

BPG

RNAO BEST PRACTICE GUIDELINES PROGRAM

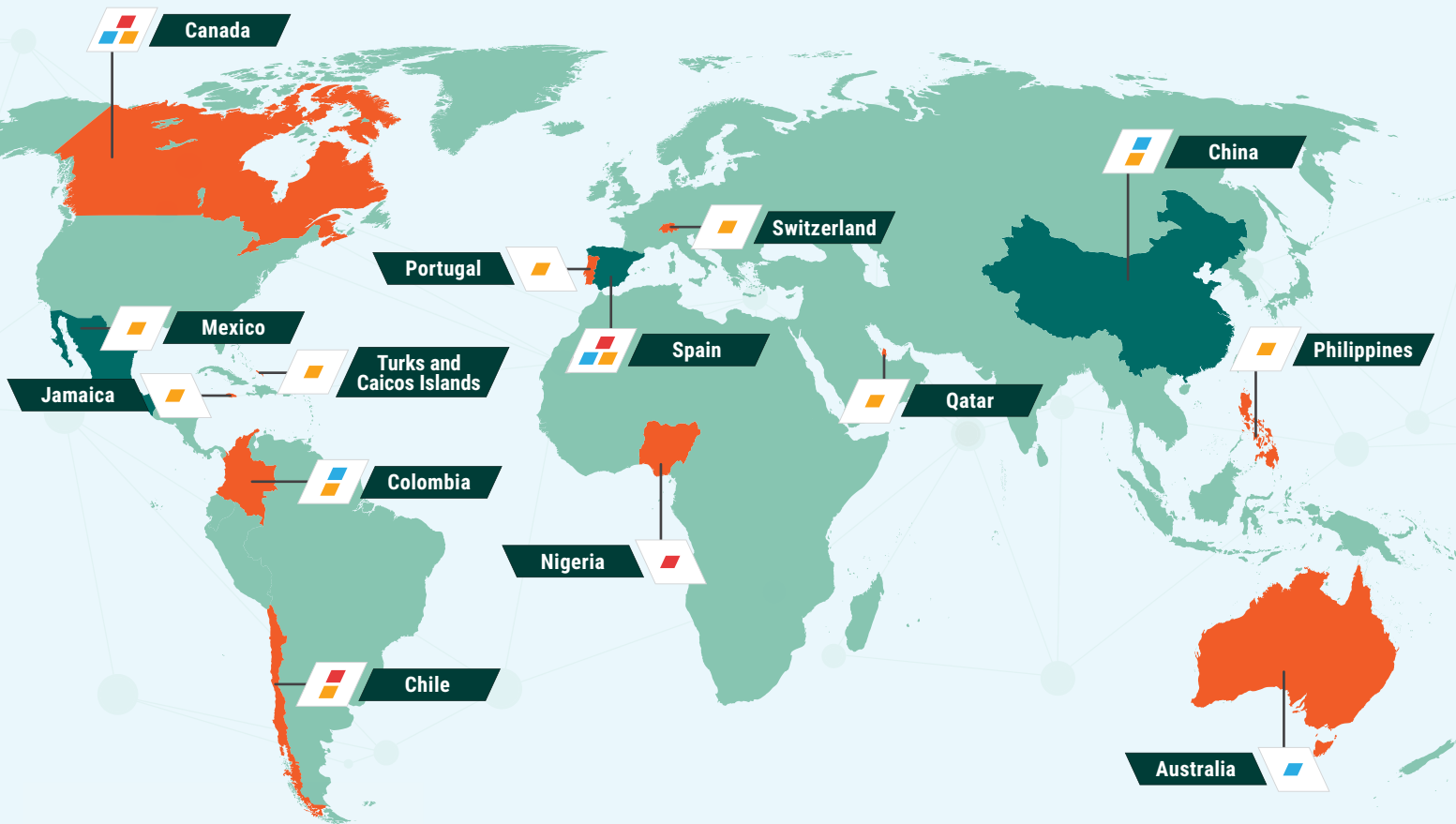
Transforming Nursing Through Knowledge

Social movement of science

Best Practice Guideline Program

The Registered Nurses' Association of Ontario (RNAO) is a world-renowned leader in guideline development and evidence-informed practice uptake, sustainability and evaluation. RNAO develops evidence-based best practice guidelines (BPG), actively supports implementation of BPGs in all sectors, and evaluates the impact on patients, organizations and the health system.

Global BPSO Network



BPSO LEGEND

- National Host
- Regional/Provincial/State/Speciality Host
- Direct

Purpose and scope

The Best Practice Guidelines (BPG) Program provides the best available evidence for patient care across all health sectors and settings. Since its launch, the program has produced:

- more than 50 clinical, system and healthy work environments [guidelines](#)
- the [Leading Change Toolkit](#), which provides the evidence-based framework, tools and strategies to inspire and support change agents and teams
- many resources to stimulate uptake and sustainability of RNAO BPGs in academic and practice settings

Extending the scope and reach of the BPG Program, the Best Practice Spotlight Organization® (BPSO®) social movement supports service and academic institutions that have formally agreed to implement multiple RNAO BPGs and evaluate their impact on patients, organizations and health systems. The movement has spread widely, with more than 1,500 BPSOs in Ontario, Canada and internationally.

Principles of the BPG Program

The BPG Program is based on the following principles:

- Nursing and health-care practices must be **evidence-based**.
- Evidence-based knowledge must be **universally accessible**.
- The implementation of best practices is an **active, systematic and engaged process** that is accelerated and optimized through [social movement action](#).
- **Systematic and ongoing evaluation** of the impact of BPG implementation on nursing practice and patient outcomes is central to ethical and effective practice.

RNAO BPGs are embedded in nursing culture in Ontario, across Canada and internationally, and are part of the curriculum in hundreds of nursing programs.

There are now more than 50 BPGs available for free download, covering nine categories: children and youth; clinical; equity, diversity and inclusion; foundational; health system; healthy work environment; mental health and substance use; older adults; and population health. [Visit RNAO.ca/bpg/guidelines](https://www.rnao.ca/bpg/guidelines) to search and download our BPGs free of charge in English. Most BPGs are also available for free download in French and Spanish, and selected ones are available in Mandarin, Italian, Japanese and German.

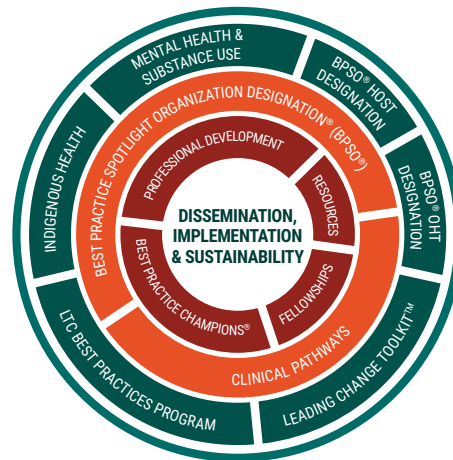
Three pillars for positive health outcomes

The BPG Program includes three integrated pillars that support positive outcomes for patients, families, health providers, organizations and the health system:

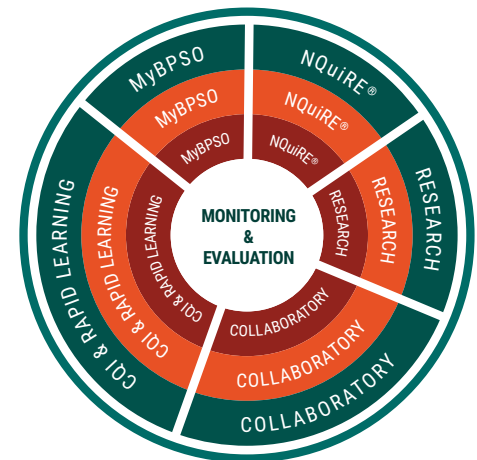
- guideline development
- dissemination, implementation and sustainability
- monitoring and evaluation



GUIDELINE DEVELOPMENT



DISSEMINATION, IMPLEMENTATION AND SUSTAINABILITY



MONITORING AND EVALUATION

Development

RNAO's best practice guidelines (BPG) are systematically developed, evidence-based documents that include recommendations for nurses, interprofessional health teams, educators, leaders and policymakers on how to improve outcomes for patients and their support networks. BPGs promote consistency and excellence in clinical care and healthy work environments. RNAO's BPGs are developed following rigorous international standards of guideline development:

- [GRADE](#) (Grading of Recommendations, Assessment, Development and Evaluation)
- [GRADE-CERQual](#) (Confidence of Evidence from Reviews of Qualitative Research)

The guideline development process includes:

1. selecting a high priority BPG topic, and determining the purpose and scope
2. recruiting a broad and representative panel of experts on the topic, including nurses, other health providers, persons with lived experience, caregivers and advocates
3. conducting systematic reviews that identify the most current evidence
4. developing recommendation statements

5. engaging external stakeholders to review the guideline and provide feedback
6. publishing the final BPG

RNAO rigorously reviews each guideline every five years after it is published and makes revisions and updates arising from the review.

Dissemination, implementation and sustainability

Our approach

RNAO's BPGs are to be used in day-to-day clinical practice and education. For this, RNAO leads the most robust and expansive implementation program for evidence-based practice for nurses globally – an exemplar for all health-care fields.

The program applies cutting-edge knowledge transfer methodologies, including:

- grassroots activism and coalition building
- intensive use of mass, social and alternative media
- direct engagement with front-line nurses, interprofessional teams, administrators, politicians, bureaucrats and opinion leaders

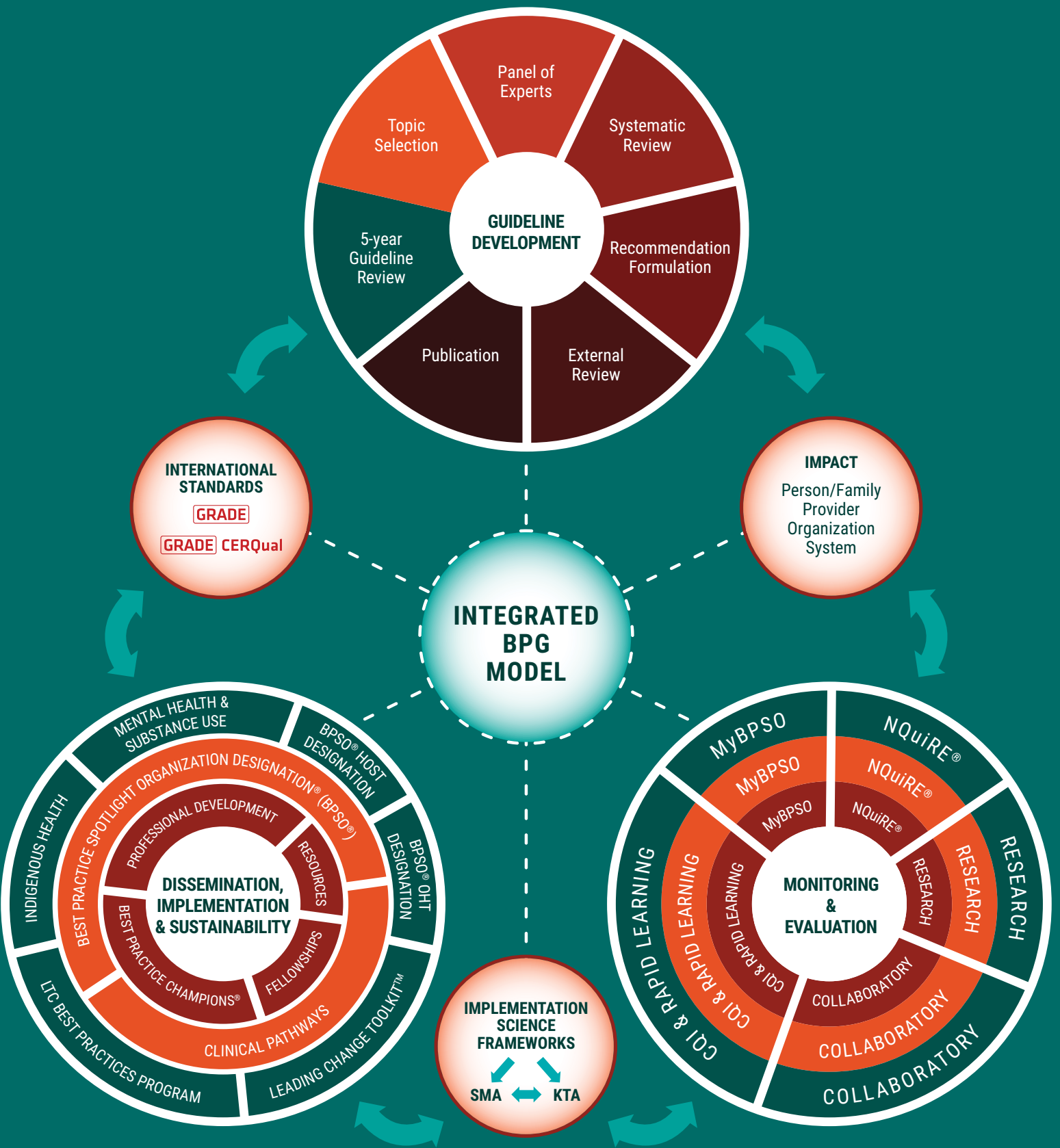
The RNAO BPG program emphasizes shared ownership and nurturing collective identity among participants and stakeholders at all levels. Social media creates a shared community space across more than 1,500 organizations worldwide. The integration of social movement approaches to evidence-based practice is the most striking innovation of the program.

Supporting uptake and sustainability

RNAO offers a multi-pronged approach to support the successful uptake and sustainability of best practice guidelines across Canada and internationally. This includes:

- **free resources**, including the [Leading Change Toolkit](#) which provides frameworks, tools and strategies to inspire change agents and teams to make lasting improvements
- **individual capacity building** through the Best Practice Champion Network®, RNAO clinical institutes, eLearning courses, webinars and educational events
- **organizational implementation** through the [BPSO Designation Program](#), [BPG Order Sets™](#) and [RNAO Clinical Pathways](#)
- **equity-seeking programs** including RNAO's [Long-Term Care Program Best Practices](#), [Indigenous-focused BPGs and BPSOs](#), and the [Mental Health and Substance Use Best Practices Program](#).

Visit [RNAO.ca/bpg](https://rnao.ca/bpg) to access the BPGs, related tools and implementation resources.



LEGEND

<ul style="list-style-type: none"> • Dissemination, implementation & sustainability • Monitoring & Evaluation <ul style="list-style-type: none"> ■ Individual Level Strategies ■ Organizational Level Strategies ■ System Level Strategies 	<ul style="list-style-type: none"> • Implementation Science frameworks SMA = Social Movement Action KTA = Knowledge to Action <ul style="list-style-type: none"> • Monitoring & Evaluation CQI = Continuous Quality Improvement
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Leading Change Toolkit

The Leading Change Toolkit ([RNAO.ca/leading-change-toolkit](https://rnao.ca/leading-change-toolkit)) is an online resource designed to support the implementation of BPGs and other evidence-based tools. Free of charge to use, the third edition updates and expands the 2012 toolkit by featuring two complementary implementation frameworks for accelerated and lasting improvements in health care:

- The Knowledge-to-Action Framework, a systematic and structured process model
- The Social Movement Action Framework, an innovative, people-led, grassroots approach to knowledge mobilization, uptake and sustainability.

The toolkit includes the up-to-date evidence, practical tools and worksheets needed to power nurses and interprofessional teams to successfully lead positive change and evidence uptake.

Individual capacity building

Best Practice Champions Network

The Best Practice Champions Network®, established in 2002, now includes more than 100,000 change agents in Ontario and around the world. Change agents – people passionate about implementing evidence-based practices and improving care and health – include nurses and other health professionals from all roles and health sectors, nursing students, advocates, persons with lived experience, and caregivers. These “champions” raise awareness about RNAO BPGs, mobilize their peers, and use change management processes and social movement approaches to influence uptake and sustainability of BPGs in their academic and practice settings to benefit the broader communities they serve.

BPG institutes

RNAO delivers multi-day professional development programs virtually and in person that focus on guideline implementation and evaluation. These institutes provide in-depth information on how to use RNAO’s BPGs to create evidence-based cultures focused on specific topics such as wound care and program planning.

Organizational implementation

BPSO Designation Program

The Best Practice Spotlight Organization® (BPSO®) designation is a key knowledge translation strategy launched in 2003 to help optimize health outcomes at the individual, organizational and health system levels. BPSO designation is an opportunity for health service and academic organizations to formally partner with RNAO – or, outside of Canada, an RNAO Host organization – for a three or four-year period to achieve designation. Following this period, the partnership is renewed every two years upon meeting specific deliverables.

This internationally-renowned program’s strategic approach has been proven to trigger evidence-based cultures, improve patient experience and health outcomes, lower cost of care by preventing complications, and enrich staff satisfaction.

BPSO models and types

There are three main types of BPSOs, and several BPSO models to consider for organizations interested in applying to become a BPSO.

Models of BPSOs	Types of BPSOs
<p>BPSO Direct: Organizations sign a contract directly with RNAO/BPSO host to systematically implement BPGs.</p> <p>BPSO Host: BPSO Hosts allow scaling up on the national and international levels. These are governments or reliable organizations that run the program in countries, regions or specialty areas using RNAO’s methodologies and materials. BPSO Hosts report progress to RNAO and receive continuous coaching.</p>	<p>Service BPSOs focus on BPG implementation in their sector* to impact health outcomes.</p> <p>*Public health, primary care, mental health and social services, acute care, home care, long-term care and other sectors</p>



Models of BPSOs	Types of BPSOs
<p>BPSO Host:</p> <ul style="list-style-type: none"> • National – Prominent are the governments of Spain, Chile and Nigeria serving as nationwide BPSO Hosts. • Regional – Regional Hosts are present in Spain and Colombia • Specialty – Specialty Hosts may be sector-specific, such as long-term care, or they may address another specialized need such as language (e.g, Francophone) <p>BPSO OHTs work in integrated health-care systems – Ontario Health Teams – to collectively implement BPGs and report outcomes to RNAO.</p>	<p>Academic BPSOs focus on evidence based education, to impact faculty teaching, student learning, and patient/client outcomes.</p> <p>Indigenous-focused BPSOs collaborate with RNAO to create a tailored BPSO program to honour Indigenous ways of knowing and to support holistic community wellness.</p>
<h3>BPSO Consortiums</h3>	
<p>BPSO Consortiums provide a forum for knowledge exchange, support and collaborative activities within specific jurisdictions or specialty areas. Currently in Canada, Latin America, China and among Academic BPSOs worldwide.</p>	

Visit [RNAO.ca/bpg/bps](https://rnao.ca/bpg/bps) to learn more about models and types of BPSOs and how to get involved.

RNAO Clinical Pathways

The RNAO Clinical Pathways™ are clinical decision-support resources based on RNAO’s clinical guidelines. They use technology to facilitate access to the best available evidence at the point of care and help integrate it into daily clinical practice. They also support evaluation by providing a mechanism to link specific guideline interventions to corresponding evidence-based Nursing Quality Indicators for Reporting and Evaluation® (NQuIRE®).

RNAO Clinical Pathways are currently only available for the long-term care sector.

System-level implementation

Long-Term Care (LTC) Best Practices Program

RNAO's LTC Best Practices Program sets the gold standard for resident care. RNAO's team of experienced LTC implementation coaches are available to help improve the knowledge, skills and practices of the dedicated staff and management in Ontario LTC homes. Facilitated implementation of RNAO's foundational, clinical and healthy work environment best practice guidelines is helping to improve care, quality of life and health outcomes for Ontario's most vulnerable seniors.

Mental Health and Substance Use Program

RNAO's [Mental Health and Substance Use Program](#) drives change by providing leadership to enhance evidence-based care and services across all health-care settings.

Established in 2006, the program supports nurses and other health professionals to achieve these goals by:

- helping nurses increase capacity by providing education and networking opportunities
- collaborating through partnerships with provincial and national organizations to implement best practices in mental health and substance use
- advocating for organizational, policy and system changes to ensure clients receive quality evidence-based mental health and substance use care

Monitoring and evaluation

BPSOs monitor and evaluate the impact of BPG implementation using RNAO's data systems – Nursing Quality Indicators for Reporting and Evaluation® (NQuIRE®) and MyBPSO. This enables BPSOs to make effective practice improvements by identifying areas for intervention to optimize clinical, organizational and health system outcomes.

Reporting via these data systems provides context on impacts related to practice, education, health system research, and management and policy decisions.

NQuIRE

A unique data system launched in 2012, NQuIRE allows BPSOs to monitor and evaluate the impact of BPG implementation through human resource structure indicators and guideline-based, nursing-sensitive structure, process and outcome indicators.

NQuIRE is one of the largest international databases of health-care quality indicators, and is contributing to a deeper understanding of the impact of nursing evidence-based practices at scale. BPSOs worldwide report quality indicator data to NQuIRE to track progress and identify areas for further improvements, as well as optimize clinical, organizational, and health system outcomes. RNAO's staff brings expertise in statistics, end-user design, artificial intelligence and machine learning to elicit unique insights from the database. The NQuIRE international advisory council brings top thinkers in big data and quality improvement to advise on future direction.

MyBPSO reports

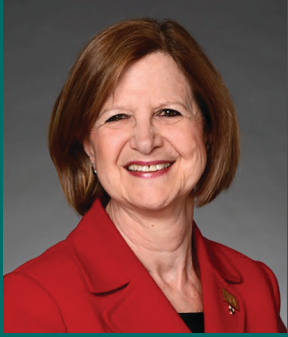
MyBPSO is a reporting data system that collects contextual information from BPSOs to reflect their progress toward achieving BPSO deliverables related to capacity development, implementation, evaluation, dissemination and sustainability planning.

RNAO Evidence Boosters

Evidence Boosters are infographics that demonstrate the impact of evidence-based practice implementation using NQuIRE data. They spotlight BPG implementation and evaluation success stories with executives, managers and front-line staff, by sharing implementation strategies, outcomes, and practice and policy changes.

Publications: Impact and synthesis

The impact of the BPG program is reflected in a growing body of research and academic publications. Major synthesis of the program is also available in Doris Grinspun's and Irmajean Bajnok's 2018 text, *Transforming Nursing Through Knowledge: Best Practices in Guideline Development, Implementation Science and Evaluation*. A Spanish edition of the text published in 2020 is also available. Visit [RNAO.ca/about/research-unit](https://rnao.ca/about/research-unit) to learn more about RNAO's research and publication work.



RNAO's internationally-acclaimed evidence-based Best Practice Guidelines (BPG) Program shapes the clinical, education, administration, research and policy practices of nurses and other health professionals worldwide, impacting in turn the health and lives of the people they serve. Our work has inspired a seismic shift in staff engagement, interprofessional care and clinical excellence. RNAO and its multiple partners are determined to deliver the best evidence-based and person-centred care everywhere and every time. Together, we are unwavering in our conviction that members of the public must always be the real winners of this awesome program!

Doris Grinspun, RN, BScN, MSN, PhD, LLD(hon), Dr(hc), DHC, FAAN, FCAN, O.ONT.
RNAO CEO – Founder and visionary of the BPG program

The Registered Nurses' Association of Ontario (RNAO) is the professional body representing registered nurses, nurse practitioners and nursing students in Ontario. We advocate for healthy public policy, promote excellence in nursing practice, and power nurses to actively influence and shape decisions that affect the profession and the public we serve.



The BPG program has been funded by the Government of Ontario since 1999.



For more information visit our website at RNAO.ca or email us at info@RNAO.ca

