

Nurse leaders are crucial contributors to health care operations and patient well-being. In the evolving landscape of digital health care, it is imperative nurse leaders position themselves as leaders who collaborate and lead both within health care and with industry counterparts. Equipping nurse leaders with the necessary skills to support and lead digital health strategies and transformations is vital for enhancing outcomes for patients, nurses, other caregivers and the nation's health care.

Guiding Principle #1 – Develop digitally competent nurse leaders.

With the rapid pace of digitization, it is essential to prioritize developing nursing leadership roles and competencies across all levels to effectively support digital health strategies and transformations. The nurse leader:

- Develops competencies to serve as a leader and subject matter expert in digital technology and transformation.
- Ensures a pathway to develop nurse informaticists within the organization.
- Embrace technology to advance clinical, research, education, operational and administrative workflows.
- Understands how to effectively use information systems to leverage data in outcomes improvement.
- Applies privacy, confidentiality and security strategies to protect personal health information and personal identifiable information.
- Understands and translates digital strategies and technology, leading to transformation.
- Builds a structure supporting ongoing development of digital nurse leaders.
- Partners with academe to develop digitally competent nurses.

Guiding Principle #2 – Collaborate across teams and systems for successful digital transformation.

Successful and impactful digital transformation relies on interprofessional collaboration. Nurse leaders are vital in this process, serving as key facilitators who connect, convey, and collaborate to ensure digital transformation strategies are aligned and inclusive.

The nurse leader:

- Builds trust to strategically engage and collaborate with all stakeholders to achieve the organization's digital health strategy and transformation.
- Collaborates with all stakeholders to define and implement a digital governance structure that is inclusive and representative of technology experts, senior leadership and end-users (e.g. clinical and non-clinical including consumers of health care).
- Leverages partnerships for collaboration.

- Partners with internal leaders to gain support and understanding of organizational digital strategy, goals, expectations and key performance indicators.
- Partners externally with industry leaders to advance digital innovation in support of the organization's strategy and transformation journey.
- Leverages communication and collaboration with marketing and operations to ensure effective, transparent and timely communication of planned and unplanned technology events and activities.

Guiding Principle #3—Lead digital health transformation.

Involving end users in the selection and design of new technologies is essential for digital adoption and success. This can be achieved by forming a collaborative, interprofessional team comprising members from various departments within the organization. Such a team helps ensure that the return on investment (ROI) from technology acquisitions is effectively realized. The team:

- Provides oversight in the overall decision-making, acquisition, implementation and evaluation of digital technology processes impacting nursing.
- Advocates for digital technology solutions that optimize outcomes and user experience.
- Understands and communicates the ROI of investing in digital technology.

Guiding Principle #4— Align digital health transformation with strategic and operational goals.

By collaborating with leaders throughout the health care system, the nurse leader plays a vital role in attaining the organization's strategic and operational objectives for digital health transformation. The nurse leader:

- Aligns the digital technology plan for nursing and the organization's digital health transformation strategy to ensure congruency, stakeholder buy-in and allocation of human and financial resources.
- Advances digital health strategies to meet the needs of the populations served to achieve health equity.
- Focuses efforts to improve efficiencies of practice for clinical, research, education, operational and administrative workflows.
- Reviews and revises digital technology operational plans on a regular cadence and adjusts tactics as a team.
- Develops a detailed roadmap for digital technologies strategic planning that includes industry partners.
- Communicates targets, outcomes, and progress by conveying regularly and efficiently across interprofessional teams.

Guiding Principle #5 – Drive innovation through research and discovery.

The pace of digital transformation in health care is fast-moving and ever-changing, demanding a steadfast dedication to innovation to consistently address the evolving needs of clinicians, the organization, and patients. The nurse leader:

- Develops organizational budgets with the necessary resources to implement and continuously optimize innovation projects that include idea generation, product research and development.
- Creates a plan to quantify the technology impact and benefit to the organization.
- Views industry and academia as innovation partners and pursues opportunities to develop and pilot innovative technology, creating a trailblazing culture.
- Seeks out the latest ideas and partnerships to support intrapreneurship and entrepreneurship.
- Implements small tests of change to support rapid cycle testing and evaluation of innovation ideas.
- Encourages innovation implementation in the practice to support engagement and evaluation of proposed change ideas.

Guiding Principle #6 - Transform outcomes by harnessing the power of data.

Digital transformation uses data to inform strategy, evaluate and measure outcomes, and align solutions to achieved strategic goals and outcomes. The nurse leader:

- Identifies data reporting needs for clinical, research, education, operational and administrative workflows.
- Advances nurse leader competency to support the use of data analytics platforms and data to inform strategy, decision making, innovation and achieving outcomes.
- Leverages data to support agile and responsive strategies to address health workforce outcomes.
- Identifies opportunities to increase interoperability among disparate systems to make timely and meaningful information easily accessible at the point of care.
- Creates a clinical strategy around the future of data as it relates to artificial intelligence and where it will impact the care delivery systems the most.
- Builds trust with patients, clinicians and consumers through appropriate safe and secure access to data and by offering total transparency in their data use.
- Identifies opportunities to increase interoperability among disparate systems to make timely and meaningful information easily accessible at the point of care.
- Evaluates evolving technologies as data sources or evidence to guide evidence-based practice and continuous process improvement.