...</td>
<td>18%</td>
<td>82%</td>
</tr>
<tr>
<td>Free-standing, single hospital</td>
<td>24%</td>
<td>76%</td>
</tr>
<tr>
<td>Integrated delivery system</td>
<td>41%</td>
<td>59%</td>
</tr>
<tr>
<td>Academic medical center</td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>Other</td>
<td>36%</td>
<td>64%</td>
</tr>
</tbody>
</table>

Source: Witt/Kieffer Emerging Role of the CNIO Survey
CNIO Hiring Plans

Based on survey results, the following indicates the percentage of organizations that plan to hire a CNIO in the next 12-24 months.

Organizations Planning to Hire a CNIO in next 12-24 months

- Yes: 17%
- No: 83%

Source: Witt/Kieffer Emerging Role of the CNIO Survey
WHAT are the Primary Skill sets for this Role?

- Nursing professional
  - Utilizing the knowledge and skills of clinical practice, develops and oversees the implementation of evidence based information systems that enable the delivery of efficient, effective nursing care
  - Acts as the primary liaison between IT and nursing and is the translator of application functionality to the nursing division
  - Raises the awareness of the role and the profession, represents nursing informatics

*Source: Witt/Kieffer Emerging Role of the CNIO Survey*
WHAT are the Primary Skill sets for this Role?

• **Informatics education (advanced)**
  - Facilitates the development of nursing automation standards, develops procedures and guidelines for the implementation and use of nursing applications
  - Establishes nursing system competency requirements

• **Educator**
  - Ability to articulate and educate the nursing staff and others around the importance of technology to clinical care

• **Strategy**
  - Defines and implements the nursing strategy for aligning the people, processes and technology to transform the practice of nursing through information technology

*Source: Witt/Kieffer Emerging Role of the CNIO Survey*
WHAT are the Primary Skill sets for this Role?

• **Collaboration**
  - Understands the art of negotiation, partnerships, empowerment and staff involvement and motivation to meet specific nursing informatics goals
  - Effectively manages partnerships at all levels of the organization and vendor community to ensure nursing goals are articulated and met

• **Management and Leadership**
  - Utilizes effective management and leadership skills to effect change

“The CNIO role does not give the CNO permission to move away from responsibility of nursing IT” (CNO)

Source: Witt/Kieffer Emerging Role of the CNIO Survey
WHAT are NOT the Primary Skill Sets for this Role?

- **Day to Day project management**
  - This is not the primary day to day project manager in charge of implementations

- **Ongoing nursing practice**
  - While we see this as standard in the CMIO role, we are not seeing this as standard in the CNIO role

Source: Witt/Kieffer Emerging Role of the CNIO Survey
WHAT are NOT the Primary Skill Sets for this Role?

• Research (not yet)
  • There is currently limited demand for the CNIO to conduct research but anticipate that this requirement will increase once majority of EMRs have been implemented and the Meaningful Use requirements continue to build
  • Beginning to see health analytics and business intelligence expectations in this role

“Nursing clinical informaticists are used to represent nursing needs in project planning and implementations. There is a need for a nurse with a more strategic vision and better IT knowledge and skills than a CNO to take on this role” (CMIO)
Survey results on the WHAT

Majority of healthcare organizations identified nursing strategy as it relates to IT as the primary CNIO responsibility

Source: Witt/Kieffer Emerging Role of the CNIO Survey
Survey results on the WHAT

What do you see as the most important skills for the role? (check all that apply)

<table>
<thead>
<tr>
<th>Skill</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing informatics</td>
<td>85%</td>
</tr>
<tr>
<td>Implementation experience</td>
<td>71%</td>
</tr>
<tr>
<td>Project management experience</td>
<td>68%</td>
</tr>
<tr>
<td>Finance</td>
<td>20%</td>
</tr>
<tr>
<td>Public speaking</td>
<td>31%</td>
</tr>
<tr>
<td>Collaboration skills</td>
<td>81%</td>
</tr>
<tr>
<td>Mediations skills</td>
<td>41%</td>
</tr>
<tr>
<td>Conflict resolution skills</td>
<td>63%</td>
</tr>
<tr>
<td>Other</td>
<td>23%</td>
</tr>
</tbody>
</table>

Source: Witt/Kieffer Emerging Role of the CNIO Survey
WHERE does the CNIO Report?

- Based on survey results, the following reporting relationships exist:
  - Chief Nursing Officer/Executive (CNO/CNE)
  - Chief Information Officer (CIO)
  - Combination CNO/CIO
  - Chief Medical Information Officer (CMIO)
  - Others including:
    - CEO/COO
    - Director of Nursing Education
    - Senior VP of Strategy and Technology
    - Chief Quality Officer
    - CFO
    - Chief Innovation Officer
    - CMO/CMIO

Source: Witt/Kieffer Emerging Role of the CNIO Survey
Survey results on the WHERE

Who does the CNIO report to?

- CNO, 28%
- CIO, 25%
- CIO/CNO, 15%
- CMIO, 8%
- Other, 24%

Source: Witt/Kieffer Emerging Role of the CNIO Survey
Comments on WHERE the CNIO Reports

- Overriding consensus is that there must be, at minimum, a dotted line reporting relationship to the CNO/CNE
  - No clear consensus on whether this should be a solid line to the CNO/CNE
- Based on feedback, this position should be a peer to the CMIO, and not in a reporting relationship to the CMIO
- Overall, the most important component is access to the organization at whatever level is necessary in order to meet objectives
- Survey also suggests that organizations should move away from silo’d positions and create a Chief Clinical Information Officer rather than a CMIO and CNIO

“A direct reporting relationship with the CNO is important to ongoing credibility with the clinical staff; sole relationship to the CIO creates an atmosphere that the CNIO is not part of nursing” (CNIO)

Source: Witt/Kieffer Emerging Role of the CNIO Survey
Final Thoughts from Survey Responders Closing Comments

- Larger organizations are seeing the need for the CNIO role and are contemplating when to hire into this role.
- There is concern that finding the right candidate will be difficult considering the limited pool of resources.
- As with everything else faced in this industry, funding is a significant issue.
- This role will continue to mature and define itself as organizations continue to implement advanced clinical technologies.

“The CIO cannot be successful without a strong CNIO and CMIO on their team” (CIO)

Source: Witt/Kieffer Emerging Role of the CNIO Survey
Questions?
References


