Translating Evidence Into Practice

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Objectives

- Identify six important steps in planning for change
- Identify important components to implementing an EBP change
- Differentiate between process and outcome evaluation
- Describe importance of both process and outcome evaluations in assessing effectiveness of change
Review of EBP Process

• Common elements
  – Problem identified
  – Search for evidence
  – Appraise and synthesize evidence
  – Identify best practice and perform gap analysis
  – Plan, implement, and evaluate best practice
  – Adopt, adapt, or abandon
  – Scale up
Planning the change

- Change process more complex than it seems
- Gap analysis should have identified the what: policies, procedures, practices
- Key stakeholders (the who): everyone affected by the change
- Microsystem analysis very helpful (www.clinicalmicrosystem.org)
Planning for Change

- Ensure support from leadership
- Assemble your team
  - Identify champions to assist with the change
    - Facilitate two way communications
    - Reinforce training wherever change is happening
    - Remind stakeholders of the reasons for the change and desired outcomes
Planning the Change

- Develop the timeline
  - What happens when
  - By whom
  - Work backwards from implementation date and adjust accordingly
Planning the Change

- Communication plan
  - What needs to be communicated?
  - To whom does it need to go?
  - What is the best way to get it there? (eight different times; eight different ways)
  - Keep it brief; “brand” the change
  - Timing – not too near; not too far

- Use anticipatory techniques, e.g. “stay tuned…”
Training Plan

- Different stakeholders need different training tailored to the changes they will experience
- Training large numbers of stakeholders a challenge
  - Timing the training related to the change
  - Releasing staff/paying for training
Implementing the Change

- 2-step process: implementing the change and sustaining the change
- Implementation
  - Set the date – be strategic (e.g. Tuesday)
  - Be present for the change
  - Acknowledge and reward the pioneers, e.g. provide refreshments
  - Don’t expect perfection
Implementing the Change

• Sustaining the change  
  – Often the harder of the 2 steps  
    • Old habits die hard  

• Remove old forms, supplies, equipment  

• Enlist change champions to help monitor level of adherence over minimum of 2 weeks, 24/7
Evaluating the Change

- Evaluation plan should have been part of initial project
- Focus on both process and outcome evaluations
- Use existing data sources to the extent possible
  - Avoid unvalidated surveys of staff or patients
Evaluating the Change

- Timing of the evaluation is critical
  - Short term evaluation within three months
  - Longer term evaluation after 6 months
- Evaluations will determine next step in the process, i.e. to adopt, modify, or abandon the change
Random Thoughts

• Change is hard
• Gradual, incremental change is easier than sudden, radical change
• The more time invested in each step of the process the greater the probability of successfully changing practice and improving outcomes
• If it didn’t work, figure out why and fix it.
Successful Implementation

\[ SI = f(E \times C \times F) \]
Exemplar Case

• Emory Healthcare Nursing Bedside Shift Report