

A Tool for Quantifying Organizational Support for Evidence-Based Practice Change

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Problem: There is an awareness by nursing leaders of need for a greater emphasis on using nursing research to achieve evidence-based practice (EBP). Numerous studies have identified a number of barriers to success. Chief among those barriers are organizational cultures in which EBP is a low management priority, difficulties in management of innovations, and fiscal constraints on resources.

Evidence: Healthcare organizations are dynamic entities in a constant state of fluctuation, as they adapt to changes in health policy that usually have fiscal implications. The challenge is to develop the infrastructure to support systematic EBP change while dealing with constrained resources.

Strategy: West Virginia University Hospitals (WVUH) began a nursing research program in 1999. Annual retreats are held to review successes and opportunities for improvement. A discussion about support for the program indicated there was significant organizational support. However, there was no mechanism to quantify the organizational support, nor could such a tool not be located in the literature. Mary Fanning led the initiative to develop a "Record of Contribution" to quantify perceptions of organizational support in terms of time and money.

Practice change: Staff brainstormed the various components that were perceived as organizational support. The three categories were identified with detailed items identified under each category. The hours are categorized by type of activity and job class. Data are submitted by team members, summarized quarterly, and reported annually.

Evaluation: Use of the “Record of Contribution” form was implemented in January 2004. At the annual retreats, the content and process is reviewed. Summary information is trended and process opportunities are identified.

Results: The outcomes include a systematic, organized approach for the organization to quantify organizational support for research utilization. The summarized data provide evidence to assist in budget development. Finally, it provided quantifiable evidence of the organizational support for nursing research utilization for Magnet Recognition.

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