# Evidence-based Practice: Sustainability

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# Greetings from
# The Johns Hopkins Hospital

# What you will take with you …

- Understanding of the importance of evidence-based practice (EBP)

- Descriptions of organizational strategies for implementing EBP

# EBP is …

"… a problem-solving approach to clinical decision-making … that integrates the best available scientific evidence with the best available experiential (patient and practitioner) evidence, …"

Newhouse, Dearholt, Poe, Pugh, & White, 2005

# The Research Hierarchy
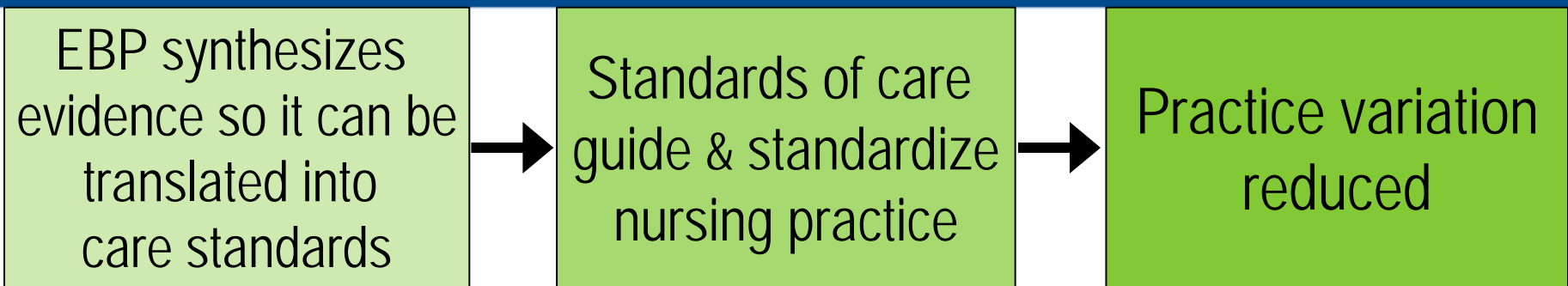
# EBP is a Transformational Culture Change

- EBP fundamentally challenges commonly held beliefs about the practice of nursing

- Elevates and empowers nurses and the profession

# EBP: Shift in Focus

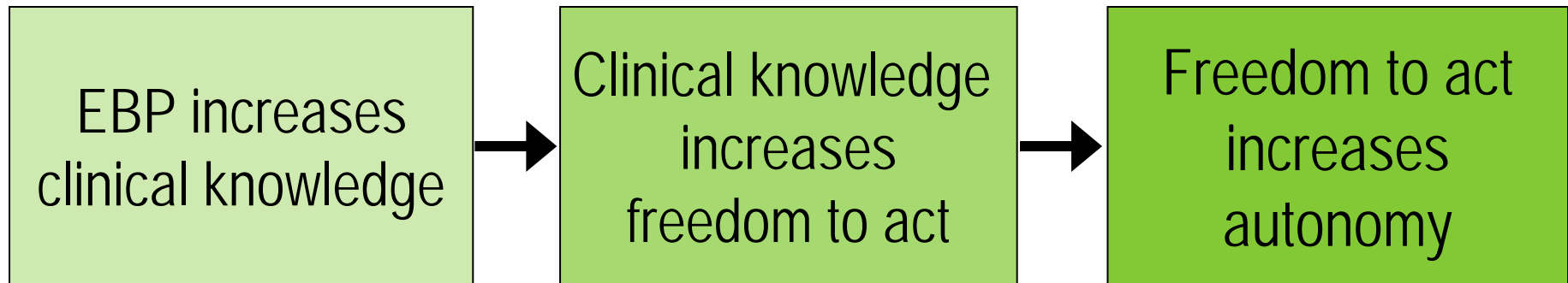- From "Do something….anything" to "Why do we do these things when we don't really know what works?"

- From "Do your own thing" to "Can we standardize processes to reflect best practice?"

- From "It's the researcher's job" to "It's everyone's responsibility"

# What's in it for You?

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| EBP synthesizes evidence so it can be translated into care standards | → | Standards of care guide & standardize nursing practice | → | Practice variation reduced |

## EBP Reduces Practice Variation

## EBP Increases Autonomy

| EBP increases clinical knowledge | → | Clinical knowledge increases freedom to act | → | Freedom to act increases autonomy |

Newhouse, R.P. (2006); Kramer et al., (2005)

What infrastructure needed to achieve DNA-level change in bedside nursing practice?



Evidence Based Practice: Model and Process

# Organizational Infrastructure

Foundation on which EBP is built

- Vision
- Strategic Plan
- EBP Model
- Project Leader
- Mentors
- Informal champions
- Education for capacity-building among staff
- Access to evidence, librarians, and library services



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# EBP knowledge and skill portfolio

**Evidence**
search, critique, synthesis, translation
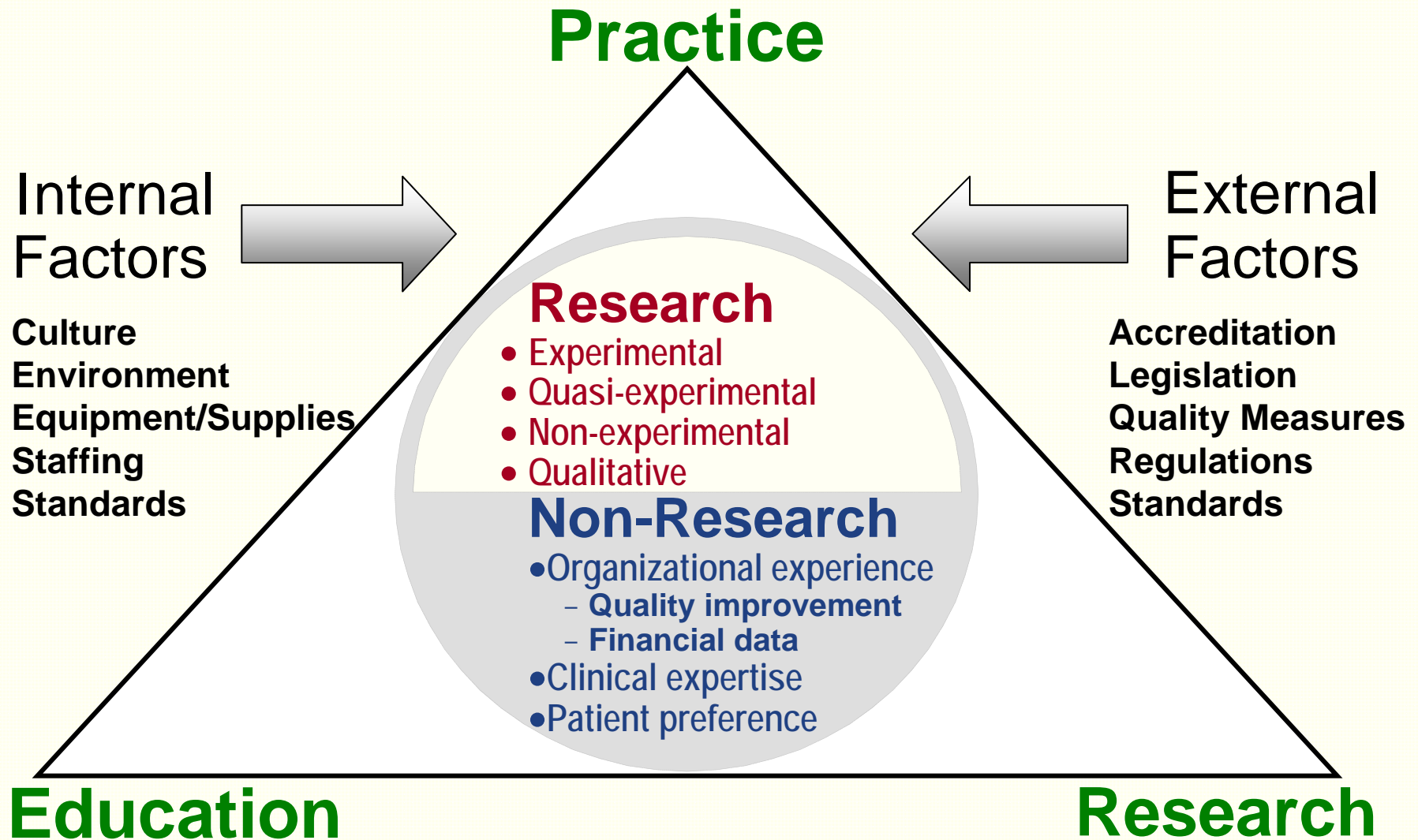
**Project management**

**Accessing evidence**

**Quality improvement process**

**Multidisciplinary team leadership**

**Organization dynamics**

# JHN Evidence-based Practice Model



**Practice**

Internal Factors →

**Culture**
**Environment**
**Equipment/Supplies**
**Staffing**
**Standards**

← External Factors

**Accreditation**
**Legislation**
**Quality Measures**
**Regulations**
**Standards**

**Research**
- Experimental
- Quasi-experimental
- Non-experimental
- Qualitative

**Non-Research**
- Organizational experience
  – **Quality improvement**
  – **Financial data**
- Clinical expertise
- Patient preference

**Education**

**Research**

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# PET Process

Practice Question → Evidence → Translation

| Identify focus question. | Identify best evidence.  Critically appraise evidence. | Apply evidence.  Disseminate findings. |

# Using EBP in Practice

- Clinical

- Administrative

- Education

# One Example: Decreasing Pressure Ulcers

- Are therapeutic support mattresses more clinically and cost effective in preventing pressure ulcers than overlays?

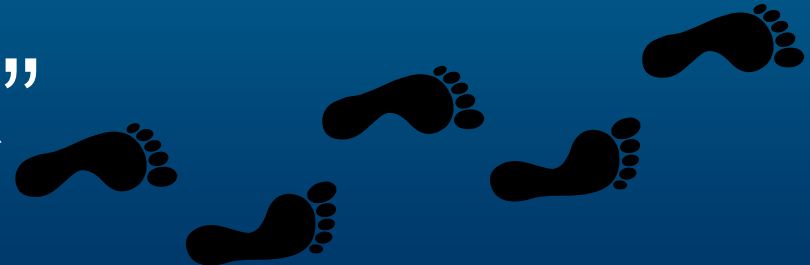# Evidence-based practice change

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- Replaced all mattresses in adult medical/surgical patients with pressure redistribution support mattresses.

- Achieved an 8% reduction of hospital-acquired pressure ulcers over 18 months.

- Projected 5-year savings of $391,111

# Three Key Strategies of the Organization

1. Establish the culture.

2. Develop the capacity.

3. Sustain the change.

# 1. Establishing the Culture

- Mission, vision, values

- Philosophy

- Tone at the top: From boardroom → bedside

- "Walk the talk"

# 2. <u>Developing the Capacity</u>

- Individual capacity
  - Educational preparation
  - Disposition to critical thinking

- Organizational capacity
  - Resources ($ & people)
  - Decentralized decision-making

- Information technology

– Titler, 2008
– Pronovost et al., 2008

# 3. Sustaining the Change

- Institute performance expectations for staff that include EBP.

- Create a governance structure (committees) that integrates EBP.

- Value EBP through administrative behaviors.

- Establish explicit expectations that nurse leaders will value and support clinical inquiry.

–Titler, 2005

# In Summary: Enablers of EBP

# So many questions, not enough time!



- EBP is a scientific way to address and answer practice problems.

- Evidence is a powerful tool in changing practice and improving patient outcomes.

- EBP often raises more questions and is the pathway to research.

- EBP is a team activity