Evidence-based Practice: Sustainability

Karen B. Haller, PhD, RN
Vice President for Nursing and Patient Care Services
The Johns Hopkins Hospital
Baltimore, Maryland
USA
khaller@jhmi.edu
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


- Organizational Stability
- Infrastructure/Leadership
- Research Utilization
- EBP
- Research

JOHNS HOPKINS NURSING
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?

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

EBP Increases Autonomy

What infrastructure needed to achieve DNA-level change in bedside nursing practice?
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
EBP knowledge and skill portfolio

Evidence search, critique, synthesis, translation

Project management
Accessing evidence
Quality improvement process
Multidisciplinary team leadership
Organization dynamics

October 9, 2012
JHN Evidence-based Practice Model

Practice

Internal Factors
- Culture
- Environment
- Equipment/Supplies
- Staffing
- Standards

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

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

External Factors
- Accreditation
- Legislation
- Quality Measures
- Regulations
- Standards

Education

Research

© The Johns Hopkins Hospital/
The Johns Hopkins University
PET Process

1. **Practice Question**
   - Identify focus question.

2. **Evidence**
   - Identify best evidence.
   - Critically appraise evidence.

3. **Translation**
   - 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

- 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. Developing the Capacity

- 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

- Leadership Endorsement
- Supportive Culture
- Collaborative Opportunities
- Mentors
- Research Enabling Mechanisms
- Role Expectations
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