

## Suggested strategies for creating an environment that supports developing and integrating knowledge

### Individual strategies

- Show personal commitment to professional development by reviewing research and attending conferences
- Lead the team in discussions of research articles, case studies and clinical experiences
- Conduct and share research reviews to synthesize findings on clinical and management topics (Walshe & Rundall, 2001)
- Establish a roundtable or lunch group to discuss leadership experiences (Walshe & Rundall, 2001)
- Challenge your leadership knowledge by writing for a publication or presenting at a conference
- Raise questions about practice (Patrick et al., 2011)
- Continue learning about evidence-based best practices and champion their integration (Jefferis et al., 2009)
- Discuss how to evaluate practice with others and volunteer to collect data for evaluation
- Volunteer for practice improvement initiatives
- Participate in models of care that support learning (such as the 80/20 model, where learning is part of salaried work) and support colleagues to try them as well (Bournes & Ferguson-Pare, 2007)

### Team and unit strategies

- Develop quality-improvement teams and councils
- Establish interprofessional project teams to foster learning and communication (Upenieks, 2003c)
- Encourage sharing of information at regular team meetings (Stone et al., 2002) or other forums, conferences and meetings (Garvin, 1993; Upenieks, 2003c)
- Foster nurse-to-nurse and interprofessional sharing of expertise through rounds
- Support continued education for staff through flexible scheduling and journal clubs
- Encourage staff to write a group article for publication or to do a presentation at a conference
- Conduct a needs assessment and develop an education plan for the unit
- Establish annual learning plans

### Organization-wide strategies

- Provide library services, including internet and search engines (Udod & Care, 2004)
- Provide tuition support and flexible scheduling to enable continuing education
- Partner with degree-granting programs to provide on-site education; engage in collaborative research projects (Rutledge & Donaldson, 1995)
- Conduct regular focus groups and surveys to track nursing practice processes and outcomes
- Create processes for non-punitive reporting of errors and near-misses
- Use best practice guidelines
- Create opportunities for staff to learn about research, quality improvement, project management, mentoring, patient-centred care and integrating evidence-based practice by dedicating a percentage of work hours to learning time (Bournes & Ferguson-Pare, 2007).
- Build/revise workload measurement tools to allow time for reflection and learning
- Make doing and using research part of job descriptions and strategic planning (Rutledge & Donaldson, 1995)
- Establish a nursing research committee and use evidence and research in the regular work of committees (Rutledge & Donaldson, 1995)
- Publish nurses' accomplishments in an annual report or news letter
- Develop and provide open access to reports on nursing quality by tracking data on nurse-sensitive indicators (Bethune, 2005)