Interview With Joyce Batcheller, DNP, RN, NEA-BC, FAAN

Roxane Spitzer, PhD, RN, MBA, FAAN

J oyce, we are pleased that you have agreed to be interviewed. I want to share with our readers a little of your background which includes 19 years as the chief nursing officer (CNO) of a large and prominent health care system in Texas. Your current work in creating the CNO academy for AMN Health-care is an outstanding example of your commitment to enhancing as well as preparing current and future chief nurses to assume the responsibilities inherent in being a competent nurse executive.

RS: Joyce, you have a long and distinguished history as a CNO. I understand you have a new position now in a different type of setting. Would you tell us about it?

JB: I am now working in 2 different, yet related, nontraditional settings. The first one is as an executive nurse advisor for the Center for Advancement of Health-care Professionals, AMN Healthcare. In this role, I am leading 2 different CNO academies. CNO I, which is focused on new (less than 3 years) and aspiring-to-be CNOs, and CNOII for the more experienced CNOs.

The second role I have is providing clinical input for a startup company that is working on artificial intelligence solutions that have the potential for substantial cost savings and improved patient outcomes. That will be the focus for this interview.

RS: What made you decide to go a nontraditional route?

JB: This is the fifth year the CNO Academy is being offered. Workforce management and financial issues are commonly cited as challenges the CNO is facing. The impact of increased regulatory requirements and push for more productivity is constant. The need for inno-vation is clear in order to meet the future health care needs. Preparing future CNOs is rewarding and a way for me to give back to the nursing profession.

I was impressed with the vision and the plans the CEO has for a startup company called DataOne. Health that is focused on artificial intelligence solutions for health care. The expertise of the individuals, the approach they are planning to use for implementation, and can-do attitude is refreshing. The team is not entrenched in the traditions many of us hold onto. It is quite the contrary—they have had experiences in

other industries that when applied to health care will truly be disruptive.

RS: How do the changes in the health care sector impact your work and how does your work impact nurse leaders?

JB: I am excited and impressed that the company lead-ership wants to have strong clinical partners to work with. There is no need to fight to be at the right table to assure the voice of the clinicians is heard. The success depends on a strong partnership.

Nurse leaders need to become more familiar with the possible disruptions and possibilities of artificial intelligence/machine learning. I consistently hear that it is difficult "to tell a patient's story" with the electronic health care system. It takes more time to be sure the patient care by many different care providers is being integrated.

It is also exciting to learn what is needed in order to create a start up company. Finding the right partners to work with and secure funding are critical steps in the process.

RS: What is the most significant issue in your work today?

JB: Bringing personalized automation to providers to give time back for increased patient care At home we can say, "Alexa, schedule an oil change for my care"—shouldn't a nurse have this end-to-end automation? Machine learning can coordinate the patient's data for more accurate clini-cal decision support. Additionally, artificial intelligence can assist in predictive and/or diagnostic algorithms that can assist caregivers in providing more timely accurate care.

RS: Why do you think this is happening?

JB: Two important things that DataOne.Health can provide are: First, getting a complete, end-to-end pa-tient story driving care. Second, using this to automate at a very personal, precise level for each member of the team—physician, nurse, and patient.

RS: What are your plans to address this?

JB: The company is working with an innovative, Aus-tin-based specialty practice who is helping us build out such automation: literally, tools forged in the heat of care delivery.

RS: What can you share with other nurse executives about career moves and issues?

JB: The saying about when one door closes another one will open is very true. Be open to explore different options. Just remember the words "I choose to...." They are very empowering when you are exploring other options.

It is also critical to have a strong network of colleagues and to be engaged in professional organizations. You stay connected and can influence what is happening at the global, national, and state level. It also is a way to give back to others as well as receive help when needed.

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