

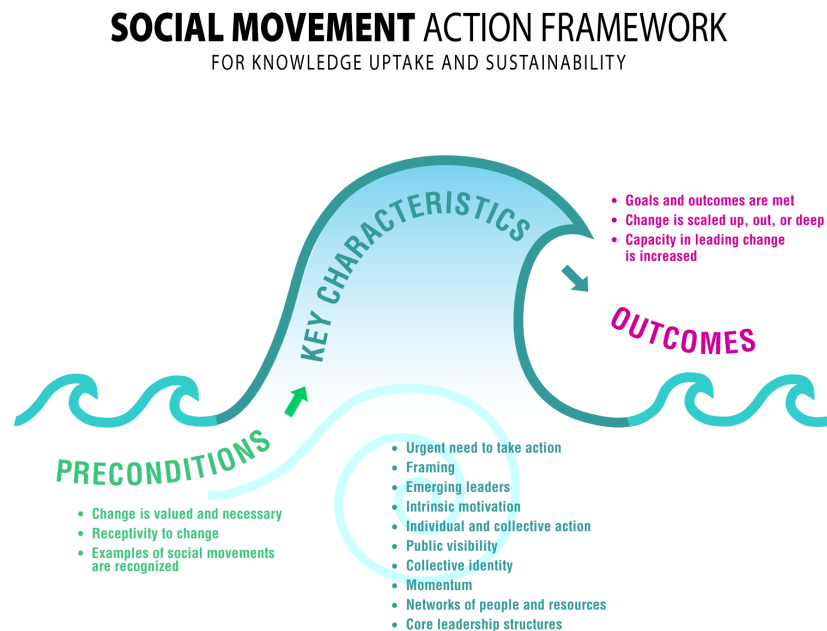
Appendix R: Description of the Leading Change Toolkit

Best Practice Guidelines (BPGs) can only be successfully implemented and sustained if planning, resources, organizational and administrative supports are adequate and if there is appropriate facilitation. Active engagement and involvement of formal and informal leaders (e.g., change agents and peer champions) are also essential. To encourage successful implementation and sustainability, an international expert panel of nurses, researchers, patient/person advocates, social movement activists and administrators has developed the Leading Change Toolkit (3). The toolkit is based on available evidence, theoretical perspectives and consensus. We recommend the Leading Change Toolkit for guiding the implementation of any BPG in health-care or social service organizations, including academic centres.

The Leading Change Toolkit includes two frameworks – the Social Movement Action (SMA) Framework (103,104) and the Knowledge-to-Action (KTA) Framework (2) – for change agents and change teams leading the implementation and sustainability of BPGs. Both frameworks outline the concept of implementation and its inter-related components. As such, either framework – the SMA or the KTA – can be used to guide change initiatives, including the implementation of BPGs. Using both frameworks serves to enhance and accelerate change (104).

The SMA Framework includes elements of **social movements for knowledge uptake and sustainability**^G that have demonstrated powerful impact and long-term effects. Based upon the results of a concept analysis, the framework includes 16 elements categorized as preconditions (i.e., what must be in place prior to the occurrence of the social movement), key characteristics (i.e., what must be present for the social movement to occur) and outcomes (i.e., what will likely happen as a result of the social movement) (104,135). The three categories and elements of the SMA Framework are shown in **Figure 9**.

Figure 9: Social movement action framework



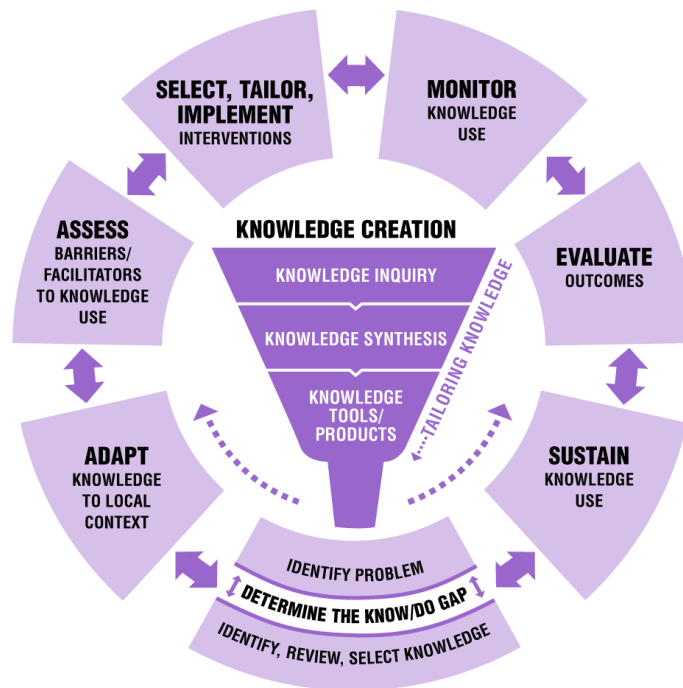
Source: Reprinted with permission from: Grinspun D, Wallace K, Li SA, et al. Exploring social movement concepts and actions in a knowledge uptake and sustainability context: a concept analysis. *Int J Nurs Sci.* 2022 Oct;9(4):411-21.

Grinspun D, Wallace K, Li SA, et al. Leading change through social movement. *Registered Nurse Journal.* 2020.

The KTA Framework is a planned cyclical approach to change that integrates two related components: the knowledge creation and the action cycle. The knowledge creation process is what researchers and guideline developers use to identify critical evidence results to create a knowledge product, such as an RNAO BPG. The action cycle is comprised of seven phases in which the knowledge created is implemented, evaluated and sustained (2). Many of the action cycle phases may occur or need to be considered simultaneously. The KTA Framework is depicted in **Figure 10** (3).

Figure 10: Knowledge-to-action framework

KNOWLEDGE-TO-ACTION FRAMEWORK



Source: Adapted with permission from: Graham ID, Logan J, Harrison MB, et al. Lost in translation: time for a map? J Contin Educ Health Prof [Internet]. 2006;26(1):13-24. Available from: https://journals.lww.com/jcehp/Abstract/2006/26010/Lost_in_knowledge_translation_Time_for_a_map_3.aspx

It is a complex undertaking to implement and sustain BPGs to effect successful practice changes and positive health outcomes for patients/persons and their families, providers, organizations. The Leading Change Toolkit is a foundational implementation resource for leading this process.