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Actualizing Institutional Change: Applying Deliberate Strategies for Adopting Evidence-Based Practice

Nancy Houlihan, MA, AOCN
Department of Nursing, Memorial Sloan Kettering Cancer Center, New York, NY, USA

Purpose:

Deliberate strategies were required to ensure adoption of evidence based practice at MSK, an NCI designated comprehensive cancer center with ANCC Magnet® Designation. MSK Executive leadership partnered with the Helene Fuld Health Trust for Evidence-based Practice with the goal of training all MSK nurses in EBP methodology. The Fuld’s broad experience in education, support and culture change combined with a MSK’s history of commitment to excellence in nursing care created the perfect opportunity to demonstrate success and sustainability. This presentation will include a description of the strategies used and lessons learned in a 2 year collaboration towards reaching our goal.

Methods

MSK leadership contracted with the Fuld to participate in annual week long immersions for cohorts of MSK nurses. The immersions consisted of a standard curriculum provided by Fuld faculty and implementation mentors. The immersions took place at an offsite location nearby the MSK campus to create distance for enhanced learning. The first cohort included 104 nursing leaders from across the Center, including the Chief and deputy Chief Nursing Officers, so as to educate and engage the decision makers. The second cohort included 110 senior staff, APPs, and academic partners as well as previous cohort members to begin skill development as EBP mentors. Participants were assigned to work groups consisting of varied roles and work sites and were delegated to learning tracks: mentor, leader, academic. Inquiry topics were assigned to the first cohort and consisted of significant institutional concerns, selected by executive leadership. The second cohort’s groups chose their own topics, ensuring greater engagement in the ongoing work and outcomes. The groups continued to meet for 15 months with Fuld follow up and boosters every 3 months to provide feedback, direction and support. At the same time, adoption of EBP terms and methods were introduced across the department and incorporated into shared governance bylaws and promotional and staff development processes. Librarians developed resources for writing PICO questions and offered courses on evidence searching and reference management.

Results

Cohort groups presented their 15 month-long work at a peer symposium. Projects included clinical inquiry, PICO questions, synthesis tables, levels of evidence, internal evidence and practice or administrative recommendations. Many of the recommendations had moved ahead to implementation and other groups awaited hospital resources. Whenever appropriate, projects included measurements of clinical outcomes and return on investment. Surveys of knowledge and skill acquisition and attitude about EBP demonstrated significant change from baseline. This presentation will include our experience with multiple examples of cohort project measures, survey results and plans for dissemination of projects and our strategic experience.

Conclusion

Adopting a standardized method for EBP across a large Cancer Center with 3500 nurses at 10 local and regional sites can be accomplished through deliberate strategies. A partnership with the Fuld Trust allowed a committed organization to realize a goal of ensuring that front line nursing practice is always based on evidence. Future plans include ongoing immersions of staff nurses for sustainability, with MSK taking greater ownership for education and mentorship.
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Abstract Summary:
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Content Outline:
Actualizing plan, Strategies and Lessons Learned

1. Partnering with Fuld-
   1. matching objectives
   2. aligning goals
2. Cohort immersions
   1. Choosing site
   2. Cohort participants
   3. Choosing topics, tracks
   4. Assigning work groups
3. Implementation
   1. Follow up and boosters
2. Cohort symposia
3. Project outcomes
4. ROI
5. Survey results

First Primary Presenting Author

Primary Presenting Author
Nancy Houlihan, MA, AOCN
Memorial Sloan Kettering Cancer Center
Department of Nursing
Director of Nursing, Evidence-based Practice
New York NY
USA

Professional Experience: Nancy Houlihan is the Director of Nursing, EBP at Memorial Sloan Kettering Cancer Center (MSK) in New York. She is a certified oncology nurse with over thirty years of experience in evidence-based management of cancer treatment, disease-related side effects, and care of survivors. In her current role she is responsible for evidence based care across the organization. Ms. Houlihan has lectured internationally and published extensively about the evidence-based care standards and best practices survivor care.

Author Summary: Nancy Houlihan is the Director of Nursing, Evidence-based Practice at Memorial Sloan Kettering Cancer Center (MSK) in New York. An oncology nurse for over thirty years, with particular expertise in evidence-based management of cancer treatment, disease-related side effects, and care of survivors. In her she is responsible to ensure the delivery of evidence based care across the organization. Nancy Houlihan received her BSN from Hunter College and MA from Teachers College, Columbia University, New York.