

RNAO Best Practice Spotlight Organizations® (BPSO)

The Registered Nurses' Association of Ontario

RNAO is the voice of Registered Nurses in Ontario, Canada, with the mandate of speaking out for nursing, health, and quality health care. Our mission is to pursue healthy public policy and promote the full participation of registered nurses in shaping and delivering health services now and in the future. We believe health is a resource for everyday living and health-care a universal human right. We cultivate knowledge-based nursing practices, promote quality of work life, and promise excellence in professional development services.

The RNAO Best Practice Guidelines Program

The RNAO's Nursing Best Practice Guideline Program was launched in November of 1999¹ and has, to date, produced 38 clinical guidelines and 9 healthy work environments guidelines, a tool kit² to aid in the implementation of the guidelines in practice settings, an educator's resource³ to facilitate guideline implementation in the nursing curriculum and a myriad of educational programs offered across Canada and internationally. The uptake of the published guidelines is supported using a multi-pronged approach that includes a focus on individual capacity development, through the Best Practice Champion Network®⁴ and RNAO Institutes; organizational implementation through the BPSO Program; and health-system wide implementation. The guidelines, related resources, and implementation resources are available on the RNAO web site at www.RNAO.ca/bestpractices.

BPSO® Program Overview

The BPSO program supports BPG implementation at the organizational level. It was established in 2003, is internationally renowned, and has been a resounding success in demonstrating the uptake and utilization of best practice guidelines.⁵⁶ The program's strategic approach has served to trigger the development of evidence-based cultures, improve patient care and enrich the professional practice of nurses and other health-care providers. The end goal is to optimize nursing care, patient and organizational outcomes through the use of RNAO Best Practice Guidelines – promoting a culture of evidence-based nursing practice and management decision making.

¹ Grinspun, D., Virani, T., & Bajnok, I. (2002). Nursing best practice guidelines: The RNAO (Registered Nurses Association of Ontario) project. *Hospital Quarterly*, 5(2), 56-60.

² Registered Nurses' Association of Ontario. (2002). *Toolkit: Implementation of clinical practice guidelines*. Toronto, Canada: Registered Nurses' Association of Ontario.

³ Registered Nurses Association of Ontario, (2005) *Educator's Resource: Integration of Best Practice Guidelines*. Toronto, Canada: Registered Nurses' Association of Ontario.

⁴ Ploeg, J., Skelly, J., Rowan, M., Edwards, N, Davies, B , Grinspun, D., Bajnok, I, Downey, A. (2010) The Role of Nursing Best Practice Champions in Diffusing Practice Guidelines: A Mixed Methods Study. *Worldviews on Evidence-Based Nursing* [http://onlineibrary.wiley.com/journal/10.1111/\(ISSN\)1741-6787/earlyview](http://onlineibrary.wiley.com/journal/10.1111/(ISSN)1741-6787/earlyview)

⁵ Kirschling, J. & Erickson, J. (2010). The STTI Practice Academe Collaborative Partnership Award: Honoring Innovation, Partnership and Excellence. *Journal of Nursing Scholarship*, 42(3), 285-204.

⁶ Registered Nurses' Association of Ontario. (March-April 2013). *Registered Nurse Journal*.



The objectives of the BPSO program are to:

1. Establish dynamic, long-term partnerships that focus on making an impact on patient care through supporting knowledge-based nursing practice;
2. Demonstrate creative strategies for successfully implementing nursing best practice guidelines at the individual and organizational level;
3. Establish and utilize effective approaches to evaluate implementation activities utilizing structure, process and outcome indicators; and
4. Identify effective strategies for system-wide dissemination of BPG implementation and outcomes.

BPSOs commit to a 3 year BPSO qualifying experience. During this time, a formal partnership is established and BPSO organizations focus on enhancing their evidence-based nursing practice and decision making cultures, with the mandate to implement and evaluate multiple clinical practice guidelines. At the end of the 3 year period, and assuming all deliverables are met, the BPSO organizations go on to become “Designated BPSOs.” As designated BPSOs, organizations focus on sustainability, and are committed to continue the implementation and evaluation of best practice guidelines in their organization and within the system. The BPSO designation is renewable every two years.

Steps to Becoming a Best Practice Spotlight Organization® (BPSO)

1. Submit evidence of readiness and commitment to implementing and evaluating at least 3 clinical BPGs as a BPSO candidate in a proposal according to the BPSO RFP format. This proposal should include completed plans for each BPG identifying why they were selected, strategies that will be utilized, expected outcomes for patients, providers and the organization, and means of evaluating these outcomes.
2. Sign a letter of agreement committing to a 3 year candidacy experience as a qualifying BPSO Designate
3. Identify a BPSO Lead from your organization
4. Develop a Steering Committee and project structure
5. Commit to being involved in research related to BPG implementation and impact
6. Identify a cadre of Champions (12-15% of nursing staff) who will attend Champions Workshops
7. Send 2-3 staff/faculty to RNAO BPG related institutes each year, or alternately RNAO could deliver the institute in your organization
8. Meet with other BPSO leads each month in Knowledge Exchange Teleconferences
9. Commit to sending up to 5 staff to in-person Knowledge Exchange Symposiums each year* (optional for international BPSOs).
10. Submit a report according to the standard format each 6 months and meet with the RNAO BPSO team to review, through a teleconference session.
11. Disseminate outcomes from the BPSO qualifying experience, including tools and resources
12. Following achievement of the BPSO Designation, which is contingent on meeting all deliverables in the letter of agreement, commit to sustaining, expanding and spreading BPG implementation, and providing support to other BPSO candidates in a mentor role.



Best Practice Spotlight Organization® (BPSO) Program – BPSO Host Model

The Registered Nurses' Association of Ontario (RNAO) develops, support implementation and evaluates RNAO's Nursing Clinical and Healthy Work Environment (HWE) Best Practice Guidelines (BPGs);

Service and academic organizations apply to work in collaboration with RNAO to attain the designation of Best Practice Spotlight Organization® (BPSO) through implementation, sustainability, and evaluation of RNAO clinical BPGs;

BPSO Host Organizations coordinate the BPSO activities in a specific geographical region outside of Ontario, and leads the partnership with RNAO.

BPSO Host Model

The RNAO BPSO Host Model is a feature of the national/international BPSO Program. A BPSO Host Organization enters into a formal agreement with RNAO to oversee the RNAO BPSO Program in the country or region where it is located. The BPSO Host is responsible for all aspects of the BPSO Program from selecting the BPSO organizations interested in becoming BPSOs to reporting progress back to RNAO. Generally the BPSO Host acts as the liaison between RNAO and the BPSOs in the specific country or region.

As the service and/or academic organizations become BPSOs, to implement, disseminate and evaluate RNAO Best Practice Guidelines, the BPSO Host provides support by monitoring through regular meetings and reporting processes. The BPSO Host then reports to the RNAO with updates from the BPSOs as well as an overview of successes, challenges, questions and issues of the BPSO Program in that country or region.

RNAO provides support for implementation, through training, access to all available resources such as the draft contract agreement for BPSOs, reporting prototypes, Best Practice Champions Network including the Champion Workshops, the Implementation Toolkit, and Educator's Resource, BPG APPs and other implementation resources. RNAO also engages with the BPSO Host in regular meetings, and offers expert mentorship and consultation on guideline dissemination, implementation, uptake, sustainability and evaluation. Furthermore, the BPSO Host and BPSO(s) in the country or region are paired with mentor organizations, who have experienced the BPSO Program.

More specifically, the BPSO Host Organization is responsible for:

1. Selecting BPSOs within the region jurisdiction using RNAO methodology.
2. Establishing a contract with the BPSO organizations as per the RNAO BPSO agreement prototype, outlining the expected deliverables and requirements to be adhered to over the three year period.
3. Launching the BPSO Program in the region using an orientation session of all selected BPSOs involving nursing staff/faculty in all roles, and other stakeholders
4. Committing resources to training in the implementation of RNAO's nursing best practice guidelines using a train-the-trainer approach and RNAO's materials and approach.



5. Organizing and coordinating Institutes, based on the RNAO Implementation Toolkit, Champion Workshop curriculum and supporting materials developed in partnership with RNAO for local training and advancement of the implementation of nursing best practice guidelines.
6. Supporting the development of a network of Best Practice Champions, and BPG Institute attendees, within the country to build capacity and share implementation/evaluation experiences.
7. Hosting monthly knowledge exchange sessions of the BPSO leads from each BPSO organization to review, support and monitor progress as well to facilitate exchange of challenges, successes and lessons learned among the regional BPSOs.
8. Hosting an annual regional BPSO knowledge exchange event (Symposium) to bring together representatives from all BPSO organizations to share progress, identify strengths and key outcomes, address challenges and make plans to enhance and spread and sustain this activity.
9. Requesting progress reports from each BPSO every 6 months and following review, holding meetings with each BPSO to discuss the report identifying overall progress, strengths, recommendations for change and further support needed.
10. Identifying a liaison person from the Host Organization for each BPSO to provide specific supports as necessary to the BPSO organization.
11. Monitor the deliverables/requirements that **each BPSO must adhere to** during the BPSO experience.
12. Facilitate the research and evaluation of the BPSO Program within the country, particularly through the RNAO Nursing Quality Indicators for Reporting and Evaluation (NQuIRE) database. NQuIRE is comprised of quality indicators related to nursing practice, client clinical outcomes and organizational structure relevant to the guidelines selected for implementation.
13. Facilitate the dissemination activities of the BPSOs within the region.
14. Engaging in regular knowledge exchange, monitoring, planning and evaluation sessions with RNAO and other Host Organizations, at the initiation of and throughout the BPSO Program implementation.

For More Information

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