

Nursing Informatics Strategic Plan

2015-2020

Written by:	Wahag Al Mashaer Osman – Chair of NI Strategy and Policies Committee
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Nursing Informatics Strategic Plan 2015 – 2020

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Foreword Statement

Since its establishment and there is a significant progress in the Nursing Informatics' activities. Eight years ago it began its journey as a unit, being proactive and dynamic in its endeavor it then grew into a department fulfilling the demands of a rapid healthcare transformation in HMC and pioneering the field of healthcare informatics in the gulf region. We have the privilege of publishing the department's second five years' Strategic Plan (2015 – 2020) which is introducing the new phase the department is starting and summarizes our priorities and sets out a series of programs and projects that we believe will help better service provision in HMC.

The environment in which the Department is operating has never been more challenging where this plan intended to show how the Department will contribute towards the achievement of the corporation's fundamental goal of providing the patients with a high quality care.

Nursing Informatics Strategy deals with all aspects of Informatics services provision supported by a subsequent annual operating plan that focuses on specific objectives and targets for the year.

Some of our five years strategic plan projects have started already, while the implementation of many other important projects is in progress.

As the nurses are key players in leading the change and in directing HMC services towards excellence, the Nursing Informatics Strategy will ensure the provision of support to the nursing staff and to provide an environment where the nurses can perform efficiently.

I invite all staff to familiarize themselves with the contents of Nursing Informatics Strategy with the view of understanding the important role the Department is playing in changing the way we are delivering our services.

My appreciation to the Nursing Informatics Strategy and Policies Committee for their relentless efforts and dedication in accomplishing the tasks and challenges encountered. This paper would not materialize without the support of the whole staff where the contribution of each member in the department makes a big difference in this achievement.

Dr. Wasmiya Dalhem,
Executive Director of Nursing Informatics
Chair of the Joint Chairs Committee

Foreword Statement

Honorably I introduce the publication of the Strategic Plan (2015 – 2020) for Nursing Informatics Department in Hamad Medical Corporation - Qatar.

The Strategy provides a transformational agenda and sets out an ambitious plan of activities that will be delivered by the Department over the coming 5 years. It sets out the framework we will be using in transforming the Department into an integrated and activation centered service provider which puts our staff at the center of all our operations.

The plan articulates the core activities over the coming years, where the goals, strategies and outputs will be reflected in the work plans of the NI staff. Every staff will know how their work contributes to the achievement of the Department's overall vision and mission and will continue to deliver the policies and services efficiently and effectively and to the highest standards.

Supported by our vision, mission, values and goals of becoming one of the accredited and internationally recognized Nursing Informatics Department in the world, In co-operation with a range of other departments and based on multi-disciplinary team work this strategy is intended to empower and encourage the NI team to actively engaged in supporting the staff in education and training, research and operational activities

I already know how committed staff and management of the Department are to delivery and how open they are to change. I look forward to working with them over the coming years as they tackle the challenges set out in this Strategy.

In closing, I would like to thank all those who contributed to the development of this Strategy and special appreciation to the Nursing Informatics Strategy and Policies Committee members and the ad-hoc committee responsible of reviewing and approving this strategy.

Wahag Al Mashaer Osman,
Chair of Nursing Informatics Strategy and Policies Committee &
Nursing Informatics Project Manager

Introduction

Nursing Informatics Department 5 years Strategic Plan communicate the vision, mission, goals and values of Nursing Informatics through the implementation of significant NI programs. These programs attempt to serve the nursing staff by addressing their needs not just limited to their computer and information literacy but also through empowering them on nursing leadership, education and research.

The strategy is presenting the department's scope of services through a newly developed HMC NI Model with a new and specialized HMC Nursing Informatics definition supported by action plans the staff should execute within the 5 year span.

The strategic plan articulates areas for action based on priorities of Nursing Informatics in HMC. The overall strategic direction will focus on nursing informatics researches and professional development in healthcare informatics and ICT for nurses to promote and advances the best use of clinical information and technological systems for the improvement of patient care delivery in HMC.

The strategic goals were designed to foster collaboration and promote sharing of best practices in using health technology through maintaining and enhancing effective communication plans with internal and external entities to impact outcomes in care delivery establishing partnership with a foresight vision of international accreditation. Activities and programs stated herewith will be duly evaluated accordingly in reference to the key performance indicators identified.

Recognizing the depth of the challenges nurses are facing using the technology in healthcare settings, the Nursing Informatics Department will coordinate and facilitate various activities to support nurses in acquiring a high level of informatics knowledge and practice.

SWOT Analysis

The Department examined its strengths, weakness, opportunities and threats in purview of its Vision and Mission, to identify strategic goals and guide the strategic plan reflecting on the changing expectations and advancement in healthcare. Centered on the following SWOT Analysis illustrated below the Department made the foundation for the Strategic Planning.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Department empowerment – taking the initiative for creating services • Different specializations within the department • Disciplined labor force • Maintaining open communication with end users • Clear strategic direction • High rate of staff satisfaction • High staff retention rate • Good internal communication • Knowledgeable and experienced leadership • Key role in CIS Implementation 	<ul style="list-style-type: none"> • Physical structure limitation that can provide good working environment to NI staff • Minimal Nursing Informatics researching activities • Organizational restructuring • Lack of Certified Development and Training programs • Lack of staff specialized in Nursing Informatics • Limited range of local employment opportunities • Manpower Budget restrictions • Uncertain communication plan • Weak integration of activities with stakeholders • Staff resistance to newly introduced NI services
Opportunities	Threats
<ul style="list-style-type: none"> • Growth in Healthcare Technology • National Support for Research • National Health Strategy support for an integrated healthcare system • Introduction of NI Specialty in Qatar • The first department with NI specialty in the Gulf region • Increasing literacy levels • Increase fund in healthcare sector 	<ul style="list-style-type: none"> • Increase NI competitiveness • Other organization may attract the experienced NI staff with high salaries and benefits • Scarcity of staff specialized in NI in the region • Multi-cultural community

Vision

Nursing Informatics department will advance the best use of clinical information and technological systems for the improvement of healthcare systems and patient care delivery in HMC.

Mission

Nursing Informatics Department provides advance healthcare informatics practices, education and research through the effective use of health information and information technology.

NI Goals

1. Empower Nursing Informatics to;
 - Provide timely, interactive, and continuous support to the nursing staff that improve quality services of patient care
 - Re-engineer clinical practice and promote change management standards ensuring all changes to nursing services are carried out in a planned and authorized manner
 - Transform the department activities into proactive processes
2. Having NI representation in the strategic planning and decision making bodies in HMC that determine the clinical information systems solutions which affects patient care.
3. Promote the educational process by covering 20% of the nursing staff in HMC each year through conducting educational sessions in nursing informatics, IT related courses, latest technologies and techniques applied in the field that foster dissemination of advances in the field of nursing informatics.
4. By 2017 the department should acquire a recognized Nursing Informatics certificate programs through having an organizational liaisons with other nursing informatics organizations.
5. The department will conduct 2-3 researches in nursing informatics related topics to assist practicing nurses, administrators, executives and policy makers examining latest trends in technology.
6. Acquire international recognition by the end of 2020.

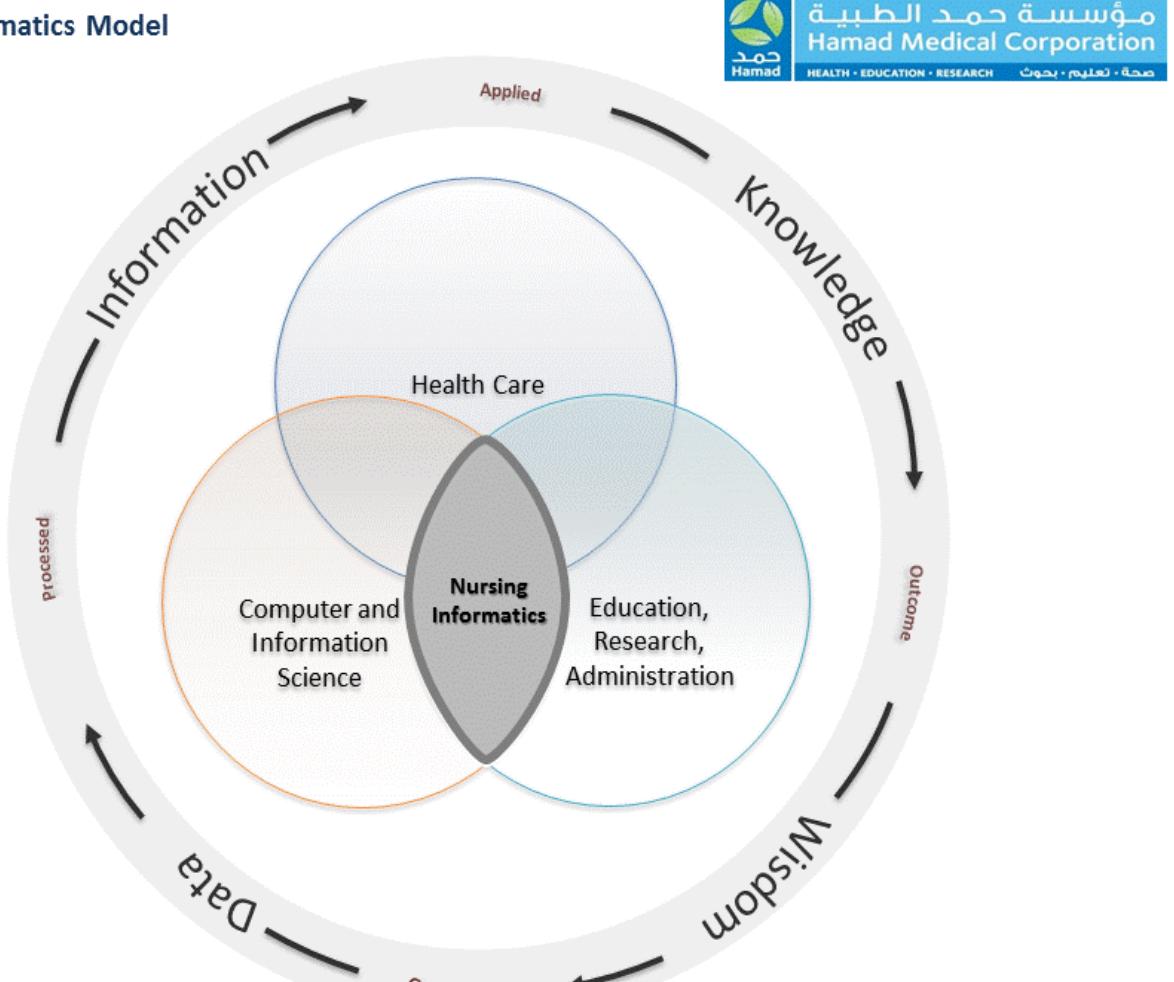
Values

Nurses need to integrate information and information technology into routine practice and embrace opportunities to manage care in new ways. In order to achieve this, our values are;

1. **Accessibility:** Promote and facilitate access to resources and references on applied informatics.
2. **Achievable:** Achieve adoption and information exchange through meaningful use of informatics practice.
3. **Confidence:** Inspire confidence and trust in health information technology field.
4. **Creative:** in re-engineering clinical workflow and facilitate change management.
5. **Dedicated:** to improving care and reducing health care costs through the use of informatics practice.
6. **Excellence:** in delivering high quality and evidence-based service
7. **Informative:** Spread Nursing Informatics concepts
8. **Knowledgeable:** Empower nurses with informatics knowledge to improve the health care system in Hamad Medical Corporation.
9. **Professionalism:** advance healthcare informatics practices, education and research through the effective use of health information and information technology.
10. **Supportive:** Support nursing work process using informatics principles and practice.

HMC Nursing Informatics (NI) Model

Nursing Informatics Model



Nursing Informatics Department

NIM2014

HMC NI Model Description

HMC NI defined Nursing Informatics “as the science that advances nursing practice by integrating computer and information science, education, administration and research within healthcare with the best use of information management to improve healthcare delivery”

HMC NI Model is designed to be centered on Nursing Informatics which is encompassing three spheres at its intersection;

Healthcare is the provision of the clinical services typically through a health care system by nurses\clinicians to patients,

Education, Research and Administration

Nursing Informatics **Education** builds health care professionals' knowledge and skills in computer literacy, information management and use of health care technology.

Nursing Informatics **Research** adds to the body of nursing informatics knowledge, build a literature base to expand this growing science and advance nursing informatics by incorporating nursing science, information science, and computer science to process nursing data, information, knowledge, and wisdom.

Administration provides a clear perspective and as a field of specialty influences Management's key decision-making in improving healthcare delivery.

Computer and Information Science use IT to reshape the nursing professional environment and influences the way of work.

The model describes how to utilize **Healthcare** to provide clinical practice, sharing the **Education, Research and Administration** science to advance the nurses' knowledge, skills and expertise aided by the **Computer and Information** science to provide the required technical knowledge. All three components overlap and collaborate to provide a superior patient care service.

Nursing Informatics Department

The overlapping components; healthcare, education, research and administration and the computer and information science as it interacts are perceived as interdependent and synergetic. This core is circled by four elements which are represented as an outer ring of, Data, Information, Knowledge and Wisdom to form a comprehensive model of practice in Nursing Informatics.

Data are commonly presented as discrete facts; product of observation with little interpretation (*Matney et al., 2011*) which will be combined together, interpreted and constructed into meaningful information given certain context.

Information is defined as data that are endowed with meaning and purpose. It is a continuum of progressively developing and clustered data; it answers questions such as “who”, “what”, “where”, and “when” thereby making the data useful for decisions.

Knowledge: is information that has been synthesized so that relations and interactions are defined and formalized; it is built of meaningful information constructed of discrete data points (*Matney et al., 2011*). Knowledge often answers questions of “why” or “how”.

Wisdom: is an appropriate use of knowledge to manage and solve human problems (*American Nurses Association, 2008; Matney et al., 2011*). Wisdom implies a form of ethics, or knowing why certain things or procedures should or should not be implemented in healthcare practice. In nursing, wisdom guides the nurse in recognizing the situation at hand based on patients’ values, nurse’s experience, and healthcare knowledge. Combining all these components, the nurse decides on a nursing intervention or action. Benner (2000) presents wisdom as a clinical judgment integrating intuition, emotions and the senses.

The components of the data processing framework are interrelated in a circular form with a flux between them. Data is processed to generate information which is applied to acquire knowledge. The outcome of the knowledge will lead to Wisdom. If the nurses acquire the wisdom “where one combine his personal, social, ethical, moral, cultural and other values with one's knowledge and experience to solve complicated problems” the available data will be interpreted differently to get new information. The derived new knowledge coupled with wisdom, might trigger assessment of new data elements which is reflected in the line linking the data and wisdom.

NI Model Implications

HMC Nursing Informatics with its interdisciplinary nature is applying the three fields of Information and Computer Science, Education, Research and Administration Sciences and Healthcare Science in Nursing Informatics practice which influence the informatics solutions and strategies for promoting health and safe environment.

The model acts as the driving force behind all the informatics' practice which empowers nursing staff knowledge in Nursing Informatics research by establishing research partnership with research institute and conducting evidence based NI research which integrates evidence and research findings into practice. It also develops nursing skills and knowledge through acquiring the required NI competencies that is needed for the professional growth and for best practices to advance the use of technology in healthcare at HMC.

Transformation from one state of information complexity to another is applied in NI practice through introducing NI Change Management. It is overcoming the resistance which may result from introducing new systems, technologies or processes. NI Change Management is ensuring better planning, implementation and effective delivery of transformation through data processing.

The model provides guidance to aggregate and manage the data that is utilized in workflow design, systems' building and integration. Integrated systems will facilitate providing effective clinical application support, consultation and advocacy to nursing which in turn improves the effectiveness of clinical management and decisions, thus ensure the quality of healthcare delivery.

When referring to data processing and computer systems, latest technologies and applications in the field will be adopted to automate the transformation of information, save the time and the effort spent in manual processes and in interpreting huge data.

In summary, the model guides HMC NI practice, through setting standards and guideline for a safe and quality of healthcare delivery, defining scope of service, enhancing NI staff professional development and ensuring better outcomes.

Key Performance Indicators

1. Nursing Informatics research activities;
 - a. **Number** of Nursing Informatics researches;
 - Conducted researches
 - Published researches
 - Researches participated in conferences
2. Nursing Informatics educational activities;
 - a. **Percentage** of nursing staff receiving training and development reviews from Nursing Informatics Department pertaining to;
 - Introductory computer courses
 - Nursing Informatics and Computer (Basic & Intermediate) Competencies
 - CIS training sessions conducted by NI staff
 - Nursing Informatics courses
 - Nursing Informatics research seminars
 - b. Nursing staff **feedback** on the effectiveness of Nursing Informatics training and educational programs;
 - Introductory computer courses
 - General Nursing Orientation (GNO) - the awareness of NI vision, mission and projects
 - CIS training sessions
 - Nursing Informatics courses
 - Seminars and presentations
3. Access **rate** to Nursing Informatics websites
4. Staff **feedback** on effectiveness of Nursing Informatics workshop
5. Nursing Informatics Day;
 - Staff **feedback** on effectiveness of NI day.
 - **Number** of nursing staff participated on NI Day.
6. NI staff satisfaction **rate**
7. NI staff retention\turnover **rate**
8. Staff **feedback** on effectiveness of Nursing Informatics publications;
 - NI Bulletin
 - Educational Leaflet

Action Plan

The Nursing informatics department will implement the below action plan to advance the practice of nursing informatics at HMC, where nurses are expected to provide safe, competent, and compassionate care in an increasingly technical and digital environment

- Strategy 1: Communicate the concept and importance of Nursing Informatics to the internal and external organizations and to healthcare givers.
- Strategy 2: Reinforce the role of Nursing Informatics Department in HMC
- Strategy 3: Providing educational programs
- Strategy 4: Develop Qualified and Competent Nursing Informatics
- Strategy 5: Conduct researches in Nursing Informatics Department
- Strategy 6: Structure Nursing Informatics Evidence Based Practice (EBP)
- Strategy 7: Engaging Nursing staff to ensure accomplishment of NI projects and activities across HMC facilities

Strategy # 1: Communicate the concept and importance of Nursing Informatics to the internal and external organizations and to healthcare givers.

Action	Objectives	Time frame	Responsible	Outcome	Measuring Tool
1. Conduct Nursing Informatics presentations and orientation sessions in secondary schools and universities in Qatar to introduce Nursing Informatics.	<ul style="list-style-type: none"> Spread awareness on the importance of Nursing Informatics in nursing education, research, administration and practice. 	<ul style="list-style-type: none"> September 2016 	<ul style="list-style-type: none"> NI Education and Operation Sections 	<ul style="list-style-type: none"> 6-7 presentations in schools annually 2-3 presentations in universities annually 	Assessment for the sessions
2. Conduct NI Day	<ul style="list-style-type: none"> Provide educational opportunities. To have communication with and updates from Nursing Informatics experts. 	<ul style="list-style-type: none"> Annually starting May 2015 	<ul style="list-style-type: none"> NI Strategy & Policies (NISP) Committee 	Achieving the objectives set for the program	Deliverables are consistent with the program objectives
3. Conduct annual NI Workshop for NI staff	<ul style="list-style-type: none"> Assess NI Department performance Evaluate the committees' performance Ensure the staff are effectively contributing in the department's activities Utilize the staff feedback to develop and deliver NI services and activities. 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> NISP Committee NIST Committee 	<ul style="list-style-type: none"> Educational sessions will improve the staff knowledge Implement new ideas and plans for developing NI services. 	Deliverables are consistent with the program objectives

Action	Objectives	Time frame	Responsible	Outcome	Measuring Tool
4. Develop Nursing Informatics Forum	<ul style="list-style-type: none"> • Exchange latest trends, ideas and experience with the NI experts • Introduce NI in HMC • Promote the Web-based discussions 	<ul style="list-style-type: none"> • Jan 2017 for Gulf (GCC) region • Jan 2018 international 	<ul style="list-style-type: none"> • NI Education and Operation Sections 	<ul style="list-style-type: none"> • NI in Qatar will become known by external organizations • Create and develop projects and activities from the constructive feedback and comments in the forum 	<ul style="list-style-type: none"> • Rate of participation • Web-based procedures to evaluate the effectiveness of the forum
5. Initiate links locally and nationally with nursing professional organizations.	<ul style="list-style-type: none"> • Exchange latest trends in NI • Introduce NI in HMC • Develop communication and networking • Formulate strategies for the establishment of partnership and collaboration with similar and complementary organizations • Introduce new opportunities to be exposed to the latest trends in NI 	<ul style="list-style-type: none"> • Start Jan 2015 -On going 	<ul style="list-style-type: none"> • NIST Committee 	<ul style="list-style-type: none"> • NI staff should acquire membership in recognized NI organizations 	Active membership in recognized organizations

Nursing Informatics Department

Action	Objectives	Time frame	Responsible	Outcome	Measuring Tool
6. Represent NI in related healthcare symposiums and conferences in Qatar.	<ul style="list-style-type: none"> • Introducing NI projects in HMC • Create a network with NI and IT experts • Provide leadership and development opportunities to prepare Informatics staff to be leaders and experts in the field. 	• Ongoing	<ul style="list-style-type: none"> • NI Research, Education and Operation Sections • 	<ul style="list-style-type: none"> • Contribute in at least one conference \ symposium annually 	Certificate of participation in conference \ workshop in Qatar
7. Participate in national & international NI conferences and workshops	<ul style="list-style-type: none"> • Exchange latest updates in NI • Introduce NI in HMC • Create a network with NI experts • Promote mentoring activities related to the development of nursing informatics professionals 	• Ongoing	<ul style="list-style-type: none"> • NI Research, Education and Operation Sections 	<ul style="list-style-type: none"> • Attend at least one international conference or workshop annually 	Attending national and international conferences\ workshops
8. Conduct General Nursing Orientation (GNO) Program	<ul style="list-style-type: none"> • Introduce the concept of NI • Introduce the mission, vision, goals and role of Nursing Informatics Department in HMC • Enhance the orientation process for all the appointed positions by creating awareness about NI 	• Ongoing	<ul style="list-style-type: none"> • NI Education and Operation Sections 	<ul style="list-style-type: none"> • 100% of the newly hired staff will be oriented on NI 	<ul style="list-style-type: none"> • Regular participation in GNO programs • Attendance of participants

Action	Objectives	Time frame	Responsible	Outcome	Measuring Tool
9. Create a NI internet based website	<ul style="list-style-type: none"> • Introducing NI Department to national and international communities. • Reaching a wider audience • Create a network with NI and IT experts. 	• Jan 2016	• NI Operation Section	<ul style="list-style-type: none"> • NI in Qatar will become internationally recognized • Follow the international quality standards for presenting NI projects and activities. 	<ul style="list-style-type: none"> • Updated webpages • Web-based procedures to evaluate the effectiveness of the forum
10. Developing Nursing informatics Bulletin	<ul style="list-style-type: none"> • To ensure that all Nursing Informatics department activities and projects are publicized appropriately to nursing staff across Hamad Medical Corporation. • Enhance nursing staff knowledge through educational materials published. 	• Quarterly-2015	• NISTF committee	<ul style="list-style-type: none"> • Review NIB standards and ensure quality of content published. • All articles and publications to have unified standards. • 4 Nursing Informatics Bulletin issued. 	<ul style="list-style-type: none"> • Web based survey assessing nursing staff response to NIB. • Approved standards

Strategy # 2: Reinforce the role of Nursing Informatics Department in HMC

Action	Objectives	Time frame	Responsible	Outcome	Measuring Tool
1. Establish NI Skills lab	<ul style="list-style-type: none"> Enhance the IT skills of nursing staff Promote exposure to latest trends in NI by advising suitable sites and links 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Informatics Nurse 	<ul style="list-style-type: none"> Raising the computer's skills level of 100% of the nursing staff to the basic level 	Hands On Assessment
2. Conduct Computer Competency	<ul style="list-style-type: none"> Train and validate the nursing staff on computer skills using a competency-based approach 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Informatics Nurse 	<ul style="list-style-type: none"> 100% of the nursing staff are competent 	Validation on General and Intermediate Computer Skills Competency
3. Coordinate the development of Nursing web pages	<ul style="list-style-type: none"> Provide effective communication that keeps the nursing staff updated with information and activities from HMC facilities. Engage HMC staff so as to make the NI projects and activities participatory and practicable, using web-based IT technologies 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> NI Coordinators Informatics Nurse 	<ul style="list-style-type: none"> All nursing activities uploaded in the websites Create Interactive web pages 	<ul style="list-style-type: none"> Updated webpages Rate of accessing webpages

Action	Objectives	Time frame	Responsible	Outcome	Measuring Tool
4. Provide CIS Support	<ul style="list-style-type: none"> • Assist and prepare nursing staffs for engaging in CIS. • Provide focused, timely and relevant support in the effective use of current and emerging technologies. • Improve the consistency of IT support given to nursing staffs • Monitor and evaluate project implementation phases. 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • NI Coordinators • NI Specialists • Informatics Nurse 	<ul style="list-style-type: none"> • Conduct monthly presentations, onsite visits and scheduled workshops in the facilities • Collaborates with the respective Nurse Leaders in identifying and selecting electronic Nursing clinical documentation. • Address the comments and the unsolved issues raised by nursing to the concerned parties. 	Attain the project deliverables

Action	Objectives	Time frame	Responsible	Outcome	Measuring Tool
5. Develop policies, guidelines and protocols relevant to Nursing Informatics.	<ul style="list-style-type: none"> • Develop mentoring tools and a base for evaluating resources. • Solicit and review NI concepts and proposals • Improve and standardize NI services • Provide guide for the new joined staff • Facilitate effective staff induction 	• Ongoing	<ul style="list-style-type: none"> • NI Project Manager • NI Research, Education and Operation Sections 	<ul style="list-style-type: none"> • Approved policies to organize NI practice • Clear guidelines to be set to organize the services do not having a policy 	Approved Policies, protocols and practice guidelines
6. Provide the manpower and resources required for full implementation Nursing Informatics projects.	<ul style="list-style-type: none"> • Identify manpower planning requirements • Facilitate the alignment of manpower activities with the NI services and projects • Evaluate and review effectiveness of manpower planning strategy 	• Ongoing	<ul style="list-style-type: none"> • NI Executive Director • NI Project Manager 	<ul style="list-style-type: none"> • Clear manpower planning • Identify activities and projects that may be used and will affect the departmental manpower status • Identify the annual manpower and capital budget 	<ul style="list-style-type: none"> • Approved Job descriptions • Clear set of criteria to evaluate the performance of manpower • Approved organizational structure

Strategy # 3: Providing educational programs

Action	Objectives	Time frame	Responsible	Outcome	Measuring Tool
<ul style="list-style-type: none"> Organize continuing education and training events such as seminars, workshops, and courses 	<ul style="list-style-type: none"> Help nurses get updated information on key issues in NI Expand the knowledge in IT related areas relevant and suitable to NI staff and nurses as well. 	<ul style="list-style-type: none"> 2015 	<ul style="list-style-type: none"> NI Education / Operations 	<ul style="list-style-type: none"> 6 educational programs annually 	<ul style="list-style-type: none"> Training \ Education Evaluation Tool Certificate of attendance
<ul style="list-style-type: none"> Develop educational leaflets 	<ul style="list-style-type: none"> Provide additional information and new ideas to nursing staff relevant to their work. 	<ul style="list-style-type: none"> 2015 	<ul style="list-style-type: none"> NI Education Committee 	<ul style="list-style-type: none"> 1-2 educational leaflets annually and as needed 	<ul style="list-style-type: none"> Published leaflets

Strategy # 4: Develop Qualified and Competent Nursing Informatics

Action	Objectives	Time frame	Responsible	Outcome	Measuring Tool
<ul style="list-style-type: none"> Establish NI Certificate Program accredited by an international source. 	<ul style="list-style-type: none"> Achieve internationally accredited certification in NI practice Promote professional growth among Nursing Informatics Support educational needs of NI staff with interest in Nursing Informatics 	<ul style="list-style-type: none"> 2016 	<ul style="list-style-type: none"> NI Education Committee 	<ul style="list-style-type: none"> NI staff will attain an international certification in NI practice 	<ul style="list-style-type: none"> Certificate of completion
<ul style="list-style-type: none"> Develop and implement Information Literacy Competency and Information Management Competency for NI staff 	<ul style="list-style-type: none"> Validate the skills of NI staff in the field of nursing informatics and practice. 	<ul style="list-style-type: none"> 2015 	<ul style="list-style-type: none"> NI Education Committee NI Educator 	<ul style="list-style-type: none"> 100% of the NI staff are competent 	<ul style="list-style-type: none"> Approved Competency validation
<ul style="list-style-type: none"> Acquire license to be an ICDL provider 	<ul style="list-style-type: none"> Provide a platform to achieve a higher level of IT knowledge and skills for nurses Render internationally recognized certification in the usage of computer and common computer applications 	<ul style="list-style-type: none"> 2017 	<ul style="list-style-type: none"> NI Education Committee NI Education and Training Section 	<ul style="list-style-type: none"> Nurses to be ICDL certified 	<ul style="list-style-type: none"> ICDL certification

Strategy # 5: Conduct researches in Nursing Informatics Department

Action	Objectives	Time frame	Responsible	Expected Output	Measuring Tool
1. Conduct Nursing Informatics researches	<ul style="list-style-type: none"> • Provide Nursing Informatics researches hands on experience • Build nursing informatics knowledge 	<ul style="list-style-type: none"> • Starting 2015 	<ul style="list-style-type: none"> • Research and Evidence Based Practice (REBP) 	<ul style="list-style-type: none"> • 1-2 researches annually 	<ul style="list-style-type: none"> • Research proposal approved by Medical and Research Center in HMC
2. Publish research results in an international journal	<ul style="list-style-type: none"> • Disseminate the research outcomes and build knowledge 	<ul style="list-style-type: none"> • Starting 2015 	<ul style="list-style-type: none"> • Research and Evidence Based Practice (REBP) 	<ul style="list-style-type: none"> • 1-2 researches will be published annually 	<ul style="list-style-type: none"> • Published articles
3. Conduct Nursing Informatics research seminars to HMC staff	<ul style="list-style-type: none"> • Enhance nurses knowledge about research • Continuously assess current nursing informatics needs for research 	<ul style="list-style-type: none"> • Starting 2015 	<ul style="list-style-type: none"> • Research and Evidence Based Practice (REBP) 	<ul style="list-style-type: none"> • At least 2% of HMC nurses will attend the Nursing Informatics research seminar 	<ul style="list-style-type: none"> • Certificate of attendance

Action	Objectives	Time frame	Responsible	Expected Output	Measuring Tool
4. Launching Nursing Informatics Department research Award	<ul style="list-style-type: none"> Motivates HMC staff to conduct nursing informatics research 	• 2018	• Research and Evidence Based Practice (REBP)	<ul style="list-style-type: none"> Document of the award evaluation Launch NI award ceremony 	<ul style="list-style-type: none"> Award evaluation criteria
5. To create and maintain partnerships with an international organizations to improve research	<ul style="list-style-type: none"> Work closely with different institutions in order to benefit from their experience and knowledge. Multi-cultural experiences Additional resources that are not provided in the current institution 	• 2017	• Research and Evidence Based Practice (REBP)	<ul style="list-style-type: none"> Both partners will work on publishing research papers 	<ul style="list-style-type: none"> Published research jointly with other organizations

Strategy # 6: Structure Nursing Informatics Evidence Based Practice (EBP)

Action	Objectives	Time frame	Responsible	Expected Output	Measuring Tool
1. Develop an operational evidence-based practice model	<ul style="list-style-type: none"> • Improve client care based on viable research 	• 2015	• Research and Evidence Based Practice Committee	<ul style="list-style-type: none"> • Document that includes operational model for REBP 	<ul style="list-style-type: none"> • Approved model
2. Implement the evidence based model for nursing informatics practice	<ul style="list-style-type: none"> • Improve nursing informatics practice 	• 2016	• Research and Evidence Based Practice Committee	<ul style="list-style-type: none"> • Document that includes defined processes to implement the model 	<ul style="list-style-type: none"> • Approved process
3. Evaluate the effectiveness and efficiency of the evidence based model	<ul style="list-style-type: none"> • Update and improve the model and its implementation 	• 2020	• Research and Evidence Based Practice Committee	<ul style="list-style-type: none"> • Evaluation documents for the EBP model and its implementation 	<ul style="list-style-type: none"> • Approved evaluation document

Strategy # 7: Engaging Nursing staff to ensure accomplishment of NI projects and activities across HMC facilities

Action	Objectives	Time frame	Responsible	Expected Output	Measuring Tool
1. Developing Nursing Informatics strategic engagement committee	<ul style="list-style-type: none"> • To facilitate the implementation of Nursing Informatics Department's projects and activities across HMC • To communicate Nursing Informatics initiatives and achievements. • To update nursing leaders across HMC for upcoming changes • Mitigate resistance to change 	• 2015	• NISTF Committee	<ul style="list-style-type: none"> • All NI activities will be unified across HMC facilities. • Achieving Nursing Informatics projects' goals in timely manner • Participate in change efforts to overcome resistance towards NI activities. 	<ul style="list-style-type: none"> • Approved Term of References • Regular meetings

Action	Objectives	Time frame	Responsible	Expected Output	Measuring Tool
2. Constitute NI groups across HMC facilities to ensure engagement in NI activities	<ul style="list-style-type: none"> • Introduce NI in HMC • Spread NI awareness and importance • Formulate strategies to enhance involvement and participation • Get the staff acquainted with the nature of NI projects and tasks. 	• Jan 2015	• NI Education and Operation Sections	<ul style="list-style-type: none"> • Increase NI awareness rate among HMC nursing staff. • Increase rate of participation in NI activities • Assist in NI operational activities 	• Regular meetings

Conclusion

Nursing Informatics Department in HMC is integrating innovative practices in healthcare technology to improve the quality of healthcare and patient safety at HMC.

NI Strategic Plan is an important foundation for the next five years ensuring high quality of informatics services. The action plan empowers nurses to directly and indirectly engage with information systems and technologies in practice, which makes the operational onsite services, research and education in nursing informatics a necessity to prepare nurses to use the information technology wisely.

Technological integration within healthcare is inevitable and dynamic, but with a strong strategic vision and outstanding leadership, Nursing Informatics Department will stay upfront to lead and continuously advocate for the nursing and the community it serves.

Addendum

This strategy is subjected for future modifications as per the changes in Hamad Medical Corporation Strategy and the implementation of the IT Strategy.

Approvals

Date:

Ms. Wahag Al Mashaer Osman – NI Project Manager
Chair of NI Strategy and Policies Committee

31 December 2014

Date:

Dr. Wasmiya Dalhem – Executive Director of NI
Chair of Joint Chair Committee

Date:

Mr. David Astely
Chief of Tertiary Hospitals

Abbreviations

NI	Nursing Informatics
NISP	Nursing Informatics Strategy and Policies
NIST	Nursing Informatics Strategic Taskforce
REBP	Research and Evidence Based Practice Committee
GNO	General Nursing Orientation (GNO) Program
CIS	Clinical Information System

Addendum

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Approvals

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31 December 2014

Date:

Dr. Wasmiya Dalhem – Executive Director of NI
Chair of Joint Chair Committee

1/1/2015

Date:

Mr. David Astely
Chief of Tertiary Hospitals

11/1/2015