

RNAO Best Practice Spotlight Organization® (BPSO)

The Registered Nurses' Association of Ontario

RNAO is the professional body representing registered nurses, nurse practitioners and nursing students in Ontario, Canada. We advocate for healthy public policy, promote excellence in nursing practice, and empower nurses to actively influence and shape decisions that affect the profession and the public they serve.

The RNAO Best Practice Guidelines Program

The RNAO's Nursing Best Practice Guideline (BPG) program was launched in November of 1999¹ and has, to date, produced 53 clinical and healthy work environments guidelines; a toolkit² to aid in the implementation of RNAO guidelines in practice settings; an educator's resource³ to facilitate guideline implementation in the nursing curriculum and a range 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 Best Practice Spotlight Organization (BPSO) program; and health-system wide implementation. The guidelines, related tools, and implementation resources are available on RNAO's website at 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 successful in demonstrating the uptake and utilization of best practice guidelines.^{5,6} The program's strategic approach has served to promote 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 BPGs by promoting a culture of evidence-based nursing practice and management decision-making. There are two models of the BPSO Designation, one is the BPSO Direct and the other is the BPSO Host. More specific information related to the BPSO Host Model is included later in this document.

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://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1741-6787/earlyview](http://onlinelibrary.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 BPGs 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 three-year BPSO qualifying experience, through which a formal partnership is established that defines the role of RNAO and the expected deliverables of the BPSO. During the three-year period, 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 three-year period, and assuming all deliverables are met, the BPSO organizations 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 BPSO

1. Submit evidence of readiness and commitment to implementing and evaluating at least five clinical BPGs (Canada) or three clinical BPGs (international) as a BPSO pre-designate in a proposal according to the BPSO Request-for-Proposal format. This proposal should include information for each BPG identifying why they were selected, strategies that will be utilized for implementation, expected outcomes for patients, providers and the organization, and means of evaluating these outcomes.
2. Sign a letter of agreement committing to a three-year partnership to become a BPSO Designate.

Responsibilities of the BPSO Direct

1. Identify a BPSO lead from your organization.
2. Develop a Steering Committee and program structure.
3. Identify a cadre of Champions (15 per cent of nursing staff) who will participate in a Champions orientation and support the uptake of evidence-based practices.
4. Send two or three staff/faculty to RNAO BPG related institutes each year, or alternately RNAO could deliver the institute in your organization.
5. Meet with other BPSO leads each month in Knowledge Exchange Teleconferences.
6. Commit to sending up to two staff to in-person Knowledge Exchange Symposiums each year* (optional for international BPSOs).
7. Enter data for structure, process and outcome indicators tailored to BPGs implemented through NQuIRE.
8. Submit an online report every six months and meet with the RNAO BPSO team via teleconference/virtual to review.
9. Disseminate outcomes from the BPSO qualifying experience, including tools and resources
10. 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 pre-designates in a mentor role.

The RNAO Responsibilities in relation to the BPSO Direct

1. Provide access to published and electronic RNAO BPGs to the BPSO.
2. Provide the BPSO with an orientation to the RNAO International Affairs and Best Practice Guidelines Centre, the BPSO program and to specific guidelines, as appropriate.
3. Support the BPSO to develop and deliver an orientation to the best practice guideline and BPSO programs.
4. Provide training to the BPSO in the implementation of nursing BPGs using a train-the-trainer approach.
5. Provide support for implementation, through access to resources such as the Best Practice Champions Network including the Champion Workshops/eLearning program, the Implementation Toolkit, and Educator's Resource, BPG APPs and other implementation resources.
6. Provide expert consultation on guideline dissemination, implementation, uptake, evaluation and sustainability, on an ongoing basis and more formally through a regular BPSO teleconference involving other BPSOs at a similar BPG implementation stage.
7. Facilitate the establishment of a network of BPSO project leaders, for the purposes of knowledge transfer and exchange, and lead this network in regular knowledge exchange sessions to facilitate effective BPG implementation and evaluation.
8. Meet virtually (through web-based technology or telephone meetings) on a twice yearly basis with the BPSO to review reports, monitor progress and provide recommendations.
9. Provide a coach for the BPSO for the three-year BPSO qualifying period. The BPSO coach serves as a point of contact for the BPSO organization, and their role will include consultation, coaching, linking with resources, referrals and site visits as necessary.
10. Identify and direct appropriate research opportunities to the BPSO.
11. Acknowledge the participation of the BPSO and its key individuals, teams, and units (as determined by the BPSO) in implementing and evaluating the selected best practices guidelines.

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.

BPSO Host Organization Responsibilities

1. Selecting BPSOs within the region jurisdiction using RNAO Request-for-Proposal 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 BPGs 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 six months during the pre-designate period 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[®]) data system. 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.

The RNAO Responsibilities in relation to the BPSO Host

RNAO provides support for implementation, through training, as well as 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 BPSOs in the country or region are paired with mentor organizations, who have experienced the BPSO program.

For More Information

Contact us at BPSO@RNAO.ca.

Visit the Best Practice Spotlight Organization program website at www.RNAO.ca/bpg/bpso.