Leading the Transformation to an EBP Organization with Planned, Strategic Integration of Critical Resources

People, Processes & Technology

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Leading the way in EBP: A call for intentional strategy & resources
Elsevier CPM Consortium
Paradigm Shift Thinking (old to new thinking)

Traditional approach to transformation work

Autonomous Care → Evidence-Based Care
General Content → Evidence-Based Content
Standardized Care Plan → Individualized Care Plan
Task Services → Scope of Practice Services
Paper Documentation → Automated Documentation
Flowsheet/Note Driven → Professional Framework Driven

The Missing Logic
Rethinking Transformation to an EBP Organization

Create synergy through the elimination of either/or approaches and consider *both/and* simultaneously

Wesorick, B., & Shaha, S. (2015). Guiding health care transformation: A next generation, diagnostic remediation tool for leveraging polarities. *Nursing Outlook*, 1-12. [http://dx.doi.org/10.1016/j.outlook.2015.05.007](http://dx.doi.org/10.1016/j.outlook.2015.05.007)


Guiding health care transformation: A next-generation, diagnostic remediation tool for leveraging polarities
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\textbf{ABSTRACT}

Background: Health care reform is optimized through the Polarity Thinking Model to achieve and sustain improvements in cost, safety, quality, and efficiency. Traditional problem-solving “fix-it” approaches have histories of inadequacy and failure in addressing the multiple polarities inherent in health care transformation. The Polarity Thinking Model is reviewed followed by a study conducted to establish validity and reliability for diagnostic assessment and remediation through leveraging polarities.

\textbf{Methods:} Thirteen common health care polarities were identified by an International Consortium, each needing to be leveraged or managed within an organization engaged in health care transformation. A Web-based survey tool was designed to provide leaders with readily interpretable diagnostic information for organizational evaluation regarding how well each polarity is being managed. Four hundred ninety-seven volunteers from two American and two Canadian acute care organizations participated.

\textbf{Results:} Content and context validity were established, and statistically significant reliabilities for the survey instrument were verified. Interpretations of study findings verify the assessment accuracy and interpretive value of the information for leading organizational optimization.

\textbf{Conclusions:} Employing the Polarity Thinking Model and tools to evaluate how well
Why a Framework to Guide Transformation?

“I felt that in a world where events and ideas were analyzed to the point of lifelessness, where complexity grew by quantum leaps, where the information din was so high that one had to shriek to be heard above it, people were hungry for structure. With a simple framework, we could begin to make sense of the world. And we could change the framework as the world itself changed.”

CPM Framework™ and Models

• Intentionally designed
• Evidence-Based
• Action oriented
• Outcome Producing
• Replicable
• Capacity building
• Technology enabled
• Scalable
Polarity Thinking: Essential Skill for Leaders
Transforming to an EBP Organization
What is a polarity?
What is a polarity?

Polarities are interdependent pairs of values or points of view. They need each other over time to gain and maintain performance.
Why are polarities so important?

Both sides/values exist. One without the other means you only know half the picture. They are energetically dependent on each other.
• Problem solving is about “either/or” thinking.

• Polarity thinking is about “both/and” thinking.
SEE (identify) the polarity

TAP the energy in the polarity to move to Action.

MAP the polarity

Polarities – from invisible to visible
Negative results – too much focus on technology platform & not on practice

Positive results from focusing on technology platform

Positive results from focusing on practice platform

Negative results – too much focus on practice platform & not on technology
Polarity Management® Map

**Sustainable Transformation**

Innovation
- Standardizes and integrates information
- Increase efficiency
- Data retrieval

EBP and professional practice/workflow
- Clinical integration across disciplines
- Caring culture

**Unsustainable Transformation**

Lack of evidence-based information
- Design interferes with integration
- Lack of "humanization"

Lack of awareness of tech. benefits
- Lack of information impacts quality
- Decrease timely access & retrieval of patient information

Polarity map showing the practice and technology poles and ways to balance the tension between them.

**Action Steps**

How will we gain or maintain the positive results from focusing on this left pole?


A. Ensure users understand the design, purpose and functionality of technology tool.

B. Provide time for users to learn the technology tool properly.

**Early Warnings**

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole.

A. Timelines for activation are all about technology, not about practice transformation

B. Modifying or deconstructing evidence-based content integration.

**Action Steps**

How will we gain or maintain the positive results from focusing on this right pole?


A. Create and support time for interdisciplinary team to do transformation work needed to integrate evidence-based professional practice

B. Provide processes and tools to embed into technology: EBP, scopes of practice, & integrated workflow.

**Early Warnings**

Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole.

A. Users demand that technology not change what is familiar (e.g. documentation practices)

B. Comments about the fear that technology will dehumanize care and dictate practice.
CPM Framework™
Applied Evidence-based Practice Model

**CLINICAL DECISION SUPPORT**
- Clinical Practice Guidelines
- Evidence-based screens, scales, and content

**CLINICAL DECISION MAKING**
- Inquiry
- Reasoning
- Judgment

**EVIDENCE-BASED PRACTICE**
- Best evidence
- Clinical expertise
- Patient values

**CLINICAL SCHOLARSHIP**
- Contribute to bodies of knowledge
- Practice advancement

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Guided Care: Supporting EBP Across the Continuum of Care

Intentionally designed clinical decision support at your fingertips
Transformation work requires &/both thinking

New approach to transformation work

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The Missing Logic
Thank-you
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