USING EVIDENCE TO EMPOWER AND ENGAGE

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Learner Objectives

- Identify the impact of evidence based practices on nursing empowerment and engagement
- Describe the process for implementing evidence based practice across a nine hospital system
Evidence-based Practice (EBP)

- Problem-solving approach that integrates a systematic search for and critical appraisal of the most relevant evidence (may or may not be research based) to answer a burning clinical, education, or administrative question.
Importance of EBP

- 30-40% of patients in the US receive care that is not based on current scientific evidence.

- 20-25% of care provided is not needed, or may be potentially harmful.

- Nursing practice, when based on evidence, moves us away from practice based on habits and/or tradition.

- Optimal patient outcomes are achieved when nurses know how to find, appraise and apply best evidence into practice.

Grol & Grimshaw, 2003; Wallin, Estabrooks & Midodzi, 2006
EBP Helps Bridge the Research-Practice Gap

Much of what is known from research has not been applied in practice.
Why should nurses be involved in EBP?

- The professional role of the nurse promotes the integration of research into clinical practice.
- The key to successful patient care is to stay informed when making clinical decisions in order to provide effective interventions that contribute to the best possible outcome.
- Supports nurses’ autonomous scope of practice; effective nursing practice must be based on specific research findings.
  - Unless nursing practice is based on continuous examination of new evidence, we are just practicing based on habit – which does not change outcomes.
  - Empowers nurses to make decisions related to nursing practice.
“The registered nurse participates, as appropriate to education level and position, in the formulation of evidence-based practice through research.”

“The registered nurse utilizes current evidence based nursing knowledge, including research findings, to guide practice.”

Major Barriers to EBP

- Lack of knowledge & skills
- Perceived lack of time
- Challenges with critically appraising research reports
- Lack of organizational support
- Failure to understand how EBP can positively impact patient outcomes
- Lack of nursing autonomy
- Peer pressure to continue with traditional practices
Barriers

- Survey 2012 of 1000 nurses identified same barriers
  - Lack of knowledge and skills EBP
  - Perception that EBP too time consuming
  - Organizational cultures and environments that do not support EBP
  - Lack of mentors and resources
  - Resistance by colleagues

Also identified 2 new barriers:
- Resistance to EBP from nurse managers and leaders
- Traditional organizational cultures that often upheld the philosophy “that is the way we do it here”

CNO Survey

- EBP listed as a low priority for budget allocation
- CNOs beliefs in the value of EBP are strong however their own implementation is relatively low
- More than 50% CNOs believe that EBP is practiced in their organization
- There are inadequate numbers of EBP mentors in the health care systems to work with direct care staff and create EBP cultures or environments that sustain
- CNOs report safety and quality as high priority. EBP is rated as a low priority

EBP Leaders

- Embrace EBP in their own practice by attaining knowledge/skills, developing a pro-EBP attitude
- Role modeling EBP by making EB leadership decisions themselves.
- Navigate EBP barriers and recognizing EBP achievements.
- Accountable to facilitate the enculturation of EBP throughout their organizations.
- Create a culture and environment that adopts, values and implements EBP
- EBP leaders build work environments where EBP “can not only arrive, but survive and thrive.”
Developing a Culture that encourages EBP

- Creating a culture of questioning
- Teaching the basics of EBP
- Individual knowledge and skill with EBP
- Belief that EBP does improve care & outcomes
- Administrative/organizational support
- Skilled EBP mentors/teachers
- Empower and Engage!!
Empowerment

- Refers to increasing the strength of individuals and communities.

- Involves the empowered developing confidence in their own capacities. Enables one to act.

- Effective leaders empower employees with responsibility, authority and trust to make decisions.

- Giving authority to front-line staff, gives employees the power to do their jobs.
Engagement

- Work engagement of RN was a primary predictor of mortality variance among hospitals and patient complication rates ($p<0.05$)\(^1\).
- Businesses with higher engagement have greater success and profitability\(^2\).
- Personal initiative is a key factor with engagement. Personal initiative means taking an innovative or new action or approach\(^3\).
- Antecedents of trust and autonomy have greater explanatory power for work engagement in nurses\(^3\).

Study to identify impact of empowering work conditions on nurses’ work engagement and effectiveness

Engagement was a significant mediator between empowerment and perceived effectiveness

Role in empowerment in promoting engagements and effectiveness

Laschinger, HK, J of Nursing Mgmt, 2009; 17: 636-646
Empowerment

EBP

Effectiveness

Engagement
Creating an EBP Culture to Empower and Engage

- Vision set by CNE
- Job profile for RN include extensive language on EBP
- Nursing research and EBP Council Vision
- Clinical ladder program that include EBP/Research
- Every nurse in the system has educational content on EBP setting the vision that every nurse will be involved
  - Nightingale education classes with EBP
- Nursing Clinical Action Team (NCAT)
- Report to Nurse Coordinating Council (NCC)
  - practices spread among hospital/units
- EBP Fellowship
Nursing Research EBP Committee Vision

**Vision:** Every Parkview Nurse is involved in clinical inquiry activities including evidence-based practice and/or formal research activities.
EVIDENCED BASED PRACTICE EXAMPLES
Culture of Clinical Inquiry

• With a culture of inquiry, nurses are empowered to question and evaluate their practice, to provide evidence based care, to actively participate and lead clinical inquiry and to systematically translate evidence into practice.

Building a Culture

• Environment that supports and encourages ongoing clinical inquiry (encourage nurses to question their practice)

• EBP is not an optional initiative

• EBP is a foundation for safety and quality

• Establish a business case, budget and resources to prioritize EBP as a strategic imperative.

• Accountability for performance on demonstration of EBP

• Provide EBP mentors throughout system

• Integrate EBP into orientation

• EBP as an expectation of performance

• Provide EBP tools and resources

Epstein, EG, Sherman, J., Blackman, A., Sinkin, RA. AJCC 2015, 24(4): 283-289
Empower
Engage
Encourage
Educate
Environment
Summary

• EBP is an essential skill in nursing practice and must be integrated in all we do.

• Clinical practice is based on best available evidence as well as the need to expand nurses’ participation in the conduct of research.

• All nurses must receive information related to evidence-based practice and be empowered to use this in their daily practice.

• Creation of an evidence-based practice model and program is a key to assuring excellence in practice.

• A system wide implementation of nursing evidence-based program is essential to empower nurses at the bedside, improve patient outcomes and improve nursing engagement.