Evidence-Based Practice: The Clinical Nurse Specialist as Change Agent
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**Problem:** Change is difficult. In healthcare, implementation of Evidence-Based Practice (EBP) directly opposes old ways of thinking and the habits of a professional lifetime.

**Evidence:** A search of the literature identified the Advanced Practice Nurse (APN) as a key figure in the process of change. The literature was collected and appraised for validity and reliability. An over-riding theme emerged; the Clinical Nurse Specialist (CNS), as an APN, is ideally suited to act as a change agent for the use of EBP. The CNS possesses the classic competency of change agent, the credentials to advocate for change, and the inherent notion of change.

**Strategy:** Through a summary of the evidence; the CNS acts as broker for knowledge transformation due to advanced education, clinical specialization and expertise, and exposure to research on a graduate level.

**Practice Change:** The CNS, as change agent, utilizes change theory according to the Change Management Process Model (CMPM). Through the use of this model the CNS utilizes nine steps to implement change; (1) establish the need for change; (2) develop and disseminate a vision of the change; (3) diagnose/analyze the current situation; (4) generate recommendations; (5) detail recommendations; (6) pilot test recommendations; (7) prepare recommendations for roll out; (8) roll out changes and; (9) measure, reinforce, and refine changes.

**Evaluation:** Outcomes were measured at various steps throughout the implementation including one-month after both the pilot implementation and the full roll-out. The measurement tools included nursing staff surveys assessing their ability to acclimate to the change as compared to changes in the past.

**Results:** Nursing staff evaluated themselves as less reactionary to change and more accepting of change when the CNS participated in the implementation as the change agent.

**Recommendations:** Utilization of the CNS as change agent and broker for knowledge transformation during implementation of EBP.

**Bibliography**


