The Manager Role in Nursing Research and Evidence Based Practice

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What??

- Another thing for a manager to do?

What used to be a nice thing is now imperative......
EMPIRICAL OUTCOMES
Today we will...

• Identify crucial actions of managers that will create an environment for nursing research and evidence based practice
• Identify supports for nursing research and EBP
• Discuss strategies for minimizing naysayers
• List nursing research priorities to advance the profession
Evidence

- Forensic, scientific, data
- Something we believe in
- Usually backed up by something
- Research
- What we have learned in practice
Levels of Evidence

- A randomized controlled trial
- A metasynthesis of literature
- An experimental study
- A descriptive study
- A qualitative study
- The opinion of experts
And What Else?

- The perspective of patients and their families
- All the research and evidence in the world will not improve practice unless we include this perspective
- Nursing research and evidence based practice are different
- We use BOTH to help us make decisions
Decisions about Clinical Practice

Empirical Outcomes
What Are Nursing Concerns?

- Falls
- Skin breakdown occurring when a patient is in our care
- Pediatric IV infiltrations
- Hospital acquired infections including bloodstream infections, catheter associated urinary tract infections, ventilator acquired pneumonia, surgical site infections, etc.
- Nurse satisfaction
- Patient/family satisfaction

Do these sound familiar?
Nurse sensitive outcomes

• All of the elements on the previous page have been shown BY RESEARCH to be sensitive to the work of nursing!

• A manager’s role is to assure that nursing care is the best that it can be and that a sufficient number of proficient and educated nurses are available to deliver that care.

• Nursing leadership must be aware of priorities and participating in creating the future of nursing through research and evidence based practice.
What our Patients/Families Expect?

- Simply the best
- Expect us to use the best knowledge in providing care
- Expect us to be up to date
- Expect us to be efficient and not wasteful
- Expect us to be SAFE
- Expect us to be NICE to them
What Are the Essential Tools for a Manager?

- **Excitement and enthusiasm** - about questioning practice and the courage to set priorities

- **A core group of people who are knowledgeable about research and evidence based practice** - even in places with few resources it is possible to identify these nurses and help them develop their skill

- **Physical resources** - knowledge of and access to databases, full text articles and some dedicated time to participate

- **Support from your administrators** - at all levels, a spirit of inquiry and the willingness to have evidence based decision making
What’s the Connection?

Evidence appraisal can lead to research----- EXAMPLES- bundled care to decrease ventilator acquired pneumonia; simulation techniques for everything from CPR to preventing bloodstream infections.
So How Does This Happen?

- Identify the core group of people
- Many facilities now have a nurse researcher
- Who is in school?
- Who is going to conferences?
- Who is just needing a little extra boost?
How Do You Get it to Work?

- Give a carrot to your resources—specifically talk with them about your goals

- Use influence to let others know how useful they’ve been to you

- Find ways to publicize your work- at a local, regional, national, or international conference; publications, newsletters

- Don’t forget authorship!
Let’s Try it Out

1. What are the top three challenges you have right now to promoting nursing research and evidence based practice in your area

2. What are the top three things you can do right now to diminish or eliminate those barriers?

3. Prioritize those three things you can do within a week, 3 months, 6 months
Evidence to Use Evidence

- IOM report on the future of nursing
- Over 500 pages and just published
- Important to our future as researchers and evidence leaders
- IOM roundtable on evidence suggested by 2010 90% of healthcare decisions will be evidence based
What Types of Evidence?

- For managers—
  - Core datasets on workforce supply and demand
  - Surveillance of healthcare workforce market conditions
  - Healthcare workforce effectiveness research
Research Priorities

For Transforming Nursing Practice

- 4 Key Areas
- Scope of Practice (comparison of costs of care delivery models; examination of extension of scope for end of life and admitting assessments; expanded APRN roles)
- Nurse Residencies (Key features that result in nurses acquiring competence and confidence; unintended consequences of diverting resources to residencies)
- Teamwork (what are barriers to teamwork among health professionals?; effectiveness of models of health care teams; educational innovations to increase teamwork)
- Technology
- Value
Research Priorities

For Transforming Nursing Practice

- 4 Key Areas
- Technology (testing of technology to support nurses’ decision making; contributions of health professionals to design and development, purchase, implementation, and evaluation of devices and IT)
- Value (costs of changes to care and quality; analysis of unintended consequences of increasing payment to primary care MD and other providers)
Research Priorities

For Transforming Nursing Education

- Costs of recruiting and retaining most highly qualified faculty
- How alternative faculty/student ratios affect acquisition of knowledge
- How nurses acquire knowledge to participate in quality improvement
- Cost and consequences of increase in doctorally prepared nurses
- Development of workforce predictive models to predict regional faculty demand
Research Priorities

For Transforming Nursing Leadership

- Identification of personal and professional characteristics most critical to healthcare leadership
- Identification of personal and professional characteristics most critical to quality improvement initiatives
- Characteristics of successful mentors
- Identification of the influence of nursing to health care decisions, health care communities or boards
What About the Real World?

- Use the evidence to support your points
- Surround yourself with those who are skilled at seeking evidence
- Ask the negative person to completely state their objection
- Remain optimistic and be very clear about the your team’s outcomes
Is This Just the Flavor of the Month?

- It is possible that evidence based practice may be called something else someday—who knows?
- Outcomes are here to stay
- Nursing has to demonstrate what we do, how many lives we save, how many people we keep safe
Adapted from Bernadette Melnyk

- Begin with a big vision and step toward it a bit at a time
Think what if?

- I had all the resources I need
- I had all the time I need
- I had all the knowledge I need
Optimism vs. we will fail?
Write Down Steps or Goals

- Each step has meaning, even if you don’t take all of them or you change them along the way
Make Sure Your Efforts Fit Into the Larger Plan

Organizational Goals
- Yearly priorities
- Longer term priorities
- Strategic priorities
- Business plan

Your Goals as a Manager
- Daily priorities
- Monthly priorities
- Quarterly priorities
- Yearly priorities
What Are Easy Wins?

- Working with the early adopters
- Working with those who have a reason to do research or EBP
- Weaving research and EBP into your current priorities
- For example, is there evidence for a mix of 8 and 12 hour shifts?
Diffusion of Innovation

How Can Managers Succeed?

- Find the innovators, early adopters and early majority
- Find people with the skills to help you with the work/assure that they have the optimism to help YOU and your TEAM succeed
- Find or create the resources, there are a number of resources on the web
Web-based Resources

- **External Resources**
- Additional external resources related to nursing research can be found on the [Links page](#).
- [Case Western Reserve School of Nursing](#) – Sarah Cole Hirsh Institute for Best Nursing Practices Based on Evidence
- [The Cochrane Collaboration](#) – The first organization to develop Evidence Based Practice
- [Joanna Briggs Institute](#)
- [Oncology Nursing Society](#) – EBP resources
- [Virginia Commonwealth University](#) -EBP Nursing Resource Guide
- [University of North Carolina](#) - Introduction to Evidence Based Nursing
- [University of Rochester Medical Center EBP learning modules](#)
- [University of Rochester School of Nursing](#) – Center for Research and Evidence Based Practice
- [University of Texas at San Antonio – Academic Center for Evidence-Based Practice](#)
- [Sigma Theta Tau](#)
How Important are Managers?

- 17 years is too long for evidence to make it into practice
- Our patients and their families deserve more
- The partnership between nurse researchers/evidence based practice experts and managers is the way to make it happen!
Thank you