

UC San Diego

Fall 2012 - UC San Diego Health Journal of Nursing: The Unique Power of Nursing

Title

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Permalink

<https://escholarship.org/uc/item/7x54p4dt>

Journal

UC San Diego Health Journal of Nursing, 5(1)

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Publication Date

2012-10-01

Peer reviewed

Supporting Evidence-Based Practice at the Bedside

By Kathleen Ryan RN, MSN and Laura Vento RN, MSN, CNL

The benefits of evidence-based practice (EBP), including better patient outcomes and a higher level of healthcare provider satisfaction, are well documented in the literature. Barriers to participating in EBP include not having enough time to read research or implement new ideas, nurses not feeling empowered to change practice, lack of awareness of research and the overwhelming amount of research (Brown et al., 2009.) To overcome perceived barriers and engage bedside nurses in operationalizing EBP, UC San Diego Health System has adopted various strategies including expert support, shared governance structures and processes, and collaborative workshops.

CLINICAL NURSE SPECIALISTS, EDUCATORS AND NURSE MANAGERS

EBP starts with a catalyst, a question or a challenge to current practice. Bedside nurses are well positioned to ask these questions as they are at the frontline of care delivery. A collaboration of the bedside nurse with Clinical Nurse Specialists (CNS), educators and managers is instrumental in developing a question into a successful EBP project as demonstrated in the “Protocol Based Lab Draws” project on Thornton 3 West,



Bone Marrow Transplant (BMT).

Shannon Brouman, RN, asked the question, is it safe to decrease the number of blood draws after electrolyte and platelet protocol administrations? Shannon reflects, “I questioned the protocols, because I realized we didn’t know why we were drawing all these labs and whether it was beneficial to the patient”.

Shannon presented her project at the 2012 Annual BMT Update, where physicians, nurses, and pharmacists shared best practices in the care of BMT patients. -Her EBP project contained literature review and data collection with the outcome to decrease specimen collection thereby decreasing the risk for central line associated blood stream infection. There was a direct financial savings of \$14,952 annually, as the data demonstrated less lab draws for both potassium and platelets is safe, and met the standard of care upheld in other major transplant centers. Shannon’s presentation was well received and physicians agreed to change the protocols.

Nurse Manager Michelle Duong, RN, BSN, OCN and Aran Levine, RN, MSN, CNS, OCN were instrumental in making the study a successful experience for Shannon. There were points of education along the way that created a shared vision that helped the nurses know how they fit into the larger scheme of BMT care. Shannon served as a role model to her peers by effectively demonstrating how a well-designed EBP project can improve nursing practice and patient outcomes.

SPIRIT OF INQUIRY

Fostering a spirit of inquiry among nurses creates an environment which fully engages nurses in EBP and affects change on their units. The Medical/Surgical division at Hillcrest

Shannon Brouman, RN



Laura Vento, RN, MSN, CNL, is the Assistant Nurse Manager of Medical Surgical Quality. Laura joined UC San Diego Health System with a MSN from University of Virginia, having a previous bachelor’s degree in Health Sciences from James Madison University. She is certified as a Clinical Nurse Leader.

Kathleen Ryan RN, MSN opened the first Thornton IMU, now the PCU, and has been the manager on 2 East for the past 13 years. The IMU has seen many changes in its’ patient population, and currently some of the major focus is in oncology, surgery and orthopedics. Kathy completed her MSN from San Diego State University with a focus in leadership in 2011.



collaborated with UCSD nursing research liaison and librarian to incorporate a structure and process in the division's 6 Unit Based Practice Councils (UBPC) to ignite the spirit of inquiry among nurses.

The division-wide shared governance EBP journey began with unit specific consultations by the UCSD nursing research librarian, Mary Wickline, who facilitated the groups' development of a PICO question and a literature review. Research liaison and creator of UCSD's EBP model, Dr. Caroline Brown, presented EBP basics and how to appraise nursing research. This expert support fostered nurses' confidence and engagement in their projects.

Council members nominated project managers, which promoted ownership of the project and served as a professional development opportunity. Management and educators facilitated coaching of the project managers when needed to address challenges and discuss outcome metrics. Empirical outcomes were captured in a project update structure adapted from Lean Six Sigma's A3 tool, a one page demonstration of metrics, description of innovation, and action item tracking.

The nurses' commitment to their UBPCs' projects contributed to the success of the overall project and achieving excellent outcomes. Laura Giambattista, RN and Maria Ruiz,

RN, project managers for 6 West EBP project, led implementation of purposeful hourly rounds, successfully decreasing falls per 1000 patient days by 50% from the previous year. 6 West celebrated a zero fall rate for 6 months of the year. Laura found garnering support from other nurses was a key to success. Laura reports, "recruiting hourly rounding unit champions to role model the process helped other nurses buy-in to the project."

The UBPC on the 8th floor, an orthopedic unit, designed a post discharge call-back program for joint replacement patients, led by Nancy Yan, RN, MSN, CNL. Nancy was initially challenged to encourage nurses' participation in calling patients and found story-telling and manager support helpful. Nancy states, "I created story boards of the call-backs, highlighting nurses patients complemented and issues discovered. I shared these at staff meetings. The managers were very hands on with the project, which helped nurses recognize the call-backs as a priority." After getting nurses on board with the project, patient satisfaction scores consistently improved. Nurses advocated for patient safety issues during calls, assisted with scheduling follow-up appointments, patient education about medications and concerning signs and symptoms to call their doctor. She reflects, "the

calls were beneficial to the nurses as well. I felt I was better prepared to teach patients how to take care of themselves when they get home."

FRONTLINE LEADERSHIP PROGRAM

UCSD's partnership with the Frontline Leadership Academy (FLA) program in conjunction with clinical ladder advancement criteria is another vehicle to promote EBP. Over the course of four off-site workshops, FLA provides nurses with knowledge and tools to cultivate leadership skills and question current practice. Nurses are partnered with a coach and mentor for guidance.

Eileen Virrey, RN, was inspired while attending a Magnet conference and developed a Positive Therapeutic Peer Review program for her FLA project. Eileen reflected, "I was determined to enculturate peer review on the unit because it is the foundation for professional nursing practice, and one of the four tenants of the UCSD Nursing Professional Practice Model."

Eileen developed a Positive Therapeutic Peer Review Workshop for 6 West nurses, "during the workshops friendships were made, and fears of difficult communication situations were tested. Crucial concerns about patient care were discussed. These discussions were shared amongst 6 West UBPC, and new strategies were implemented for best practice for safe patient handling and quality care."

The projects of Shannon, Laura, Maria, Nancy and Eileen are all shining examples of outstanding EBP collaborations. These exceptional outcomes further demonstrate that EBP is a useful tool in everyday nursing practice. For those seeking a formalized approach to learning more about EBP, UCSD has developed excellent pathways to support nurses on their journeys.

EBP and Research at UCSD, get to know your resources!

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Research Council

The research council meets second Friday of every month. Contact council chair, Laura Dibsie, for more information. Laura Dibsie, MSN, RN, CCRN
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Nursing Research and EBP Council CNIII Workshop

Interested in CNIII advancement? Want to learn more about the clinical ladder process and discuss a project idea with experienced Research Council members? Attend a Nursing Research and EBP Council CNIII Workshop. You can register on the EDR website and earn 4 CEUs!