Organizational Planning for Adopting Evidence-Based Practice

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Purpose:

This session will describe the vision and associated structural changes undertaken to build, educate, actualize and sustain an evidence-based infrastructure across nursing leadership at this ANCC Magnet® and NCI comprehensive cancer center. Through a deliberate partnership with the Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing and Healthcare, a spirit of inquiry was ignited, EBP bench strength developed and ROI demonstrated.

Methods:

In 2014, the department of nursing at this ANCC magnet® designated and NCI designated comprehensive cancer center underwent structural changes at the executive nursing level. The divisions of nursing practice, quality and education were combined under the newly created office of the Deputy Chief Nursing Officer. Using a high reliability framework, the Deputy CNO set out to strengthen the departments approach to evidence-based practice (EBP). Recognizing CNSs as EBP experts and early EBP adopters, additional reporting changes were necessary to actualize the full vision. In January 2017 the CNS reporting structure was centralized to support and strengthen a culture of inquiry across the care continuum. A partnership with the Fuld, at the Ohio State University College of Nursing was put in motion to create an innovative, deliberate and customized college level EBP course for 225 + nurse leaders. The vision for EBP enculturation included a call to validate existing policies, procedures and standards of care to ensure current nursing practice was up to date and in alignment with the evidence. Leadership immersion was foundational to full actualization of the vision. Without leadership engagement and buy in, immersion across the enterprise would be futile. As all nursing leadership was required to participate in the immersion, a safety net was created in the event one level of leadership failed to buy into the enculturation. This unique approach fostered collegial relationships, broke down existing silos, strengthened the department and built a unique EBP capacity.

Results:

Through institutional support, the vision was actualized fully with completion of two leadership cohorts in partnership with the Fuld. A third cohort is planned for 2018. This presentation will include the strategies engaged to secure funding to launch the program create an environment for EBP readiness and success.

Conclusion:

Institutional change requires careful planning and engagement of experts. Collaboration with the Fuld was pivotal to bringing EBP structures and processes to every chairside, bedside and tableside across the care continuum. As an internationally recognized oncology nursing service, applying evidence to nursing care delivery ensures our leadership in cancer care.
**Keywords:**
Collaboration, Evidence-based Practice and Organizational Readiness

**References:**
6 References:


**Abstract Summary:**
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**Comments to Organizers:**
Unwithdrawn with session

**Content Outline:**
1 Organizational Planning for Adopting change to EBP
   1. Self assessment at executive and departmental level
      1. Readiness for expansion of organization
      2. Reorganization of executive nursing structure/roles
      3. Centralization of Clinical Nurse Specialis infrastructure
   2. Reaching goal to ensure policy and standards were EB
      1. Validate Memorial way
      2. evaluating framework EB, close a gap
      3. New evidence adoption
   3. Choosing EBP partner: Bern Melnyk and Helene Fuld
   4. Engaging leadership
      1. NL, CNS, NPDS
      2. Ensuring buy in with immersion
      3. Breaking down silos at levels and across divisons
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Author Summary: Kevin has been a nurse for 29 years. He is a member of the Executive Nursing Leadership Team at Memorial Sloan Kettering Cancer Center (MSKCC) in New York City. As the Deputy CNO he is responsible for the integration of practice, quality and education for 3000+ Registered Nurses and 800+ support staff. He is certified by the American Association of Critical Care Nurses, currently resides in Brooklyn and is pursuing his DNP.