Inspiring an Evidence-Based Methodology Through a Practice Change Checklist

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Abstract: Creating a consistent methodology for changing practice can be difficult in a large academic multicenter environment. In this evidence based quality improvement project, clinical nurses in the practice council of a shared governance structure created a comprehensive checklist for consistent practice changes that led to improved clinical inquiry and more consistent implementation. Structural empowerment is one of the major components of the ANCC’s Magnet Recognition Program model (ANCC, 2008). Structural empowerment in an organization with Magnet status is exemplified by nurses involved in shared governance and engaged in shared decision making on structures as well as processes that results in staff satisfaction (Clavelle & O’Grady, 2013). A review of the evidence has shown that structural empowerment is associated with organizational commitment (Yang, Liu, Huang, & Zhu, 2013; Yang, Liu, Chen, & Pan, 2014), improved professional practice environment, and job satisfaction (Armstrong & Laschinger, 2006; Spence Laschinger, 2008; Spence Laschinger et al., 2003; Spence Laschinger, Finegan, & Wilk, 2011; Spence Laschinger, Nosko, Wilk, & Finegan, 2014; Yang, et al., 2013, Yang, et.al., 2014).

Methods: Each month 30 clinical nurses and thier interprofessional colleagues from across inpatient, outpatient, and procedural areas come together to solve the problems of the organization through an eight-hour day shared leadership council structure. To address these issues the council members designed what is called an Action Request Form (ARF). When first developed, the ARF generated hundreds of ideas with very little structure around how to make an evidence based practice change. After categorizing the ARFs in seven different areas that effected practice it was clear to see that there was much variation in the process undertaken to make a practice change.

Results: A workgroup of clinical nurses, with the support of doctorate prepared nurse leaders, developed a comprehensive practice change checklist that would guide the implementation of a new practice. Each step in the checklist was individualized to the intuition to include contact names of potential key stakeholders, links to standardized literature review table and library sources, and a clear methodology for creating change.

Through the leadership and guidance of their nursing directors the council members were successful in developing an evidenced based methodology to tackle difficult practice issues. The stabilization of the process led to an increase in the submissions of action request forms and in a three-year timeframe (2014 – 2017) 847 clinical issues have been brought forward for investigation with 83% of them being solved through this systematic combined approach of Action Request Form submission and practice change checklist.

Conclusion: Empowering clinical nurses to elevate their practice is essential to job satisfaction, patient satisfaction and positive clinical outcomes. The practice change checklist is a reliable methodology and replicable to other organizations.

Title:
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Keywords:
Evidence Based Practice, Practice Change and Shared Decision Making
References:


Abstract Summary:
Creating a consistent methodology for changing practice can be difficult in a large academic multicenter environment. Come and learn how clinical nurses in the practice council of a shared governance structure created a comprehensive checklist for consistent practice changes that led to improved clinical inquiry and consistent implementation.

Content Outline:
Expanded Content Outline:

- Introduction
  - Definition
  - Principles of Shared Governance/ Change Management
- Setting – organization
- Background
  - Problem identification
  - Internal and External Drivers
- Review of Literature
• Theoretical Framework – Kanter’s Structural Empowerment Theory
• Principles - Magnet Recognition Model, Lean Methodology
• Process of Shared Decision Making
  o Action Request Forms
  o Action Request Management workflows
  o Practice Change Checklist Incorporation
• Continuous Process Improvement
  o Strategic Plan – triad of clinical excellence
  o Continuous Process Improvement – Plan-Do-Study-Act
  o Practice Change Checklist
• Outcomes:
  o Practice Change Tracking and Analysis
  o Project Outcomes – Staff Satisfaction, Patient Satisfaction & Patient Outcomes

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Professional Experience: Working beside some of the best nurses in the country, Anita Girard has been a Trauma ICU Clinical Nurse, Trauma ICU Nurse Manager, Quality Nurse Manager for Patient Care Services and currently is the Assistant Director of Practice and Education/ Magnet Program Director for Stanford Healthcare. She has been instrumental in driving patient centered care and has a passion for lifelong learning. She is completing her Doctorate in Nursing Practice with a focus in Executive Leadership at the University of San Francisco

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Professional Experience: 1. Describe Expertise and years of training specific to this educational activity: 18 years of cardiothoracic critical care experience as a clinical nurse; 12 years as a nurse educator both clinical and academia; 6 years in nursing leadership; current role as a clinical practice coordinator effectively guided and facilitated several teams of key stakeholders toward restructuring of Shared Governance to empower front-line staff to drive change in practice based on evidence-based principles toward improving clinical excellence. Incorporated lean project management concepts to be fiscally responsible and sustainable; an advocate of best practice sharing, always in search of evidence based best practices in the institution and community at large that can be used to solve problems from the clinical bedside forward to the CNO level.

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both clinical and academia; 7 years in nursing leadership; currently clinical practice coordinator guiding and facilitating several teams of key stakeholders toward restructuring and implementation of Shared Governance. Incorporated lean project management concepts to be fiscally responsible and sustainable; advocate of best practice sharing, always in search of evidence based best practices.