



Memorial Sloan Kettering
Cancer Center



Utilizing a High Reliability Framework to Build Evidence-based Practice in a Complex Organization

July 28, 2017

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Deputy Chief Nursing Officer

About MSK...

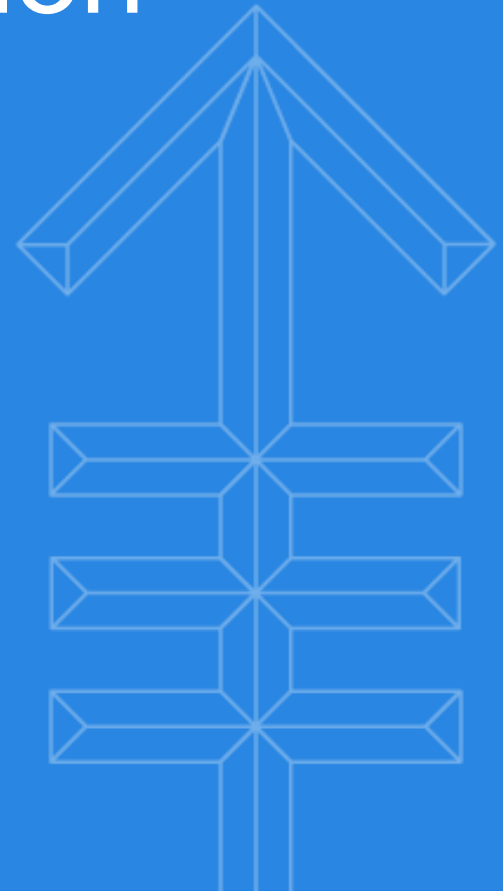
- NCI Designated Comprehensive Cancer Center
- ANCC Designated Magnet® Organization





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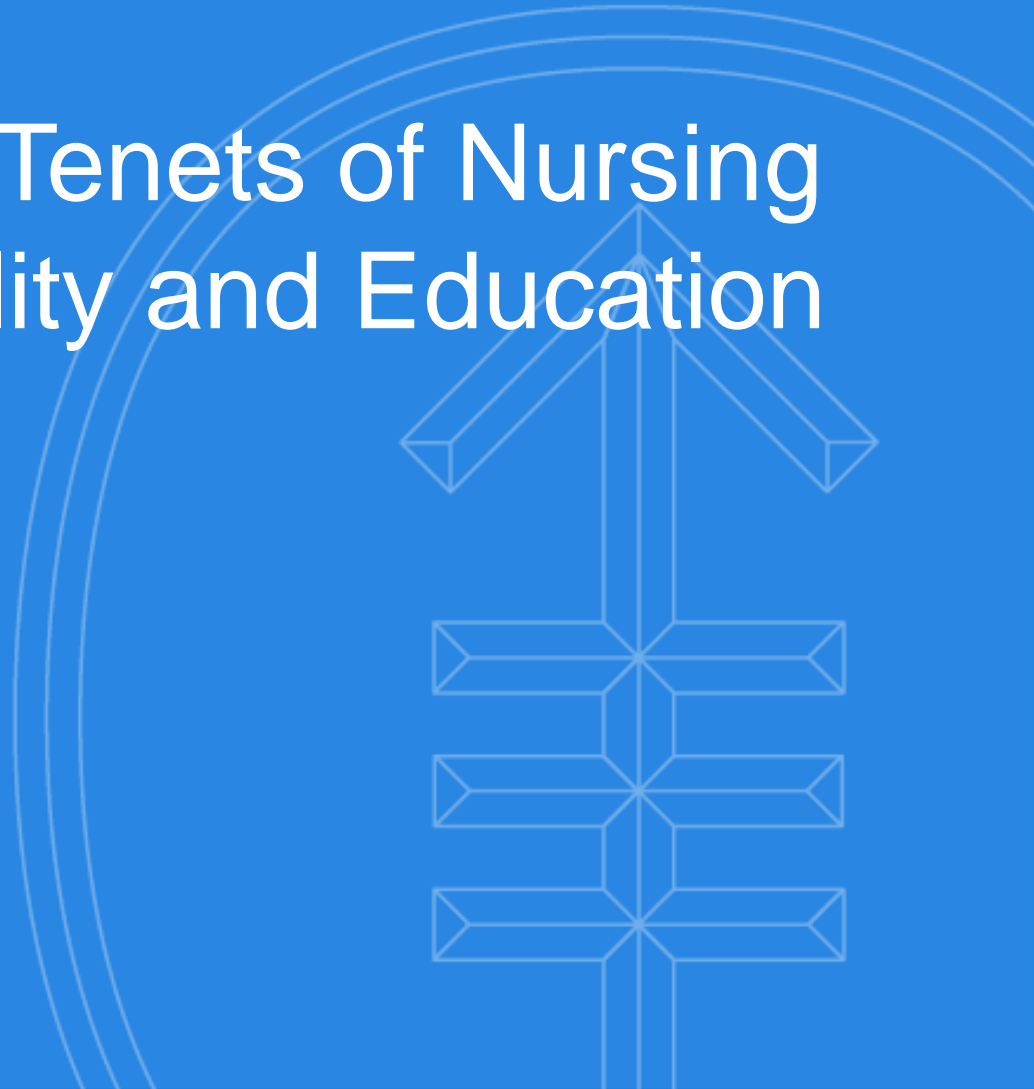
2014...the Vision





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Fundamental Tenets of Nursing Practice, Quality and Education





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Creation of the Office of the Deputy Chief Nursing Officer





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Strengthening Evidenced-based Practice





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“The Memorial Way”



Building a relationship...



“What you permit you promote...”

Lynn Gallagher- Ford, PhD, RN



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MSK Nursing Leadership Immersion...

- **Cohort 1 – June 2016**
 - **104 attendees**
 - SVP, Chief Nursing Officer
 - Deputy Chief Nursing Officer
 - Executive Nursing Leadership
 - Frontline Nursing Leadership
 - Clinical Nurse Specialists
 - Nursing Professional Development Specialists
 - Nurse Informatics Project Managers
 - **Full Week Immersion**
 - **2 tracks**
 - Leader
 - Mentor



16 Distinct Workgroups...

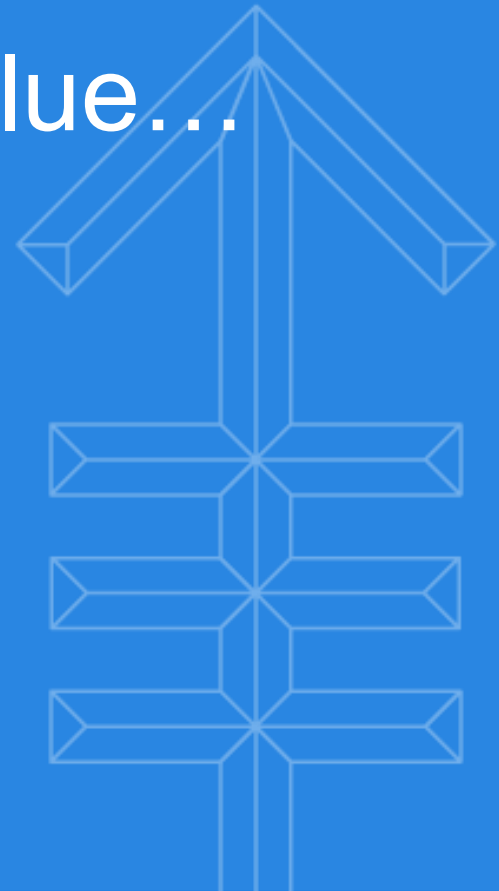
1. Falls
2. CAUTI
3. CLABSI
4. Extravasation
5. Handling Controlled Substances
6. Peer Review
7. Hand Off
8. Meaningful peri op Benchmarks
9. Meaningful Outpatient Benchmarks
10. RN – RN Interactions
11. Preceptor Development and Evaluation
12. PPE and Chemotherapy
13. Meeting Patient Emotional Needs
14. Oral Chemotherapy Adherence
15. Response top Call Bells Improving
16. Communication Across a Complex Organization





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Results... Demonstrating Value...



A Novel Approach...

- 2 organizations came together...
 - Strengthen MSKs EBP infrastructure
 - Build EBP competence amongst its leadership
 - Created a pool of early followers / adopters
 - Build an effective program to address critical strategic goals
- Pass it forward
 - 2nd cohort immersion completed
 - Academic Partners
 - EBP Lib Guide
 - Residency Program
 - Added EBP language to the Dept. of Nursing Quality and Safety Plan
 - Strengthened Clinical Nurse Job Descriptions with EBP language
 - Centralized Clinical Nurse Specialist reporting structure



Memorial Sloan Kettering Library

LibGuides

Memorial Sloan Kettering Cancer Center Library / LibGuides / Evidence-Based Practice / Overview

Evidence-Based Practice: Overview

[Overview](#)[Asking a Clinical Question \(PICO\)](#)[Levels of Evidence](#)[Finding the Evidence](#)[Appraising the Evidence](#)[Integrating the Evidence](#)[Selected EBP Publications](#)

Welcome

This LibGuide is meant to provide an overview of Evidence Based Practice, including links, worksheets, and other relevant information related to each of the steps of the EBP process. This guide provides definition and scope of EBP, resources for finding the best available evidence, analyzing the evidence, and applying it to practice.

Your Librarian,

Lindsay Boyce

Research Informationist II

boycel@mskcc.org

PICO(T) Search Form

• PICO(T) Search

Working on an EBP project? Need assistance with your literature search? Contact the library!

The Seven Steps of Evidence-Based Practice

Step 0 - Cultivate a spirit of inquiry within an EBP culture and environment

Step 1 - Ask the burning clinical question in PICOT format

Step 2 - Search for and collect the most relevant best evidence

Step 3 - Critically appraise the evidence (i.e. rapid critical appraisal, evaluation, synthesis, and recommendations)

Step 4 - Integrate the best evidence with one's clinical expertise and patient preferences and values in making a practice decision or change

Step 5 - Evaluate outcomes of the practice decision or change based on evidence

Step 6 - Disseminate the outcomes of the EBP decision or change

Source: Melnyk BM. *Implementing the Evidence-Based Practice (EBP) Competencies in Healthcare: A Practical Guide to Improving*

EBP Resources

• Centre for Evidence Based Medicine

This website contains details of learning resources available from the Centre and collaborative departments. CEBM aims to develop, teach and promote evidence-based health care through conferences, workshops and EBM tools so that all health care professionals can maintain the highest standards of medicine. CEBM trains Healthcare professionals from all over the world either in Oxford or through our growing Outreach Programme.

[more...](#)

• Centre for Evidence Based Medicine Toronto

The goal of this website is to help develop, disseminate, and evaluate resources that can be used to practice and teach EBM for undergraduate, postgraduate and continuing education for health care professionals from a variety of clinical disciplines. This site also serves as a support for the book entitled, *Evidence-based Medicine: How to practice and teach EBM* by David L. Sackett, Sharon E. Straus, W. Scott Richardson, William Rosenberg, and R. Brian Haynes.

[more...](#)

• Evidence-Based Practice: Step by Step: The Seven Steps of Evidence-Based Practice

This is the second article in a new series from the Arizona State University College of Nursing and Health Innovation's Center for the Advancement of Evidence-Based Practice. The purpose of this series is to give nurses the knowledge and skills they need to implement EBP consistently, one step at a time.

[more...](#)

• Center for Transdisciplinary Evidence-based Practice (CTEP)

The CTEP (at the Ohio State University) provides a wide variety of EBP resources including EBP competencies for nurses, websites, books, and journals.

• Evidence Based Medicine: An Oral History

JAMA and the BMJ invited 6 individuals who have played a prominent part in the development of EBM to participate in an oral history event and filming.

[more...](#)

• Evidence Based Medicine Journal

Evidence-Based Medicine systematically searches a wide range of international medical journals applying strict criteria for the validity of research. Content is critically appraised then the most clinically relevant articles are summarised into an expert commentary focusing on the papers clinical applicability. EBM also publishes articles relevant to the study and practice of evidence-based medicine; including Original Research and Reviews.

[more...](#)

• Evidence Based Practice - Practice Resources

The Academy of Medical-Surgical Nurses (AMSNI) values evidence based practice (EBP) as a way to affect best patient care. EBP integrates the best available evidence to guide nursing care and improve patient outcomes. This helps health practitioners address health care questions with an evaluative and

For Help, Contact



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