EBP Mentors and Their Impact on Patient Outcomes and Healthcare Quality

Mary Nash, PhD, RN, FAAN, FACHE, NEA-BC
Lynn Gallagher-Ford, PhD, RN, DPFNAP, NE-BC
Jacalyn Buck, PhD, RN, NE-BC
Introduction

The Critical Importance of Leadership in Creating a Culture and Environment that Supports EBP...some new evidence

Improving People's Lives Through Innovations in Personalized Health Care
Survey of Chief Nursing Officers

- **Key Sections:**
  - CNO demographics
  - Hospital metrics (core measures)
  - Patients’ perspectives of care (HCAHPS)
  - Nurse-sensitive metrics (NDNQI)
  - Organizational data (e.g., % of BSNs, % of nurses certified, whether a clinical ladder system exists)
  - Highest priorities for the CNOs
  - EBP scales
  - EBP-related metrics
    - Value of EBP
    - Budget for EBP
    - Organizational structures to support EBP, councils
How Important is EBP?

- How important is it for you to build & sustain a culture of EBP?
- How important is it for your organization to build & sustain a culture of EBP?
How High a Priority is EBP?

As a CNO/CNE, what are the top priorities that you are currently focused on in your role?
Summary of Key Findings

- CNOs believe EBP results in higher quality of care, safety and improved patient outcomes, **YET** very little of their budgets are allocated to EBP.
- CNOs reported top priorities are quality and safety, **YET** EBP is rated as a low priority.
- CNO’s beliefs in the value of EBP are strong, **YET** there own implementation of EBP is relatively low.
- Approximately 55% of CNOs report that EBP is practiced in their organization from “not at all” to “somewhat.”
EBP is Not an *Outcome*. EBP is the *Process* that gets you to the Desired Outcomes!
Creating an Environment of EBP: Engagement and Critical Contributions of the Nurse Executive

Mary Nash, PhD, RN, FAAN, FACHE, NEA-BC
Chief Nurse Executive, Ohio State’s Health System
Associate VP, Ohio State’s Health Sciences
The Ohio State University Wexner Medical Center
Assistant Dean, Ohio State’s College of Nursing
Professional Responsibility of Nurse Leaders

- American Organization of Nurse Executives (AONE)
  - *To shape the future of health care through innovative and expert nursing leadership. Innovative nursing leadership requires that nurses in leadership positions are competent.*

- Competency
  - Understanding evidence-based practice

(AONE, 2004)
Professional Responsibility of Nurse Leaders

- The ANA Scope and Standards of Practice for the Nurse Administrator
  - Attain knowledge and competency reflective of contemporary current practice and integrate research findings into practice, utilize evidence and research findings, enhance the quality and effectiveness of nursing practice, nursing services administration and the delivery of services, and evaluate nursing practice against the existing evidence and incorporate new knowledge to improve the quality of care.

(ANA, 2010)
Building an EBP Culture

- An EBP culture means:
  - EBP is in the organizational DNA.
  - EBP is a foundational value and competency throughout the organization.
Critical Components of an EBP Culture

A Philosophy, Mission and Commitment to EBP:
- there must be commitment to advance EBP across the organization; administration as well as other disciplines

A Spirit of Inquiry:
- health professionals are encouraged to continually review and analyze practices to improve patient outcomes

EBP Mentors:
- have in depth knowledge and skills in EBP, mentoring others and overcoming barriers to individual and organizational change
Critical Components of an EBP Culture

Administrative Role-modeling and Support:
• leaders who value and model EBP as well as provide the needed resources to sustain it

Infrastructure:
• tools and resources that enhance EBP across the organization; computers for searching, up-to-date databases, library resources

Recognition:
• individuals and units are rewarded regularly for EBP
# Nursing Strategic Plan

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<tr>
<th>Key Priority Areas</th>
<th>Goals</th>
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<tr>
<td>Leadership Development</td>
<td>Grow transformational leaders at all levels who will enact the vision of providing world-class patient care.</td>
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<tr>
<td>Fiscal Responsibility</td>
<td>Identify a fiscally responsible staffing model that provides the best outcomes for each unique patient population.</td>
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<td>Discovery and Innovation</td>
<td>Foster a culture of innovation, inquiry and research that challenges outdated practices and offers unique solutions.</td>
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<td>Quality and Safety</td>
<td>Provide consistent evidence-based solutions to improve care quality for all patients across the continuum.</td>
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<tr>
<td>Productivity and Efficiency</td>
<td>Effectively manage and consistently assess resources needed to provide high-quality care and superior outcomes to all patients and a healthy work environment for staff.</td>
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Nursing Strategic Plan

- Identify your strengths and barriers to implementation of EBP.
- Set goals based on your vision or your institution’s vision of how you plan to implement and sustain EBP within your culture.
- What are your immediate goals?
- What are you long-term goals?
- How will you measure your success?
Role of the Nurse Executive in Leading EBP

- Advocate for EBP resources needed
- Navigate barriers to EBP
- Create environments that support EBP
- Expect EBP
- Require EBP
- Integrate EBP into mission, organizational language, job descriptions, performance evaluations, clinical ladder...etc.
- Role model
  - Hold self accountable for EBP
Be Evidence-Based in *Your* Leadership Practice

- To answer management/leadership questions
- To help answer clinical questions
- To role-model best practices
- To “walk the talk”
Thank you!