

digitalhealth

**REWIRED**  
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Headline Sponsors:



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CNIO,  
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**DIGITAL  
LEADERSHIP  
AND TEAMS  
STAGE**

Stage Sponsor:



# The Chief Nursing Information Officer



“I would like to see in every organisation a chief nursing information officer”

Ruth May, Rewired Keynote 2022



 Translator

 Change Agent

 Conduit

 Clinical Safety Officer

 Senior Leader

 Innovator

# Does the CNIO Role have an Expiration Date?

Once we're all working digitally, we  
won't need a CNIO anymore...will we?



# The Evolution of the CNIO Role – An Evaluation



## Focus Group Interviews

14 Participants over 4 Groups



## Survey

56 Respondents

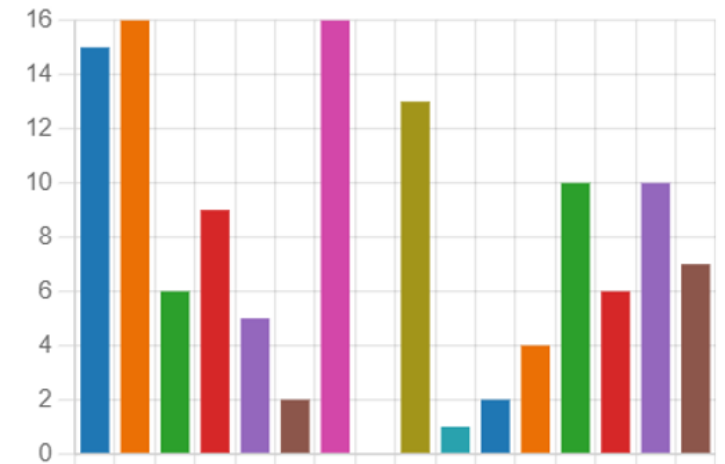


## Job Description Analysis

5 Job Descriptions

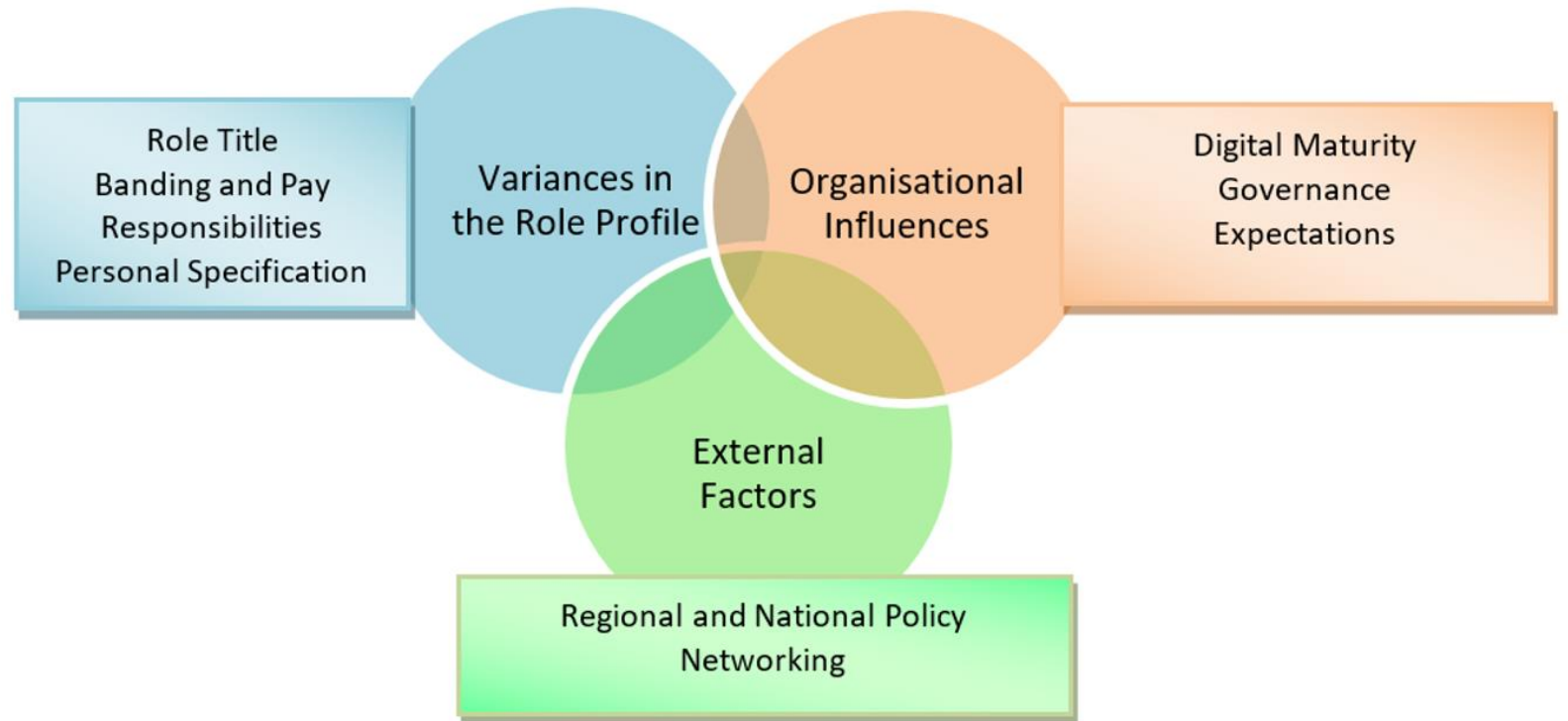
# Previous Experience

● Accident and Emergency	15
● Acute Medicine	16
● Advanced Practice	6
● Clinical Lead/Specialist	9
● Community Nursing	5
● Health Visiting	2
● Intensive or High Dependency C...	16
● Learning Disabilities	0
● Managerial	13
● Maternity	1
● Mental Health	2
● Oncology	4
● Operational Lead	10
● Paediatrics or Neonates	6
● Surgical	10
● Other	7



Previous experience of survey respondents 2022

# Role Evolutionary Influences



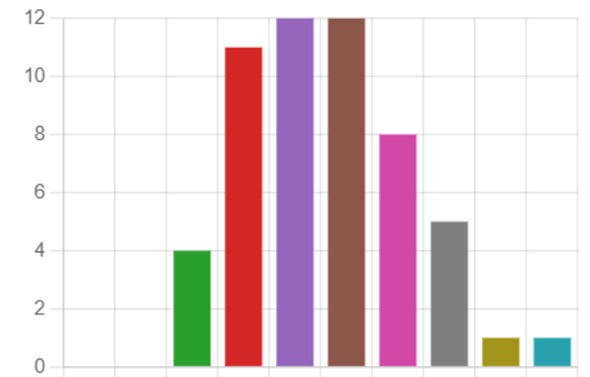
**“What’s in a name...”**

Head of clinical informatics  
 Digital Clinical Lead  
*Informatics Lead Nurse*  
 Head of Nursing and Quality  
 Lead Digital Nurse Implementer  
 Clinical Nursing Information Officer  
*Head of Nursing (Digital Transformation)*

Deputy CNIO, early detection & resuscitation lead nurse, mortality lead nurse

Clinical Head of...  
 Clinical...  
 Senior...  
 Senior D...  
 Chi...  
 C...

5	0
6	0
7	4
8a	11
8b	12
8c	12
8d	8
9	5
VSM	1
Other	1



# Skills and Qualities

## Top Ranked Skills and Qualities for those in the role **5-10 years**

## Top Ranked Skills and Qualities for those in the role up to **1 year**

### Qualities

1. Being approachable
2. Being a change agent
3. Being collaborative

1. Being strategic
2. Being collaborative
3. Being a change agent

### Skills

1. Leadership Skills
2. Change Management Skills
3. Decision Making Skills

1. Leadership Skills
2. Decision Making Skills
3. Problem Solving



# Does Digital Maturity Change the Role?

Survey respondents who thought the CNIO role had changed with digital maturity

Yes	33
No	7
Maybe	13
Other	1



Top-ranked skills by digital maturity

## HIMSS 5-7

### High Digital Maturity

1. Change Management

2. Decision Making

3. Clinical Practice

4. Leadership

5. Conflict Resolution

## HIMSS 0-4

### Low Digital Maturity

1. Change Management

2. Decision Making

3. Digital Literacy

4. Leadership

5. Negotiation



*“The digital maturity of me has evolved”*

# Implementation to Optimisation

Project Focus

Product Focus

Expectations

Prioritisations

Assumptions

Deeper understanding

Tactical

Strategic

Implementation

Benefits Realisation

Risk Assessment and Control

# So...does the CNIO role have an expiry date?

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Not in the foreseeable future

Just “Change” no longer ‘digital change’



# Thank You!

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