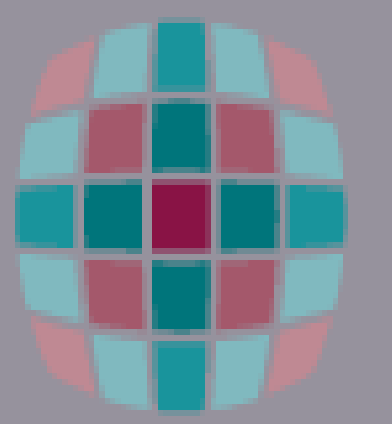


Leadership to promote the use of research evidence by nurses

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Introduction

Health care delivery can be improved if nurses routinely use research evidence to guide clinical practice.

An integral part of nursing practice, research use is the foundation for high quality patient care and positive patient outcomes.

However research use is difficult and challenges exist.

Strong multi-level leadership can enhance research use by nurses.

Lack of clarity exists about what constitutes effective leadership for research use.

Study Purpose

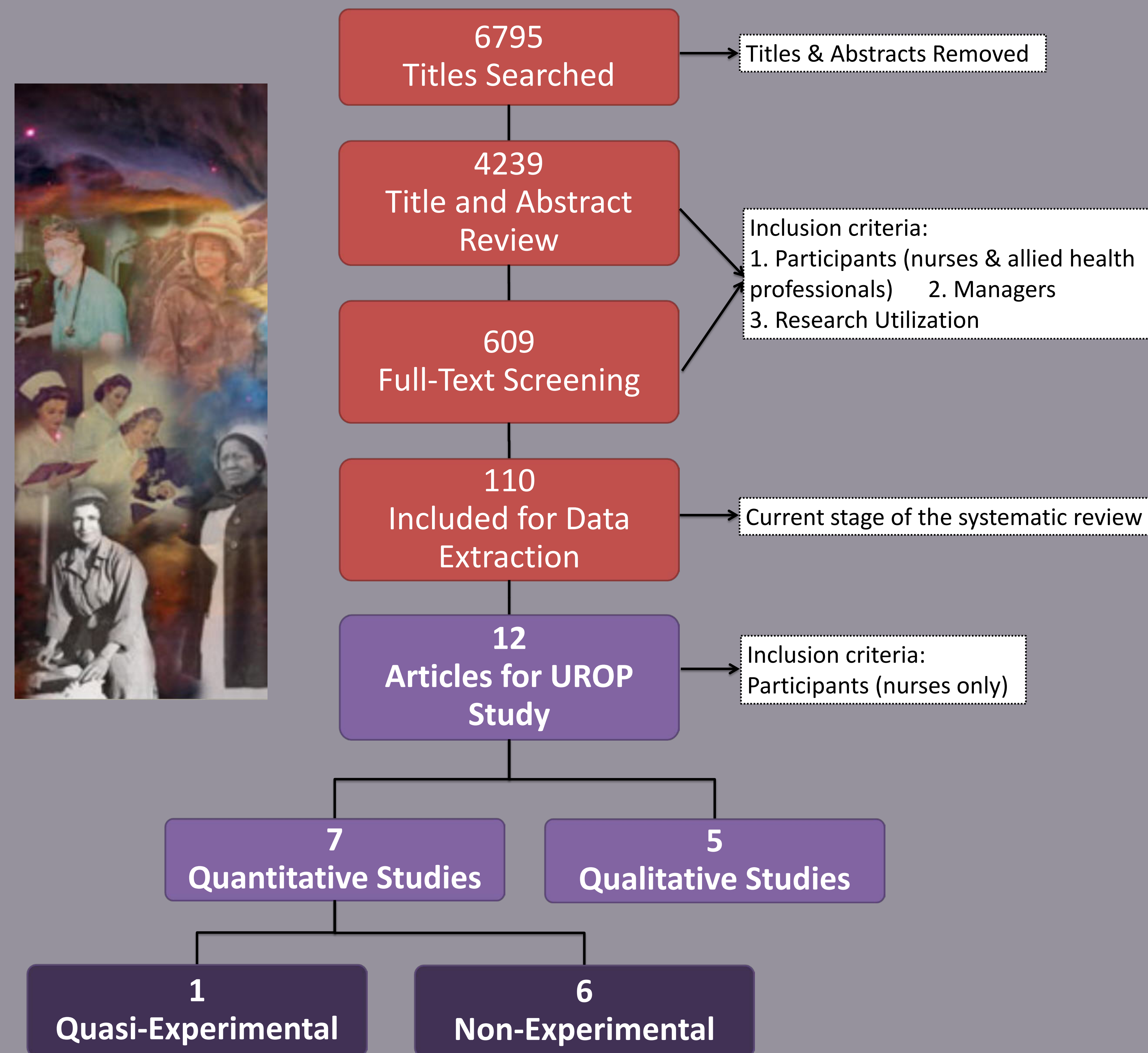
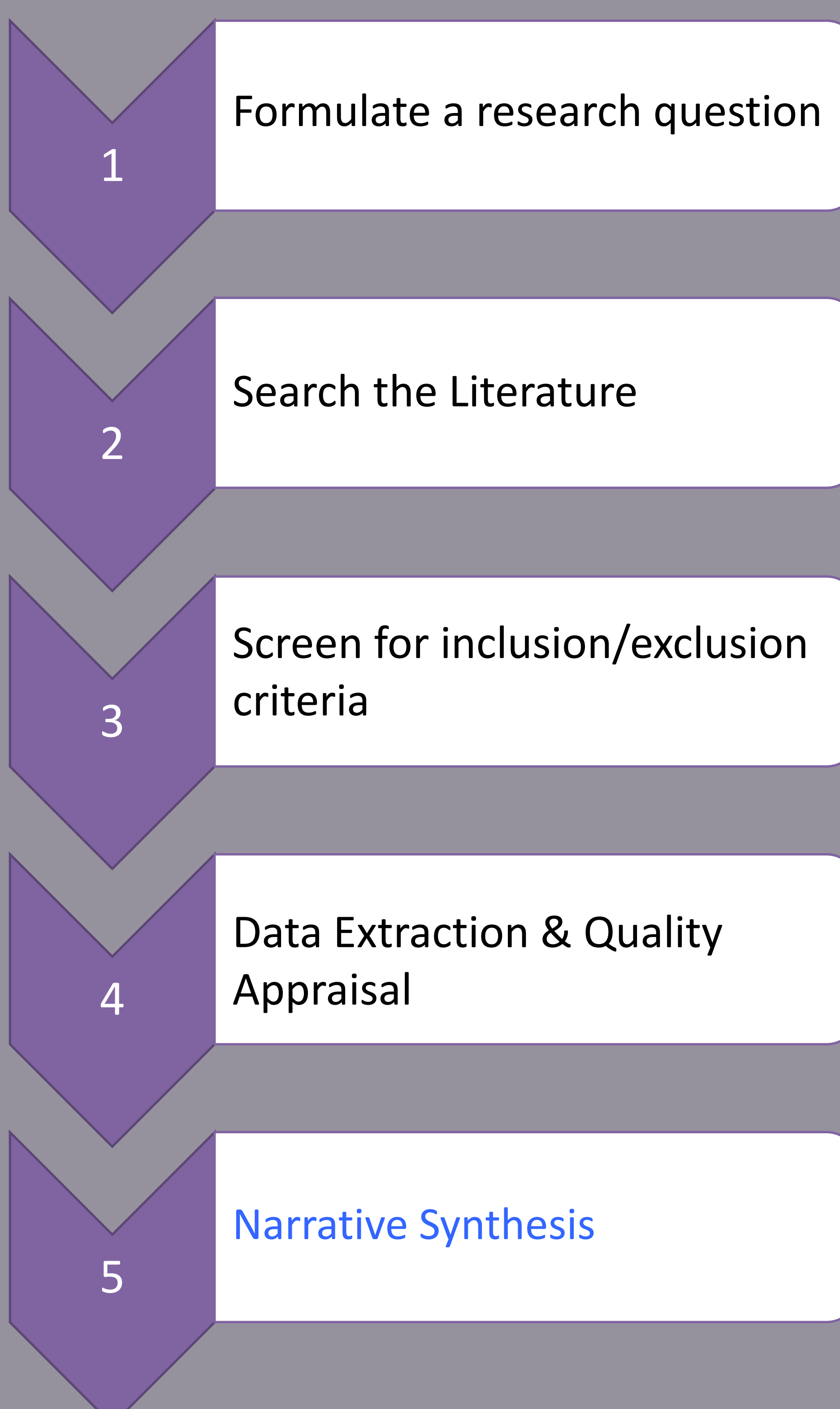
The purpose of this systematic review is to discover the leadership behaviours of managers that successfully promote research use by nursing staff of health care delivery by clinical nursing staff?

Research question

What are the leadership behaviours of healthcare managers (front line and senior managers) associated with successfully promoting research use by nursing staff to improve the quality of health care delivery by clinical nursing staff?

Methodology:

A systematic review using the following steps:



DISCUSSION

There are 4 overarching themes:

Being a **team player** was identified in most studies.

- A team player listens to others, collaborates, and shares governance

Psycho-social encouragement is associated with encouraging staff in their attempts to change

Providing resources involves making mentors, tools, and information available for staff

Leaders that **reinforce a vision** of best practices set goals for their staff, provide feedback, and evaluate current strategies.

Committed leaders take the time to make themselves available to their staff.



Conclusion

Nurse managers are in a unique position to influence staff to utilize research in their clinical practice.

Leaders that are team players, encourage staff, provide resources, reinforce vision and demonstrate commitment will be most successful.

Findings will help managers better support nurses to implement research evidence in practice.

The knowledge generated from this systematic review can help improve the quality of healthcare delivery and outcomes for patients.

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RESULTS: Leadership and Management Behaviours

Leadership Behaviour categories	Behaviour examples	Number of studies that included this behaviour
Team player	<ul style="list-style-type: none"> "listen to and recognize the expertise and clinical realities of staff" "involve nurses at multiple levels" "reinforced need for interprofessional collaboration" "transparent leadership" 	N=11 ^{1-7, 9-12}
Psycho-Social Encouragement	<ul style="list-style-type: none"> "actively encouraged, supported, and expected the nurses to use the [evidence]...in their practice" "use positive, inspiring, and passionate approaches with a big emphasis on empowering and enabling their nurses" "recognize and show gratitude for good work carried out by staff" 	N=8 ^{2-4, 6-9, 12}
Provide resources	<ul style="list-style-type: none"> "provide an online resource center where best BPGs [evidence] for patients are housed and experts are available for consultation" "have basic tools that help nurses implement EBP [evidence based practice with patients]" "provide access to an EBP mentor" 	N=8 ^{1-3, 6, 8, 10-12}
Reinforce a Vision	<ul style="list-style-type: none"> "view the process as one of continuous quality improvement" "sent reminders about and identified vision and goals for change" "engage staff in EBP by providing feedback" 	N=7 ¹⁻⁷
Commitment	<ul style="list-style-type: none"> "commitment of...health managers at the highest level is required to promote change in achieving EBP" "visible leadership" 	N=5 ^{1, 3, 4, 6, 10}