

Evaluating a social norms approach to increasing engagement in EBP by staff Nurses

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Objectives

- Every Participant will be able to:
 - Describe the stages of change.
 - Identify methods to reduce the barriers and increase the benefits of EBP by staff nurses.
 - Identify concepts of the Social Norms approach.
 - List three supports for seamless integration and methods to measure them.

FIRST STEPS

- Know where you want to go, and have a person of vision supporting you, and a systems person capable of laying the groundwork.
- Teamwork

Develop a framework for Progression of Evidence Based Practice (EBP)

- **Identify Model:** Marker Model Standards development
- **Assess Existing Research Initiatives/Education** (2 approved research projects)
- **Develop and Define the position of Director Evidence Based Practice (EBP)**
- **Develop a Strategic plan that includes:**
 - EBP Council
 - Culture Change
 - Education and research support for staff nurses
 - PICO projects
- **Identify measurable Benchmarks**

Identify a model/framework for EBP and a method of implementation

Framework (2008-2009)

Method (2009-2011)



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S **O** **C** **I** **A** **L**
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Making the change work on the staff level

- Be patient - True change takes time...
- Social norms are behaviors that are accepted by the group as the expected behaviors.
- Cultures support the norm.
- Developing the culture of inquiry through using social norms must meet the nurses needs for acceptance.

Step One: Listen...

Take it to your nurses and respect their concerns

Identify the barriers and existing behaviors.

- Support behaviors that move to goal.
- Amplify the discrepancy between the anxiety born resistance , a fear of failure, and the possibility of personal success.
- Find the leaders in the group and remove their barriers.

Amplify the discrepancy

Does your social norm support Sacred Cows? ***FALLS ARE NOT A NURSING CONCERN because patient falls happen infrequently and are not predictable!***



- ▼ **BUT RESEARCH INDICATES that:**
- ▼ **Some patients are at a higher risk for falling and can be identified through frequent assessment.**
- ▼ **AND Falls can be prevented by using basic nursing strategies that address problems with elimination and ambulation.**

SO Research demonstrates that nursing interventions directly impact patient outcomes and hospital reimbursement !



(Comried, et.al., 2004; Gillespie, et.al. 2000; Grol & Grimshaw, 1999; Hendrich, et.al, 1995; Heslin, et.al., 1992; Morse, Black, Oberle & Donahue, 1989; Redus, et. al. 2002)

Hospital wide implementation

- Identify groups for “BIG BANG”
 - Nursing Administration – Management
 - Joint Practice Clinicians – Management and Education
 - Patient Care Directors/Head nurses – Management of Pt Care
 - Care Managers/ Charge nurses – middle management, leaders and part of staff as well
 - Staff Nurses – bedside nursing

Choosing the Champions

- Care Managers – middle management/patient care/
union members
 - Care Manager identified as co-chair of the EBP
/research committee
 - Using the Care Manager meeting, Care managers from
each unit attended three, three-hour workshops
 - Education of Care Managers
 - Engagement of Care Managers in developing PICO questions
 - Establish a relationship between director of EBP and care
managers

Providing the Workshops

- Methods:

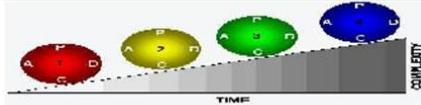


- Use of interactive clickers (*TurningPoint* technology)
- Lecture and supported workshop components
- Discussion – Q& A - Homework given
- Lesson learned: identification of leaders, shared values, open resisters, early adopters and potential barriers, establishing rapport and trust between Director of EBP and Care Managers.
- **Three Half day workshops provided to ALL care managers.**
 - Introduction to IOWA model, vocabulary/terms of EBP, PI and Research – what is a PICO question
 - Outcomes: Empowerment , increased knowledge and skills, Increased inter unit collaboration, Unit based PICO statements developed – champions identified, collaborative agreements developed between director of EBP and staff nurses.
- Engage the medical librarian in all aspects of EPB!

Reducing the Barriers to Implementation


Engaging management in facilitating adoption

PDSA Cycle(s) Worksheet



DEPARTMENT: _____

TOPIC: _____

	DATE(S)	PLAN	DO	STUDY	ACT	AD- OPT	AD- APT	AB- ANDON
		<i>for changes to bring about improvement</i>	<i>changes on a small scale first to trial them, execute the plan taking small steps</i>	<i>/check the results to see if changes are working, achieving the desired results</i>	<i>to implement change on a larger scale, to get greatest benefit from change</i>			
CYCLE # _____								
CYCLE # _____								
CYCLE # _____								
CYCLE # _____								

USE ADDITIONAL FORMS IF NECESSARY

Use existing documentation

Make sure there is someone to answer questions

Educate the Head Nurses

Recognize and reward behaviors that move towards the group goal.

STEP TWO –

develop self-efficacy

- The YET factor....



But all of that
just seems so
far away
from me

- I can't, we don't, I won't....
 - YET....

Provide ongoing support

- Research demonstrates that perception of ongoing support significantly increases the engagement in behavioral change.
- Recognize those nurses who engage and support their metamorphosis into change champions.

Creating a Social Norm for EBP

- Develop and Distribute bi monthly newsletter (6 issues)
 - Features explanation of EBP/research
 - Features nurses who get published, become certified, earn a higher degree, are recognized for an award.
 - Is distributed through e-mail and paper, posted on all units.
- Wall of Publication Fame
 - Prominently displayed outside of the Nursing office, all nurses who get their EBP/research published get their article placed on display.



Results

- 1, 2 and 3 years after implementation positive changes were noticed...

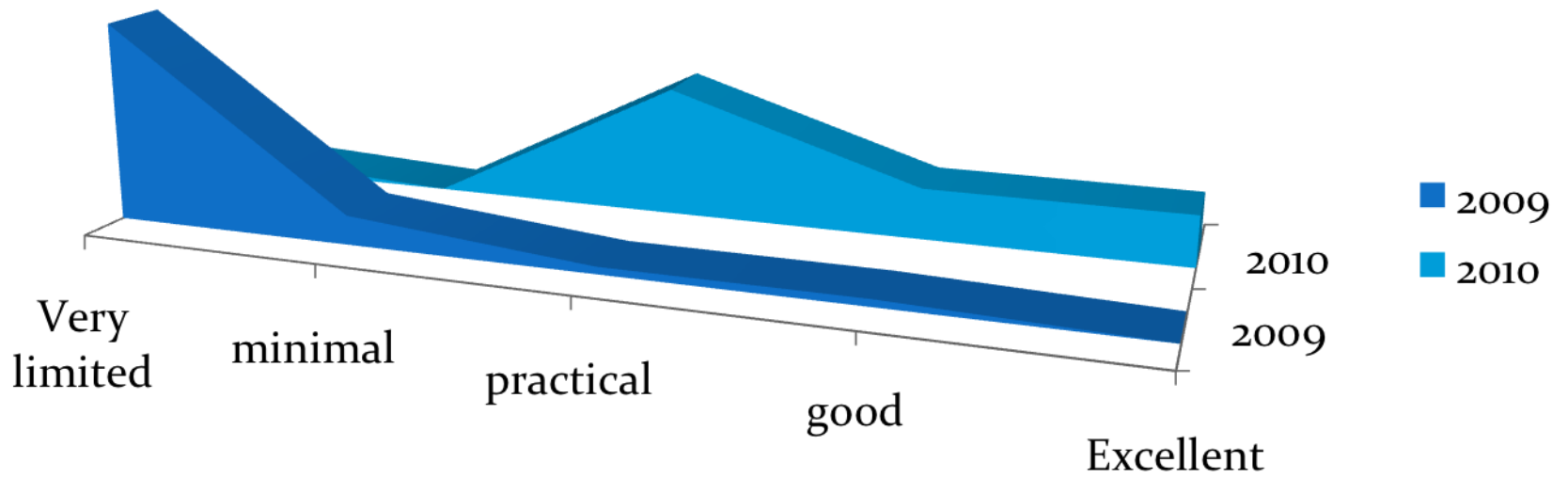


One year after implementation

- Knowledge about EBP, IOWA Model of EBP, and interest in the EBP council improved significantly.
- Resistance to engaging in developing PICO questions and attending journal clubs increased.
- Behavior change, leading to the care managers working with either Dr. Marshall or with other RN staff on EBP increased significantly

Changing knowledge to change attitudes

	2009	2010
very limited	82%	5%
minimal	12%	0
practical	3%	53%
good	3%	21
excellent	0	21%



Changing attitudes to reduce resistance

2009

58% resistant to EBP

36% uncertain to its value

4% begun to use in infrequently

1% use it frequently

6% use it all the time

2010

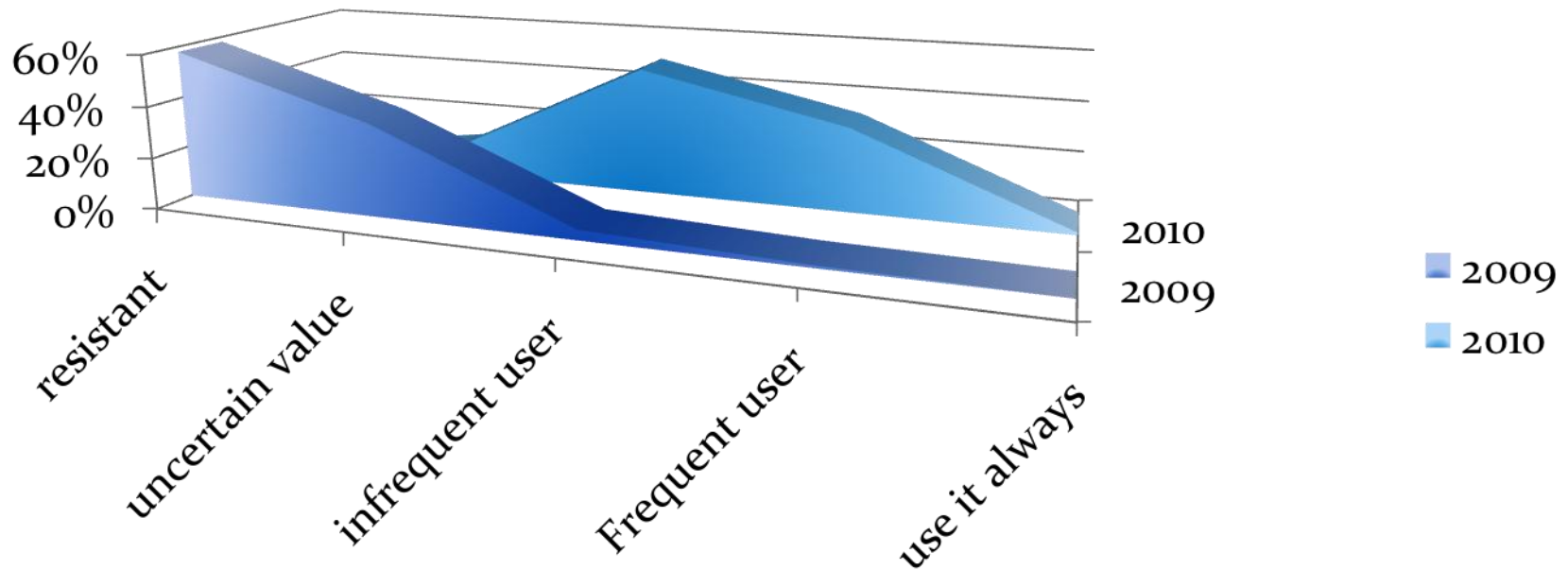
0% resistant to EBP

11% uncertain to its value

50 use it on an infrequent basis

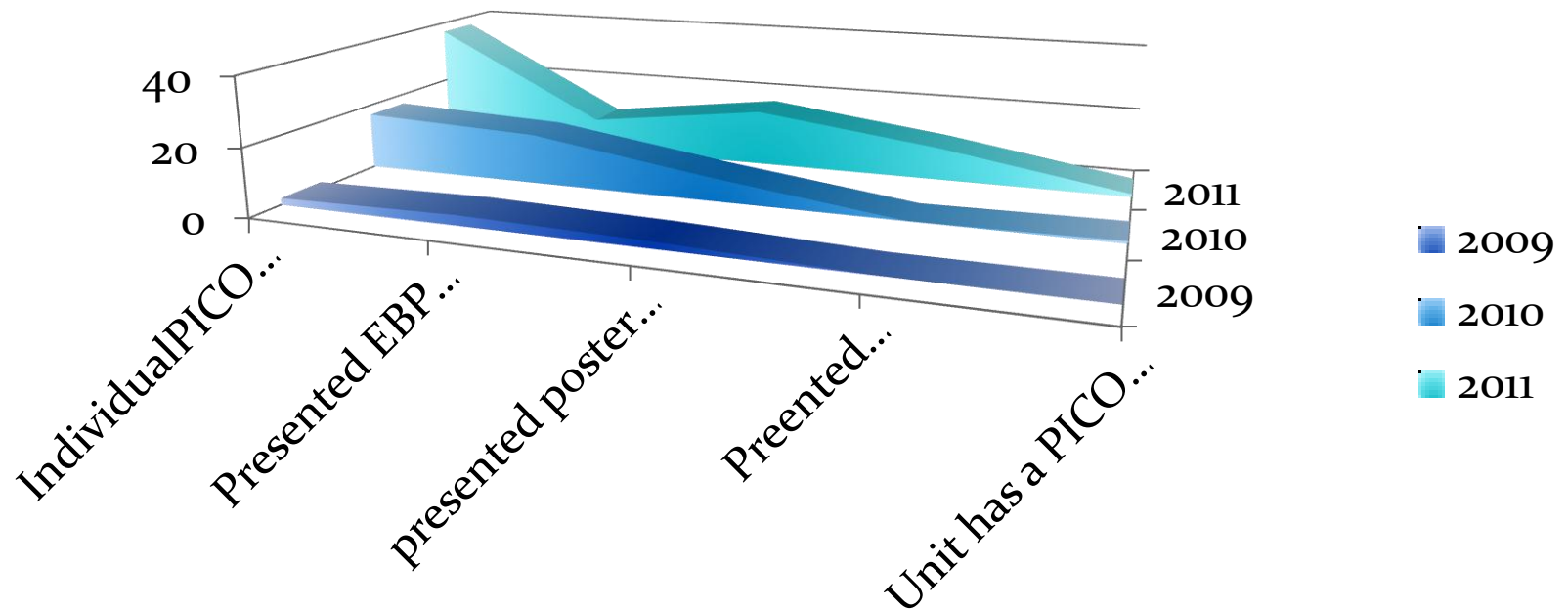
33% use it frequently

1% use it all the time



Changing Behaviors

	2009	2010	2011
IndividualPICO project	2	17	37
Presented EBP council	3	15	10
presented poster at EHMC	2	7	17
Preented Nursing Grand Rounds	0	0	10
Unit has a PICO project	1%	76%	90%



More achievements:

RESEARCH

- In September of 2009 there was 1 PICO project in development and 2 IRB approved nursing research projects
- By June of 2010 there were 18 PICO projects in place and 4 in development and 2 IRB projects.
- By June 2011, there were 37 PICO projects and 11 IRB approved research projects.
 - Units prominently displayed their projects, and nurses were publishing in nursing magazines, journals and hospital publications.
 - Staff Nurses presented posters on their PICO statements and recognized at the hospital as well as at regional and national conferences for their research.
 - 2011 Grand Rounds featured 10 ongoing Original nursing research projects!

EDUCATION

- Increased number of nurses returning to school to pursue their Master's degree and their Doctorate degrees.
- Rubrics were developed and classes held on unit and in classrooms to simplify understanding the IRB approval process
- Monthly journal clubs as part of the EBP council meeting, as well as unit based journal clubs.
- Unit based online support.

Goals	Objectives	Baseline 9/2009	Outcomes 12/2010	Outcomes 6/2011
Increase staff EBP projects	75% units with identified project	Two projects in units	18 projects from all but 7 nursing units	37 PICO projects from all but 3 nursing units
Increase Journal club interest	Hold 5 journal clubs per year	1 journal club	5 journal	5 journal clubs
Increase interest in engaging in research	Present at EBP council before IRB submission	No PICO's presented at EBP council	5 projects presented – all went to IRB	9 projects presented 6 went to IRB
EHMC poster presentations	Increase posters by staff nurses by 20% year	Regional and national o at medical center (MC)	7 posters presented at MC's 18 th Research Day	15 posters presented at MC Nurses Day poster gallery

RECAP

Stages of Change and reducing barriers

- To bring about this change we used the following theories:
 - Prochaska and DiClemente's SOC = precontemplation, contemplation, preparation, action, maintenance and relapse.
 - Miller and Rollnick's Motivational Interviewing Techniques.
 - Rosenstock's Health Belief Model (HBM)

Supports and Social Norms

- Utilize the existing forms where ever possible.
- Provide face to face support, respond quickly to needs of staff, engage in empowering staff by education and research support, establish new liaisons to support staff research.
- Develop the social norms approach that fits your hospital.
- Be there for the nurses when they need you.

A grayscale photograph of a snowy path lined with trees, shrouded in a thick fog. A person is walking away in the distance. The image is used as a background for the text.

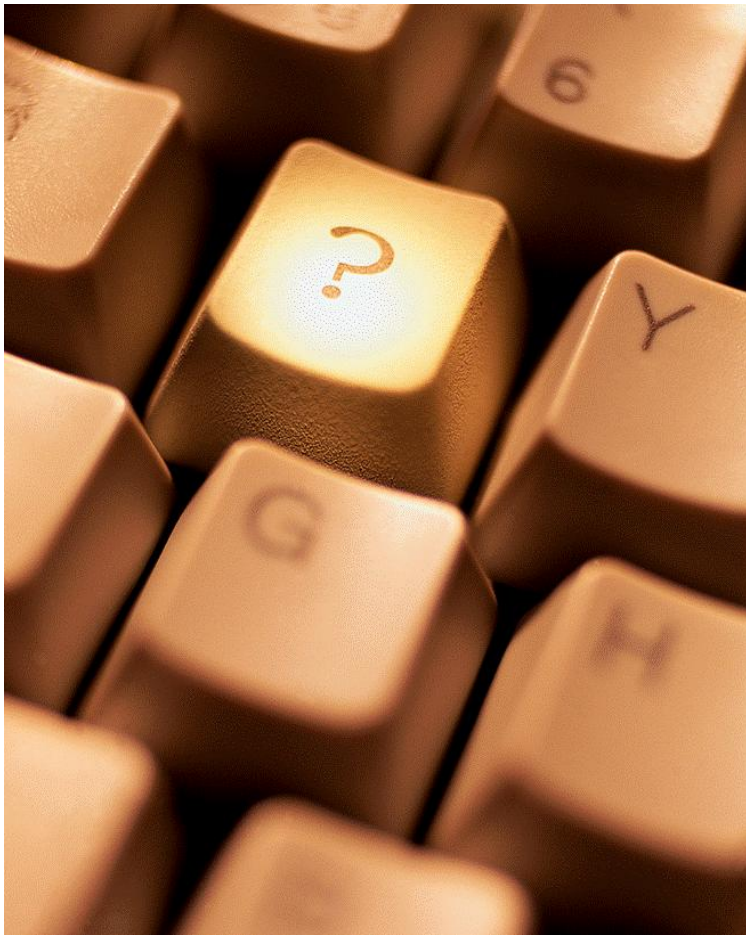
FEAR IS LIKE A FOG....

WHEN YOU WALK THROUGH IT...

NOTHING IS THERE.

-Michael Jordan

QUESTIONS?



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