

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE



Leading Change Toolkit™ References

A

Aarons, G. A., Green, A. E., Trott, E., Willging, C. E., Torres, E. M., Ehrhart, M. G., & Roesch, S. C. (2016). The roles of system and organizational leadership in system-wide evidence-based intervention sustainment: a mixed-method study. *Administration and Policy in Mental Health and Mental Health Services Research*, 43(6), 991-1008.

Agency for Healthcare Research and Quality (AHRQ). (2018). *Guide to improving patient safety in primary care settings by engaging patients and families*.
<https://www.ahrq.gov/sites/default/files/wysiwyg/professionals/quality-patient-safety/patient-family-engagement/pfepprimarycare/pfepc-fullguide-final508.pdf>

Albarqouni, L., Hoffmann, T., & Glasziou, P. (2018). Evidence-based practice educational intervention studies: a systematic review of what is taught and how it is measured. *BMC Medical Education*, 18(1), 1-8.

Albornos-Munoz, L., Gonzalez-Maria, E., & Moreno-Casbas, T. (2015). Best Practice Guidelines implementation in Spain: Best practice spotlight organizations. *MedUNAB*, 17(3), 163–169.

Alinsky, S. D. (1989). *Rules for radicals: A practical primer for realistic radicals*. Vintage.

Arnold, S., Coote, A., Harrison, T., Scurrah, E., & Stephens, L. (2018). *Health as a Social Movement: Theory into practice*.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Avella, J. R. (2016). Delphi panels: Research design, procedures, advantages, and challenges. *International Journal of Doctoral Studies*, 11(1), 305-321.

B

Bach-Mortensen, A. M., Lange, B. C., & Montgomery, P. (2018). Barriers and facilitators to implementing evidence-based interventions among third sector organisations: A systematic review. *Implementation Science*, 13(1), 1-19

Bajnok, I., Grinspun, D., & Grdisa, V. (2018a). RNAO's global spread of BPGs: The BPSO designation sustainability and fidelity. In: D. Grinspun & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science, and evaluation* (pp.287-318). Sigma Theta Tau International.

Bajnok, I., Grinspun, D., McConnell, H., & Davies, B. (2018b). Best Practice Spotlight Organization: Implementation Science at its Best. In D. Grinspun & I. Bajnok (Eds.). *Transforming nursing through knowledge: Best practices for guideline development, implementation science, and evaluation* (pp. 142-66). Sigma Theta Tau International.

Baker, C. M., Ogden, S. J., Prapaipanich, W., Keith, C. K., Beattie, L. C., & Nickleson, L. E. (1999). Hospital consolidation: applying stakeholder analysis to merger life-cycle. *JONA: The Journal of Nursing Administration*, 29(3), 11-20.

Bandura, A. (1997). *Self-efficacy: The exercise of control*. Freemann.

Barker, C. (2003). *Cultural studies: Theory and practice*. Sage.

Barwick, M., Dubrowski, R., & Petricca, K. (2020). Knowledge translation: The rise of implementation. Washington, DC: *American Institutes for Research*. <https://ktdrr.org/products/kt-implementation/KT-Implementation-508.pdf>

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Bate, S. P., Bevan, H., & Robert, G. (2004a). *Towards a million change agents. A review of the social movements literature: implications for large scale change in the NHS*. NHS Modernisation Agency.

Bate, P., Robert, G., & Bevan, H. (2004b). The next phase of healthcare improvement: what can we learn from social movements? *BMJ Quality & Safety*, 13(1), 62-66.

Battilana, J., & Casciaro, T. (2013). The network secrets of great change agents. *Harvard Business Review*, 91(7), 62-68.

Bell, K. (2014). Agency definition | Open Education Sociology Dictionary.

Bell, K. (2014). Collective action definition | Open Education Sociology Dictionary.

Belmar, A., Guell, M., Chaparro, J., & Grinspun, D. (2018). Implementación de buenas prácticas en enfermería: Programa BPSO herramienta principal. *Revista Médica Clínica Las Condes*, 29(3), 311-321.

Ben-Hur, S., & Kinley, N. (2016). Intrinsic motivation: The missing piece in changing employee behavior. *Perspectives for Managers*, (192), 1.

Bertrand, D. P., Minguet, G., Gagnayre, R., & Lombrail, P. (2018). Lessons from patient and parent involvement (P&PI) in a quality improvement program in cystic fibrosis care in France. *Orphanet Journal of Rare Diseases*, 13(1), 85-102.

Bevan, H. (2018, Apr 7). Closing remarks from Helen Bevan. [Webinar]. School for Change Agents. Microsoft PowerPoint - zzzzzzzclosing remarks (rjl.se)

Bibby, J., Bevan, H., Carter, C., Bate, P., & Robert, G. (2009). The power of one, the power of many: Bringing social movement thinking to health and healthcare improvement. *Warwick, UK: NHS Institute for Innovation and Improvement*.

Bilsker, D., Petermann, L., & Goldner, E. M. (2012). *Innovation to implementation: A practical guide to knowledge translation in health care*. Mental Health Commission of Canada. I2I-Workbook.pdf (sfu.ca).

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Blueprints for Change. (undated). *Distributed organizing*. Distributed organizing - Google Docs

Boaz, A., Robert, G., Locock, L., Sturme, G., Gager, M., Vougioukalou, S., Ziebland, S., & Fielden, J. (2016). What patients do and their impact on implementation process and outcomes during (and after) participatory quality improvement projects in English acute hospitals: Reflections from an ethnographic study. *Journal of Health Organization and Management*, 30(2), 258–278.

Bombard, Y., Baker, G. R., Orlando, E., Fancott, C., Bhatia, P., Casalino, S., Onate, K., Denis, J.L., & Pomey, M. P. (2018). Engaging patients to improve quality of care: a systematic review. *Implementation Science*, 13(1), 1-22.

Bornbaum, C.C., Kornas, K., Peirson, L., & Rosella, L.C. (2015). Exploring the function and effectiveness of knowledge brokers as facilitators of knowledge translation in health-related settings: A systematic review and thematic analysis. *Implementation Science*, 10(1), 1-12.

Botros, M., Grinspun, D., Thambirajah, A., Harley, C., & Rosenthal, S. (2017). A Journey of a Thousand Steps to #ActAgainstAmputation. *Wound Care Canada*, 15(3), 12-14.

Boyd, A., Burnes, B., Clark, E., & Nelson, A. (2013). *Mobilising and organising for large scale change in healthcare*. 'The Right Prescription: A Call to Action on the use of antipsychotic drugs for people with dementia'. The Manchester Business School. FULL_TEXT.PDF (manchester.ac.uk)

Bowen, S., & Graham, I.D. (2013). Chapter 1.2: integrated knowledge translation. In: SE Straus, J Tetroe, ID Graham (Eds.), *Knowledge translation in health care* (2nd ed). (pp. 14-23), Chichester: Wiley.

Burbidge, I. (2017). Releasing energy for change in our communities. Social movements in health.

C

Canadian Hospice Palliative Care Association (2013). *A model to guide hospice palliative care: Based on national principles and norms of practice*. <https://www.chpca.ca/wp-content/uploads/2019/12/norms-of-practice-eng-web.pdf>

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Canadian Institutes of Health Research. (2012). *Guide to knowledge translation planning at CIHR: integrated and end-of-grant approaches*. Canadian Institutes of Health Research.

Canadian Patient Safety Institute (CPSI). (2017). *Engaging patients in patient safety – a Canadian guide*. <https://www.patientsafetyinstitute.ca/en/toolsResources/Patient-Engagement-in-Patient-Safety-Guide/Documents/Engaging%20Patients%20in%20Patient%20Safety.pdf>

Canadian Patient Safety and Incident Management Toolkit. (undated). Glossary. Canadian Patient Safety Institute. <https://www.patientsafetyinstitute.ca/en/toolsResources/PatientSafetyIncidentManagementToolkit/Pages/Glossary.aspx>

Capital Health. (2011). *Engagement Framework and Toolkit*. Retrieved from: <http://www.cdha.nshealth.ca/system/files/sites/317/documents/engagement-framework-and-toolkit.pdf>

Carman, K. L., Dardess, P., Maurer, M., Sofaer, S., Adams, K., Bechtel, C., & Sweeney, J. (2013). Patient and family engagement: a framework for understanding the elements and developing interventions and policies. *Health Affairs*, 32(2), 223-231.

Carson-Stevens, A., Patel, E., Nutt, S. L., Bhatt, J., & Panesar, S. S. (2013). The social movement drive: A role for junior doctors in healthcare reform. *Journal of the Royal Society of Medicine*, 106(8), 305-309.

Casas-Cortés, M. I., Osterweil, M., & Powell, D. E. (2008). Blurring boundaries: Recognizing knowledge-practices in the study of social movements. *Anthropological Quarterly*, 17-58.

Centres for Disease Control and Prevention. (2020). *Performance and Program Evaluation*. <https://www.cdc.gov/eval/>

Chambers, D. A., Glasgow, R. E., & Stange, K. C. (2013). The dynamic sustainability framework: addressing the paradox of sustainment amid ongoing change. *Implementation Science*, 8(1), 1-11.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Chapman, E., Haby, M. M., Toma, T. S., De Bortoli, M. C., Illanes, E., Oliveros, M. J., & Barreto, J. O. M. (2020). Knowledge translation strategies for dissemination with a focus on healthcare recipients: an overview of systematic reviews. *Implementation Science*, *15*(1), 1-14.

Claridge, T. (2018). What is bridging social capital. *Social Capital Research & Training*. What is bridging social capital? (socialcapitalresearch.com)

Cole, N. L. (2019, January 22). How sociologists define human agency. *ThoughtsCo*. <https://www.thoughtco.com/agency-definition-3026036#>.

College of Nurses of Ontario (CNO). (2013). *Working with unregulated care providers*. https://www.cno.org/globalassets/docs/prac/41014_workingucp.pdf.

College of Nurses of Ontario (CNO). (2018). *Legislation and Regulation RHPA: Scope of Practice, Controlled Acts Model*. https://www.cno.org/globalassets/docs/policy/41052_rhpscope.pdf.

College of Nurses of Ontario. (2019). *Ethics*. https://www.cno.org/globalassets/docs/prac/41034_ethics.pdf.

Cook, J. M., Schnurr, P. P., Biyanova, T., & Coyne, J. C. (2015). Apples don't fall far from the tree: influences on psychotherapists' adoption and sustained use of new therapies. *American Psychiatric Services*, *60*(5), 671–676.

D

Davey, L. (2009). From research to practice: Communications for social change. *New Directions for Youth Development*, *2009*(124), 83-90.

DeFronzo, J & Gill, J. (2019). *The Sociology of Social Movements*. Social Problems and Social Movements (pp. 15). Rowman & Littlefield. https://rowman.com/webdocs/Social%20Problems_FM.pdf

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

del Castillo, J., Khan, H., Nicholas, L., & Finnis, A. (2016). *Health as a Social Movement: The power of people in movements*. Nesta. https://media.nesta.org.uk/documents/health_as_a_social_movement-sept.pdf

del Castillo, J., Nicholas, L., Nye, R., & Khan, H. (2017). *We change the world: What can we learn from global social movements for health?* Nesta. <https://www.nesta.org.uk/publications/we-change-world-what-can-we-learn-global-socialmovements-health>

Deloitte Center for Government Insights. (2018). *Success at scale A guide to scaling public sector innovation*. Deloitte Development LLC. [DI_Secrets-of-scale.pdf \(deloitte.com\)](https://www.deloitte.com/au/insights/industry/government/success-at-scale-a-guide-to-scaling-public-sector-innovation)

Dementia Action Alliance. (2009). *The Right Prescription: A call to action on the use of antipsychotic drugs for people with dementia*. The Right Prescription - inappropriate use of antipsychotics in dementia report.pdf

De Pedro, K. T., Pineda, D., Capp, G., Moore, H., Benbenishty, R., & Astor, R. A. (2017). Implementation of a School Districtwide Grassroots Antibullying Initiative: A School Staff and Parent–Focused Evaluation of Because Nice Matters. *Children & Schools, 39*(3), 137-145.

De Vaus, D. (2006). *Research design in social research*. Sage.

Diani, M., & Bison, I. (2004). Organizations, coalitions, and movements. *Theory and Society, 33*(3), 281-309.

Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). *Internet, phone, mail, and mixed-mode surveys: the tailored design method*. John Wiley & Sons.

Donabedian, A. (1988). The quality of care. How can it be assessed? *Journal of the American Medical Association, 260*(12), 1743-1748.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

E - F

Eccles, M. P., & Mittman, B. S. (2006). Welcome to implementation science. *Implementation Science*, 1(1), 1-3.

Else, B. (1998). Hospice and palliative care as a new social movement: A case illustration from South Australia. *Journal of Palliative Care*, 14(4), 38-46.

Embry, R. A., & Grossman, F. D. (2006). The Los Angeles county response to child abuse and deafness: A social movement theory analysis. *American Annals of the Deaf*, 151(5), 488-498.

Feyissa, G. T., Woldie, M., Munn, Z., & Lockwood, C. (2019). Exploration of facilitators and barriers to the implementation of a guideline to reduce HIV-related stigma and discrimination in the Ethiopian healthcare settings: a descriptive qualitative study. *PloS one*, 14(5), e0216887.

Field, B., Booth, A., Ilott, I., & Gerrish, K. (2014). Using the Knowledge to Action Framework in practice: a citation analysis and systematic review. *Implementation Science*, 9(1), 1-14.

Fishbein, M., & Ajzen, I. (2010). Defining and predicting behavior. *Predicting and changing behavior: The reasoned action approach*, 29-73.

Flesher Fominaya, C. (2010). Collective identity in social movements: Central concepts and debates. *Sociology Compass*, 4(6), 393-404.

Fleischer, A. R., Semenic, S. E., Ritchie, J. A., Richer, M. C., & Denis, J. L. (2015). An organizational perspective on the long-term sustainability of a nursing best practice guidelines program: a case study. *BMC Health Services Research*, 15(1), 1-16.

FrameWorks Institute. (2020). *Framing with visuals*. framing-with-visuals_ford_mental_health_toolkit.pdf (frameworksinstitute.org).

Frei, F., & Morriss, A. (2020). Begin with trust. *Harvard Business Review*, 98(3), 112-121.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

G

Gagliardi, A. R., Brouwers, M. C., & Bhattacharyya, O. K. (2014). A framework of the desirable features of guideline implementation tools (GItools): Delphi survey and assessment of GItools. *Implementation Science, 9*(98), 1-9.

Gagliardi, A. R., Kothari, A., & Graham, I. D. (2017). Research agenda for integrated knowledge translation (IKT) in healthcare: What we know and do not yet know. *Journal of Epidemiological Community Health, 71*(2), 105-106.

Gaglio, B., Shoup, J. A., & Glasgow, R. E. (2013). The RE-AIM framework: a systematic review of use over time. *American Journal of Public Health, 103*(6), e38-e46.

Galford, R., & Drapeau, A. S. (2003). The enemies of trust. *Harvard Business Review, 81*(2), 88-95.

Ganz, M. L. (2001, August 18-21). *The power of story in social movements*. [Conference session]. Annual Meeting of the American Sociological Association, Anaheim, CA, United States.

Ganz, M. L. (2009). What Is Public Narrative: Self, Us & Now. [Public Narrative Worksheet]. Working Paper.

Ganz, M. (2011). Public narrative, collective action, and power. In S. Odugbemi & T. Lee (Eds.), *Accountability through Public Opinion: From Inertia to Public Action* (pp. 273-289). The World Bank.

Ganz, M. (2014). Chapter 2 Lessons from social movements. In N. Goel, A. Baciú, & A. Mack (Eds.), *Supporting a Movement for Health and Health Equity: Lessons from Social Movements: Workshop Summary*. National Academies Press.

Ganz, M. (2018). *How to build a team: Online course* [videos]. Resistance School & Leading Change Network. How to Build a Team: Online Course - The Commons (commonslibrary.org).

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Gerke, D., Lewis, E., Prusaczyk, B., Hanley, C., Baumann, A., & Proctor, E. (2017 July). *Implementation Outcomes*. (2017). Washington University in St. Louis: Institute of Clinical and Translational Sciences. [DIRC-implementation-outcomes-tool-dg_7-27-17_ab-27xbrka.pdf](https://www.wpmucdn.com/dirc-implementation-outcomes-tool-dg_7-27-17_ab-27xbrka.pdf) (wpmucdn.com)

Gershon, R. R., Stone, P. W., Bakken, S., & Larson, E. (2004). Measurement of organizational culture and climate in healthcare. *JONA: The Journal of Nursing Administration*, 34(1), 33-40.

Glasgow, R.E., Harden, S.M., Gaglio, B., Rabin, B., Smith, M.L., Porter, G.C., Ory, M.G., & Estabrooks, P.A., 2019. RE-AIM planning and evaluation framework: adapting to new science and practice with a 20-year review. *Frontiers in Public Health*, 7, 64.

Glasgow, R. E., Vinson, C., Chambers, D., Khoury, M. J., Kaplan, R. M., & Hunter, C. (2012). National Institutes of Health approaches to dissemination and implementation science: current and future directions. *American Journal of Public Health*, 102(7), 1274-1281.

Government of Ontario. (2018, December 10). *Excellent Care For All*. <https://www.health.gov.on.ca/en/pro/programs/ecfa/legislation/>

Government of Ontario. (2020, January 20). *Dot voting alpha*. Dot voting alpha | Ontario.ca

Graham, I. D., & Logan, J. (2004). Translating research-innovations in knowledge transfer and continuity of care. *Canadian Journal of Nursing Research Archive*, 89-104.

Graham, I. D., Logan, J., Harrison, M. B., Straus, S. E., Tetroe, J., Caswell, W., & Robinson, N. (2006). Lost in knowledge translation: time for a map? *Journal of Continuing Education in the Health Professions*, 26(1), 13-24.

Grimshaw, J., & Presseau, J. (2018, Apr 4). *Webinar 3: Who needs to do what, differently, to promote implementation?* [Webinar]. CPSI National Webinar Series Knowledge Translation and Implementation Science Education Series. <https://www.patientsafetyinstitute.ca/en/toolsResources/KTIS-Webcast-Series-2018/Pages/Webinar-3-Who-needs-to-do-what-differently-to-promote-implementation-2018-04-12.aspx>

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Grinspun, D. (2007, November). *Using evidence, politics, communications, and media to shape health policy: A framework for action* [PowerPoint slides]. Oral presentation at University of Ottawa, master's level nursing course, Policy, Political Action, and Change. Ottawa: ON.

Grinspun, D. (2011). Guías de practica clinica y entorno laboral basados en la evidencia elaboradas por la Registered Nurses' Association of Ontario (RNAO). *Enfermeria Clinica*, 21(1): 1-2.

Grinspun, D. (2015a, Sept/Oct). A platform, members and social media: RNAO winning recipe. CEO dispatch with Doris Grinspun. *RNJ*, 27(5), 6.

Grinspun, D. (2015b). Transforming Nursing Practice through Evidence. *Revista MedUNAB*, 17(3), 133-134.

Grinspun, D. (2016, Jul/Aug). Speaking truth to power: A moral duty for every nurse. *RNJ*, 28(4), 6.

Grinspun, D. (2017a, Jan/Feb). Values, Evidence. Courage. *RNJ*, 29(1), 6.

Grinspun, D. (2017b). Mobilizing Knowledge Through the RNAO Program: A Social Movement. *Revista MedUNAB*, 20(2), 113-114.

Grinspun, D. (2018). Transforming Nursing Through Knowledge: The conceptual and programmatic underpinnings of RNAO's BPG program. In D. Grinspun & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best Practices for guideline development, implementation science and evaluation* (pp. 3-27). Sigma Theta Tau International.

Grinspun D. (2021). Transformando la enfermería a través el conocimiento: pasado, presente y futuro del programa de guías de buenas prácticas de Registered Nurses' Association of Ontario. *MedUNAB*, 24(2), 239-254.

Grinspun, D., & Bajnok, I. (Eds.). (2018). *Transforming Nursing through Knowledge*. Sigma Theta Tau.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Grinspun, D., Botros, M., Mulrooney, L.A., No, J., Sibbald, R., & Penney, T. (2018a). Scaling deep to improve people's health: From evidence-based practice to evidence-based policy. In D. Grinspun & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science and evaluation* (pp. 465-91). Sigma Theta Tau International.

Grinspun, D., McConnell, H., Virani, T., & Squires, J. (2018b). Forging the way with implementation science. In D. Grinspun & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science and evaluation* (pp. 95-116). Sigma Theta Tau International.

Grinspun, D., Melnyk, B.M., & Fineout-Overholt E. (2010). Advancing Optimal Care with Clinical Practice Guidelines. In B.M. Melnyk & E. Fineout-Overholt (Eds), *Evidence-based practice in nursing & healthcare. A guide to best practice* (2nd ed.), (186-204). Philadelphia: Lippincott, Williams & Wilkins.

Grinspun, D., Virani, T., & Bajnok, I. (2001). Nursing Best Practice Guidelines: The RNAO Project. *Healthcare Quarterly*, 5(2), 56-60.

Grinspun, D., Wallace, K., Li, S., McNeill, S., & Squires, J. (2020). Leading change through social movement. *RNJ*, 32(1), 15.

H

Hailemariam, M., Bustos, T., Montgomery, B., Barajas, R., Evans, L. B., & Drahota, A. (2019). Evidence-based intervention sustainability strategies: A systematic review. *Implementation Science*, 14(1), 1-12.

Hatlie, M. J., Nahum, A., Leonard, R., Jones, L., Nahum, V., Krevat, S. A., Mayer, S. B., & Smith, K. M. (2020). Lessons learned from a systems approach to engaging patients and families in patient safety transformation. *The Joint Commission Journal on Quality and Patient Safety*, 46(3), 158-166.

Harrison, M. B., Graham, I. D., Fervers, B., & van den Hoek, J. (2013). Adapting knowledge to local context. In S. Straus, J. Tetroe, & I. Graham (Eds.), *Knowledge translation in health care* (pp. 110-20). Wiley.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Harrison, M. B., Légaré, F., Graham, I. D., & Fervers, B. (2010). Adapting clinical practice guidelines to local context and assessing barriers to their use. *CMAJ*, *182*(2), E78-E84.

Herechuk, B., Gosse, C., & Woods, J. N. (2010, December). Achieving environmental excellence through a multidisciplinary grassroots movement. *Healthcare Management Forum* *23*(4), 144-149.

Hoyos, J. B., Grinspun, D., Vera, C. V., Jiménez, M. T. P., Fernández, M. S. J., & Sánchez, J. A. G. (2020). Las redes sociales en la estrategia de implementación de evidencias en la práctica clínica: Experiencia del Hospital Regional Universitario de Málaga, España. *MedUNAB*, *23*(1), 107-117.

I - J

Ibrahim, S., & Sidani, S. (2015). Fidelity of intervention implementation: A review of instruments. *Health*, *7*(12), 1687.

Institute for Patient- and Family-Centred Care (IPFCC). (2011). *Partnering with patients and families to enhance safety and quality: a mini toolkit*. <https://www.ipfcc.org/resources/Patient-Safety-Toolkit-04.pdf>

Jaben, M. (2016, June 28). *The science behind resistance to change: What the research says and how it can help you* [video]. Youtube. The Science Behind Resistance to Change: What the Research Says & How it Can Help You - YouTube

Jensen-Doss, A., Hawley, K. M., Lopez, M., & Osterberg, L. D. (2009). Using evidence-based treatments: The experiences of youth providers working under a mandate. *Professional Psychology: Research and Practice*, *40*(4), 417.

Johns, G. (2006). The essential impact of context on organizational behavior. *Academy of Management Review*, *31*(2), 386-408.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Jun, J., Kovner, C. T., & Stimpfel, A. W. (2016). Barriers and facilitators of nurses' use of clinical practice guidelines: An integrative review. *International Journal of Nursing Studies*, 60, 54-68.

K

Kane, M., & Trochim, W. M. (2006). *Concept mapping for planning and evaluation* (Vol. #50). Sage Publications.

Kapilashrami, A., Smith, K. E., Fustukian, S., Eltanani, M. K., Laughlin, S., Robertson, T., Muir, J., Gallova, E., & Scandrett, E. (2016). Social movements and public health advocacy in action: The UK people's health movement. *Journal of Public Health*, 38(3), 413-416.

Karsh, B. T. (2004). Beyond usability: Designing effective technology implementation systems to promote patient safety. *BMJ Quality & Safety*, 13(5), 388-394.

Katcher, R. (2010). Unstill waters: The fluid role of networks in social movements. *Nonprofit Quarterly*, 17(2), 52-59.

Kearsey, K. (2021). Inspiring stories of person- and family-centred care during a global pandemic. *Hospital News*. Retrieved from <https://hospitalnews.com/inspiring-stories-of-person-and-family-centred-care-during-a-global-pandemic/>

Kebede, A., Shriver, TE., & Knottnerus, JD. (2000). 'Social movement endurance: collective identity and the rastafari'. *Sociological Inquiry*, 70(3), 313-337.

Kennedy, L., Pinkney, S., Suleman, S., Mâsse, L. C., Naylor, P. J., & Amed, S. (2019). Propagating Change: Using RE-FRAME to Scale and Sustain A Community-Based Childhood Obesity Prevention Initiative. *International Journal of Environmental Research and Public Health*, 16(5), 736.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Kemper, C., Blackburn, C., Doyle, J. A., & Hyman, D. (2013). Engaging patients and families in system-level improvement: a safety imperative. *Nursing Administration Quarterly*, 37(3), 203-215.

Khadjesari, Z., Vitoratou, S., Sevdalis, N., & Hull, L. (2017). Implementation outcome assessment instruments used in physical healthcare settings and their measurement properties: A systematic review protocol. *BMJ Open*, 7(10), e017972.

Kitson, A. L., & Straus, S. E. (2013). Identifying knowledge to action gaps. In S.E. Straus, J. Tetroe, & I. Graham (Eds.), *Knowledge translation in health care* (2nd ed., pp. 97-109). Wiley Blackwell.

Klaus, T. W., & Saunders, E. (2016). Using collective impact in support of communitywide teen pregnancy prevention initiatives. *Community Development*, 47(2), 241-258.

[Knowledge Translation Canada. \(2020\). *Intersectionality and Knowledge Translation: Reflection Workbook*. \[https://knowledgetranslation.net/wp-content/uploads/2020/04/IntersectionalityKT_Reflection_Workbook_updated_final.pdf\]\(https://knowledgetranslation.net/wp-content/uploads/2020/04/IntersectionalityKT_Reflection_Workbook_updated_final.pdf\).](https://knowledgetranslation.net/wp-content/uploads/2020/04/IntersectionalityKT_Reflection_Workbook_updated_final.pdf)

Kotter, J. P. (2012). *Leading change*. Harvard Business Press.

Kwok, E. Y. L., Moodie, S. T., Cunningham, B. J., & Oram Cardy, J. E. (2020). Selecting and tailoring implementation interventions: A concept mapping approach. *BMC Health Services Research*, 20, 1-13.

L

Land, M., Hex, N., & Bartlett, C. (2013). *Building and aligning energy for change. A review of published and grey literature, initial concept testing and development*. NHS. [bevan-bldg-align-lit-review.pdf](#).

LaRocca, R., Yost, J., Dobbins, M., Ciliska, D., & Butt, M. (2012). The effectiveness of knowledge translation strategies used in public health: A systematic review. *BMC Public Health*, 12(1), 1-15.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Lau, R., Stevenson, F., Ong, B. N., Dziedzic, K., Treweek, S., Eldridge, S., Everitt, H., Kennedy, A., Qureshi, N., Rogers, A., Peacock, R., & Murray, E. (2015). Achieving change in primary care—effectiveness of strategies for improving implementation of complex interventions: Systematic review of reviews. *BMJ Open*, 5(12), e009993.

Laws, R. A., Kemp, L. A., Harris, M. F., Davies, G. P., Williams, A. M., & Eames-Brown, R. (2009). An exploration of how clinician attitudes and beliefs influence the implementation of lifestyle risk factor management in primary healthcare: A grounded theory study. *Implementation Science*, 4(1), 1-15.

Lennox, L., Maher, L., & Reed, J. (2018). Navigating the sustainability landscape: A systematic review of sustainability approaches in healthcare. *Implementation Science*, 13(1), 1-17.

Lee, C., & Ho, K. (2019, July). Knowledge to action framework for home health monitoring. In *Healthcare management forum* (Vol. 32, No. 4, pp. 183-187). Sage CA: Los Angeles, CA: SAGE Publications.

Li, S. A., Jeffs, L., Barwick, M., & Stevens, B. (2018). Organizational contextual features that influence the implementation of evidence-based practices across healthcare settings: A systematic integrative review. *Systematic Reviews*, 7(1), 1-19.

Liang, L., Cako, A., Urquhart, R., Straus, S. E., Wodchis, W. P., Baker, G. R., & Gagliardi, A. R. (2018). Patient engagement in hospital health service planning and improvement: a scoping review. *BMJ Open*, 8(1).

Lippman, S. A., Maman, S., MacPhail, C., Twine, R., Peacock, D., Kahn, K., & Pettifor, A. (2013). Conceptualizing community mobilization for HIV prevention: Implications for HIV prevention programming in the African context. *PloS One*, 8(10), e78208.

Lippman, S. A., Neilands, T. B., Leslie, H. H., Maman, S., MacPhail, C., Twine, R., Peacock, D., Khan, K., & Pettifor, A. (2016). Development, validation, and performance of a scale to measure community mobilization. *Social Science & Medicine*, 157, 127-137.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

M

MacDonald, JA., Silva-Galleguillos, A., Gomez Diaz, O., & Bajnok, I. (2018). Enhancing the evidence-based nursing curriculum and competence in evidence-based practice. In D. Grinspun & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science, and evaluation* (pp. 217-238). Sigma Theta Tau.

Mairs, K., McNeil, H., McLeod, J., Prorok, J. C., & Stolee, P. (2013). Online strategies to facilitate health-related knowledge transfer: A systematic search and review. *Health Information & Libraries Journal*, 30(4), 261-277.

Maurer M., Dardess P., Carman K., Frazier K., & Smeeding, L. (2012). *Guide to Patient and Family Engagement: Environmental Scan Report*. American Institutes for Research.
<https://www.ahrq.gov/sites/default/files/publications/files/ptfamilyscan.pdf>

McAdam, D. (1986). Recruitment to high-risk activism: The case of freedom summer. *American Journal of Sociology*, 92(1), 64-90.

McConnell, H., Merali, S., John, S., McNeill, S., & Bajnok, I. (2018). Scaling up and out: System-wide implementation initiatives. In D. Grinspun & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science, and evaluation* (pp. 241-263). Sigma Theta Tau.

McKay, S. (2016, May 2). *Organizing for transformational change*. Carnegie Foundation for the Advancement of Teaching. Organizing for Transformational Change | Carnegie Foundation for the Advancement of Teaching

McMaster University. (2018). Overview of the Public and Patient Engagement Evaluation Tool.
<https://fhs.mcmaster.ca/publicandpatientengagement/ppeet.html>.

Melucci, A. (1989). *Nomads of the present: Social movements and individual needs in contemporary society* (J. Keane & P. Mier, Eds.). Hutchinson Radius.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Michie, S., Richardson, M., Johnston, M., Abraham, C., Francis, J., Hardeman, W., Eccles, M.P., Cane, J., & Wood, C. (2013). The behavior change technique taxonomy (v1) of 93 hierarchically clustered techniques: building an international consensus for the reporting of behavior change interventions. *Annals of Behavioral Medicine* 46 (1), 81-95.

Moher, D., Liberati, A., Tetzlaff, J., Altman, DG., & PRISMA Group. (2009). Preferred reporting items for systematic reviews and meta-analyses: the PRISMA statement. *BMJ*, 339, b2535.

Mokkink, L.B., Terwee, C.B., Knol, D.L., Stratford, P.W., Alonso, J., Patrick, D.L., Bouter, L.M. & De Vet, H.C. (2010). The COSMIN checklist for evaluating the methodological quality of studies on measurement properties: a clarification of its content. *BMC Medical Research Methodology*, 10(1), 1-8.

Moore, M. L., Riddell, D., & Vocisano, D. (2015). Scaling out, scaling up, scaling deep: Strategies of non-profits in advancing systemic social innovation. *Journal of Corporate Citizenship*, (58), 67-84.

Moore, A. E., Straus, S. E., Kasperavicius, D., Bell, N. R., Dickinson, J. A., Grad, R., Singh, H., Theriault, G., Thombs, B.D., & Colquhoun, H. (2017). Knowledge translation tools in preventive health care. *Canadian Family Physician*, 63(11), 853-858.

Moreno-Casbas, T., Fuentelsaz-Gallego, C., Gonzalez-Maria, E., & Gil de Miguel, A. (2010 May-June). Barreras para la utilizacion de la investigacion. Estudio descriptivo en profesionales de enfermeria de la practica clinica y en investigadores activos. *Enfermeria Clinica*. 20(3), 153–164.

Moullin, J.C., Dickson, K.S., Stadnick, N.A., Albers, B., Nilsen, P., Broder-Fingert, S., Mukasa, B. & Aarons, G.A. (2020). Ten recommendations for using implementation frameworks in research and practice. *Implementation Science Communications*, 1(1), pp.1-12.

N

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

National Health Services (NHS) Institute for Innovation and Improvement. (2017). *Improvement leaders' guide. Sustainability and its relationship with spread and adoption: General improvement skills.* <https://www.england.nhs.uk/improvement-hub/wp-content/uploads/sites/44/2017/11/ILG-1.7-Sustainability-and-its-Relationship-with-Spread-and-Adoption.pdf>

National Institute for Health and Care Excellence. (2010, January 1). *Promoting health: Advocacy guide for health professionals.* International Council of Nurses. Promoting health : advocacy guide for health professionals | Document summary | Evidence search | NICE.

Nelligan, P., Grinspun, D., Jonas-Simpson, C., McConnell, H., Peter, E., Pilkington, B., Balfour, J., Connolly, L., Lefebvre, N., Reid-Haughian, C. & Sherry, K. (2002). Client-centred care: Making the ideal real. *Hospital Quarterly*, 5(4), 70-74.

Nilsen, P. (2015). Making sense of implementation theories, models and frameworks. *Implementation Science*, 10(1), 53.

Nilsen, P., & Bernhardsson, S. (2019). Context matters in implementation science: A scoping review of determinant frameworks that describe contextual determinants for implementation outcomes. *BMC Health Services Research*, 19(1), 1-21.

Norton, B. L., McLeroy, K. R., Burdine, J. N., Felix, M. R., & Dorsey, A. M. (2002). Community capacity: Concept, theory, and methods. *Emerging Theories in Health Promotion Practice and Research*, 194.

O - Q

Ortner, P. M. (2004). The nurse as change agent: An approach to environmental health advocacy training. *Policy, Politics, & Nursing Practice*, 5(2), 125-130.

Oxford Dictionary (2021) Initiative. In *Oxford Dictionary*. Retrieved May 13, 2021, from INITIATIVE | Definition of INITIATIVE by Oxford Dictionary on Lexico.com also meaning of INITIATIVE

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Oxford University Press. (2021). Thought-leader. In *Oxford Learner's Dictionaries*. Retrieved May 13, 2021, from <https://www.oxfordlearnersdictionaries.com/definition/english/thought-leader>

Penno, L. N., Davies, B., Graham, I. D., Backman, C., MacDonald, I., Bain, J., Johnson, A.M., Moore, J., & Squires, J. (2019). Identifying relevant concepts and factors for the sustainability of evidence-based practices within acute care contexts: A systematic review and theory analysis of selected sustainability frameworks. *Implementation Science*, 14(1), 1-16.

Peters, D. H., Tran, N. T., & Adam, T. (2013). *Implementation research in health: A practical guide*. World Health Organization.

Planetree. (2017). *Patient and family partnership councils and beyond: solutions for making good on the promise of partnering with patients*. <http://planetree.org/wp-content/uploads/2017/04/17.-Patient-and-Family-Partnership-Councils-and-Beyond-Primer.pdf>

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*, 7(4), 238-251.

Polletta, F., & Jasper, J. M. (2001). Collective identity and social movements. *Annual Review of Sociology*, 27(1), 283-305.

Powell, B. J., Beidas, R. S., Lewis, C. C., Aarons, G. A., McMillen, J. C., Proctor, E. K., & Mandell, D. S. (2017). Methods to improve the selection and tailoring of implementation strategies. *The Journal of Behavioral Health Services and Research*, 44(2), 177-194.

Powell, B. J., Waltz, T. J., Chinman, M. J., Damschroder, L. J., Smith, J. L., Matthieu, M. M., Proctor, E. K., & Kirchner, J. E. (2015). A refined compilation of implementation strategies: Results from the Expert Recommendations for Implementing Change (ERIC) project. *Implementation Science*, 10(1), 1-14.

Practice & Research Together. (2021). What is evidence-informed practice? Retrieved May 25, 2021, from PART Canada | What is Evidence-informed Practice (EIP)?

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Proctor, E. K. (2020). Outcomes. In: P, Nilsen & SA, Birken (Eds). *Handbook on implementation science* (pp. 276-290). Edward Elgar Publishing.

Proctor, E. K., Luke, D., Calhoun, A., McMillen, C., Brownson, R., McCrary, S., & Padek, M. (2015). Sustainability of evidence-based healthcare: Research agenda, methodological advances, and infrastructure support. *Implementation Science*, *10*(1), 1-13.

Proctor, E. K., Powell, B. J., & McMillen, J. C. (2013). Implementation strategies: Recommendations for specifying and reporting. *Implementation Science*, *8*(1), 1-11.

Proctor, E., Silmere, H., Raghavan, R., Hovmand, P., Aarons, G., Bunger, A., Griffey, R. & Hensley, M., 2011. Outcomes for implementation research: conceptual distinctions, measurement challenges, and research agenda. *Administration and Policy in Mental Health and Mental Health Services Research*, *38*(2), 65-76.

R

Rabin, B. A., Brownson, R. C., Haire-Joshu, D., Kreuter, M. W., & Weaver, N. L. (2008). A glossary for dissemination and implementation research in health. *Journal of Public Health Management and Practice*, *14*(2), 117-123.

Registered Nurses' Association of Ontario. (2012). *Toolkit: Implementation of best practice guidelines* (2nd ed.). RNAO_ToolKit_2012_rev4_FA.pdf.

Registered Nurses' Association of Ontario. (2015). *Person- and Family-Centred Care*. FINAL_Web_Version_0.pdf (rnao.ca).

Rey, M., Grinspun, D., Costantini, L., & Lloyds, M. (2018). The anatomy of a rigorous best practice guideline development process. In D. Grinspun, & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science and evaluation* (pp. 31-68). Sigma Theta Tau International.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Rogers, E. M. (2003). *Diffusion of innovations* (5th ed.). Simon and Schuster.

Rogers, E. M. (2010). *Diffusion of innovations* (4th ed.). Simon and Schuster.

Rogers, L., De Brún, A., & McAuliffe, E. (2020). Defining and assessing context in healthcare implementation studies: A systematic review. *BMC Health Services Research*, 20(1), 1-24.

Ruglis, J., & Freudenberg, N. (2010). Toward a healthy high schools movement: Strategies for mobilizing public health for educational reform. *American Journal of Public Health*, 100(9), 1565-1570.

Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54-67.

Rycroft-Malone, J., & Stetler, C.B. (2004). Commentary on evidence, research, knowledge: a call for conceptual clarity. *Worldviews on Evidence-Based Nursing*, 1(2),98-101.

S

Sabatier, P. A., & Weible, C. M. (Eds.). (2014). *Theories of the policy process*. Westview press.

Sackett, D., Rosenberg, W., Gray, J., Haynes, R.B., & Richardson, W.S. (1996). Evidence based medicine: what it is and what it isn't: It's about integrating individual clinical expertise and the best external evidence. *BMJ*, 312, 71-72.

Sampson, R. J., Morenoff, J. D., & Gannon-Rowley, T. (2002). Assessing "neighborhood effects": Social processes and new directions in research. *Annual Review of Sociology*, 28(1), 443-478.

Santos-Longhurst, A. (2019, November 2). *Intrinsic motivation: How to pick up healthy motivation techniques*. [Intrinsic Motivation Theory: Overview, Factors, and Examples \(healthline.com\)](https://www.healthline.com/health/intrinsic-motivation-theory-overview-factors-and-examples)

Saskatchewan Ministry of Health. (2011). Patient- and family-centred care in Saskatchewan: A framework for putting patients and families first. <http://www.health.gov.sk.ca/pfcc-framework>.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Satell, G. (2020, November 15). *10 principles for transformational change*. Digital Tonto. 10 Principles for Transformational Change | Digital Tonto

Sawatzky-Dickson, D. (2010). Evidence-informed resource package. Winnipeg Regional Health Authority. Retrieved from: <https://professionals.wrha.mb.ca/old/osd/files/EIPResourcePkg.pdf>

Scheirer, M. A. (2005). Is sustainability possible? A review and commentary on empirical studies of program sustainability. *American Journal of Evaluation*, 26(3), 320-347.

Scholl, I., LaRussa, A., Hahlweg, P., Kobrin, S., & Elwyn, G. (2018). Organizational-and system-level characteristics that influence implementation of shared decision-making and strategies to address them—A scoping review. *Implementation Science*, 13(1), 1-22.

School for Change Agents. (2018, February 15). *Module 1: Change Starts with Me* [webinar]. Slideshare. School for Change Agents; Module one; Change Starts with Me (slideshare.net)

Scott, J., & Marshall, G. (2015). *A Dictionary of sociology* (3rd ed.). Oxford University Press.

Scott, S. D., Albrecht, L., O’Leary, K., Ball, G. D., Hartling, L., Hofmeyer, A., Jones, A.J., Klassen, T.P., Burns, K.K., Newton, A.S., Thompson, D., & Dryden, D. M. (2012). Systematic review of knowledge translation strategies in the allied health professions. *Implementation Science*, 7(1), 1-17.

Serna Restrepo, A., Esparza-Bohorquez, M., Abad Vasquez, S., Cortes, O., Granados Oliveros, L., Belmar Valdebenito, A., Mo, J., & Grinspun, D. (2018). The Latin-American BPSO experience: A consortium model. In D. Grinspun, & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science and evaluation* (pp. 359-91). Sigma Theta Tau International.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Sharkey, S., Lefebvre, N., Ray, K., Malek, AM., Bell, B., Taggar, R., O’Leary, B., & dasGupta, T. (2018). The BPSO pioneers: Creating, sustaining, and expanding evidence-based cultures through the BPSO designation. In D. Grinspun & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science and evaluation* (pp. 167-86). Sigma Theta Tau International.

Sharma, T., Bamford, M., & Dodman, D. (2015). Person-centred care: an overview of reviews. *Contemporary Nurse*, 51(2-3), 107-120.

Sharma, A. E., Willard-Grace, R., Willis, A., Zieve, O., Dubé, K., Parker, C., & Potter, M. B. (2016). “How can we talk about patient-centered care without patients at the table?” Lessons learned from patient advisory councils. *The Journal of the American Board of Family Medicine*, 29(6), 775-784.

Sharpe, P. A., Wilcox, S., Kinnard, D., & Condrasky, M. D. (2018). Community health advisors’ participation in a dissemination and implementation study of an evidence-based physical activity and healthy eating program in a faith-based setting. *Journal of Community Health*, 43(4), 694-704.

Shelton, R. C., Cooper, B. R., & Stirman, S. W. (2018). The sustainability of evidence-based interventions and practices in public health and health care. *Annual Review of Public Health*, 39, 55-76.

Silva-Galleguillos, A. (2015). Implementacion de guias de buenas practicas clinicas elaboradas por Registered Nurses’ Association of Ontario en curriculum de en Enfermeria Universidad de Chile. *MedUNAB*, 17(3), 182–189.

Sinek, S., Mead, D., & Docker, P. (2017). *Find your why*. Portfolio.

Solomons, N. M., & Spross, J. A. (2011). Evidence-based practice barriers and facilitators from a continuous quality improvement perspective: An integrative review. *Journal of Nursing Management*, 19(1), 109-120.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Squires, J. E., Aloisio, L. D., Grimshaw, J. M., Bashir, K., Dorrance, K., Coughlin, M., Hutchinson, A.M., Francis, J., Michie, S., Sales, A., Brehaut, J., Curran, J., Ivers, N., Lavis, J., Noseworthy, T., Vine, J., Hillmer, M., & Graham, I. D. (2019). Attributes of context relevant to healthcare professionals' use of research evidence in clinical practice: A multi-study analysis. *Implementation Science*, *14*(1), 1-14.

Squires, J.E., Graham, I., Bashir, K., Nadalin-Penno, L., Lavis, J., Francis, J., Curran, J., Grimshaw, J.M., Brehaut, J., Ivers, N., & Michie, S. (2019). Understanding context: A concept analysis. *Journal of Advanced Nursing*, *75*(12), 3448-3470.

Squires, J.E., Hutchinson, A.M., Coughlin, M., Bashir, K., Curran, J., Grimshaw, J.M., Dorrance, K., Aloisio, L., Brehaut, J., Francis, J.J., & Ivers, N. (2021). Stakeholder perspectives of attributes and features of context relevant to knowledge translation in health settings: a multi-country analysis. *International Journal of Health Policy and Management*.

Squires, J. E., Reay, T., Moralejo, D., LeFort, S. M., Hutchinson, A. M., & Estabrooks, C. A. (2012). Designing strategies to implement research-based policies and procedures: a set of recommendations for nurse leaders based on the PARIHS framework. *JONA: The Journal of Nursing Administration*, *42*(5), 293-297.

Squires, J.E., Sullivan, K., Eccles, M.P., Worswick, J., & Grimshaw, J.M. (2014). Are multifaceted interventions more effective than single-component interventions in changing health-care professionals' behaviours? An overview of systematic reviews. *Implementation Science*, *9*(1), pp.1-22.

Stanick, C.F., Halko, H.M., Nolen, E.A., Powell, B.J., Dorsey, C.N., Mettert, K.D., Weiner, B.J., Barwick, M., Wolfenden, L., Damschroder, L.J., & Lewis, C.C., 2021. Pragmatic measures for implementation research: Development of the Psychometric and Pragmatic Evidence Rating Scale. *Translational Behavioral Medicine*, *11*(1), 11-20. <https://doi.org/10.1093/tbm/ibz164>

Stirman, S. W., Kimberly, J., Cook, N., Calloway, A., Castro, F., & Charns, M. (2012). The sustainability of new programs and innovations: A review of the empirical literature and recommendations for future research. *Implementation Science*, *7*(1), 1-19.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Straus, S. E., Tetroe, J. M., & Graham, I. D. (2011). Knowledge translation is the use of knowledge in health care decision making. *Journal of Clinical Epidemiology*, *64*(1), 6-10.

Straus, S., Tetroe, J., Graham, I. D., Zwarenstein, M., & Bhattacharyya, O. (2009). Monitoring and evaluating knowledge. In: S. Straus, J. Tetroe, & I. D. Graham (Eds.). *Knowledge translation in health care* (pp. 151–159). Oxford, UK: Wiley-Blackwell.

Straus, S. E., Tetroe, J., Graham, I. D., Zwarenstein, M., Bhattacharyya, O., & Shepperd, S. (2010). Monitoring use of knowledge and evaluating outcomes. *CMAJ*, *182*(2), E94-E98.

Sustainable Improvement Team & the Horizons Team. (2018). Leading Large Scale Change: A practical guide. *NHS (UK)*.

T

Timmings, C., Heatley O’Neal, B., Whitney, H., Quinn, L. & Canzian, S. (2018). Creating evidence-based cultures across the health continuum. In D. Grinspun, & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science and evaluation* (pp. 187-215). Sigma Theta Tau International.

Tremblay, M. C., Martin, D. H., McComber, A. M., McGregor, A., & Macaulay, A. C. (2018). Understanding community-based participatory research through a social movement framework: A case study of the Kahnawake Schools Diabetes Prevention Project. *BMC Public Health*, *18*(1), 487.

Tricco, A. C., Ashoor, H. M., Cardoso, R., MacDonald, H., Cogo, E., Kastner, M., Perrier L., McKibbin, A., Grimshaw, J.M., & Straus, S. E. (2015). Sustainability of knowledge translation interventions in healthcare decision-making: A scoping review. *Implementation Science*, *11*(1), 1-10.

Tushabe, I. (2016, Summer). Healthcare Experts Prescribe Rebellion. *News Bulletin Saskatchewan Registered Nurses’ Association*, *18*(2), 6-7. NB2016Summer.pdf (srna.org)

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

U - Z

University of California Berkeley. (2021). Planning Tools.

<https://calswec.berkeley.edu/toolkits/implementation-toolkits/planning-tools>

University of Manitoba Centre for Healthcare Innovation. (2020). Valuing All Voices Framework.

https://www.cfhi-fcass.ca/docs/default-source/itr/tools-and-resources/dle-report-e.pdf?sfvrsn=23da9ae6_2

University of Michigan School of Nursing. (2020, October 26). *Alumna receives American Academy of Nursing's COVID-19 Courage Award*. University of Michigan School of Nursing. Alumna receives American Academy of Nursing's COVID-19 Courage Award | University of Michigan School of Nursing (umich.edu)

Urquhart, R., Kendell, C., Cornelissen, E., Madden, L. L., Powell, B. J., Kissmann, G., Richmond, S., Willis, C., & Bender, J. L. (2020). Defining sustainability in practice: views from implementing real-world innovations in health care. *BMC Health Services Research*, 20(1), 1-7.

Vogel, J. P., Moore, J. E., Timmings, C., Khan, S., Khan, D. N., Defar, A., Hadush, A., Minwelet Terefe, M., Teshome, L., Ba-Thike, K., Than, K. K., Makuwani, A., Mbaruku, G., Mrisho, M., Mugerwa, K. Y., Puchalski Ritchie, L. M., Rashid, S., Straus, S. E., & Gülmezoglu, A. M. (2016). Barriers, Facilitators and Priorities for implementation of WHO maternal and perinatal health guidelines in four lower-income countries: A GREAT network research activity. *PloS One*, 11(11), e0160020.

Walker, L. O., & Avant, K. C. (2005). *Strategies for theory construction in nursing* (Vol. 4). Pearson/Prentice Hall.

Waltz, T. J., Powell, B. J., Matthieu, M. M., Damschroder, L. J., Chinman, M. J., Smith, J. L., Proctor, E. K., & Kirchner, J. E. (2015). Use of concept mapping to characterize relationships among implementation strategies and assess their feasibility and importance: Results from the expert recommendations for implementing change (ERIC) study. *Implementation Science*, 10(1), 1-8.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Waring, J., & Crompton, A. (2017). A ‘movement for improvement’? A qualitative study of the adoption of social movement strategies in the implementation of a quality improvement campaign. *Sociology of Health & Illness*, 39(7), 1083-1099.

Wensing, M., Bosch, M., & Grol, R. (2010). Developing and selecting interventions for translating knowledge to action. *CMAJ*, 182(2), E85-E88.

White, R. (2001). Prince Edward Island heart health dissemination research project: Establishing a sustainable community mobilization initiative. *Global Health Promotion*, 13.

Wieczorek, C. C., Nowak, P., Frampton, S. B., & Pelikan, J. M. (2018). Strengthening patient and family engagement in healthcare—The New Haven Recommendations. *Patient Education and Counseling*, 101(8), 1508-1513.

Williams, B., Perillo, S., & Brown, T. (2015). What are the factors of organisational culture in health care settings that act as barriers to the implementation of evidence-based practice? A scoping review. *Nurse Education Today*, 35(2), e34-e41.

Wilson, B., & Austria, M.-J. (2021, February 26). *What is Evidence-Based Practice?* University of Utah Health. <https://accelerate.uofuhealth.utah.edu/explore/what-is-evidence-based-practice>.

Wuchner, S. S. (2014). Integrative review of implementation strategies for translation of research-based evidence by nurses. *Clinical Nurse Specialist*, 28(4), 214-223.

Wynn, T. A., Taylor-Jones, M. M., Johnson, R. E., Bostick, P. B., & Fouad, M. (2011). Using community-based participatory approaches to mobilize communities for policy change. *Family & Community Health*, 34, S102-S114.

Yrlichis, A., & Ream, E. (2008). Teamwork: a concept analysis. *Journal of Advanced Nursing*, 61(2), 232-241.

LEADING CHANGE TOOLKIT™

TO HELP CHANGE AGENTS AND
CHANGE TEAMS MAKE LASTING
IMPROVEMENTS IN HEALTH CARE

Yost, J., Ganann, R., Thompson, D., Aloweni, F., Newman, K., Hazzan, A., McKibbin, A., Dobbins, M., & Ciliska, D. (2015). The effectiveness of knowledge translation interventions for promoting evidence-informed decision-making among nurses in tertiary care: a systematic review and meta-analysis. *Implementation Science*, *10*(1), 1-15.

Yufang, H., Hailing, G., Lijiao, Y., Runxi, T., & Junqiang, Z. (2018). Overcoming context and language differences: BPSO trailblazers in China. In D. Grinspun & I. Bajnok (Eds.), *Transforming nursing through knowledge: Best practices for guideline development, implementation science and evaluation* (pp. 334-58). Sigma Theta Tau International.