

## Changing Practice: Frameworks From Implementation Science

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A critical time lag exists from the generation of new knowledge to integration into direct patient care. The Health and Medicine Division of the National Academies of Sciences, Engineering, and Medicine (2013) report on high-quality cancer care includes recommendations for evidence-based care and translating evidence into clinical practice. One effort to address this problem is through clinical initiatives to translate research findings into everyday practice at the unit, department, or institutional level. Such efforts can be particularly challenging when faced with the real-world conditions that health-care professionals must confront in their day-to-day practice. These initiatives may be in response to an external requirement, a desire to improve practice, or to change care delivery to a more evidence-based model.

Oncology nurses are leaders and pivotal players in evidence-based practice changes. Emergence of the doctor of nursing practice (DNP) degree in the past decade has provided additional education for advanced practice oncology nurses and nurse executives to develop and lead evidence-based implementation initiatives to improve the delivery and quality of care in specific practice settings. However, creating sustainable change is not easy because challenging the status quo is not a comfortable

process for most individuals and organizations.

The purpose of this article is to provide an overview of conceptual approaches to initiating practice change, discuss two specific frameworks for implementing practice change, and provide an application to a relevant oncology practice problem. Many conceptual terms are used in this field—some interchangeably and some more commonly in different disciplines or national locations. At times, this can lead to confusion and a lack of clarity. Figure 1 provides definitions for some of the commonly encountered terminology. The field spans a broad spectrum from evaluating knowledge to implementation through evaluation. The authors specifically focus on implementation of the practice change. *Implementation* involves the process of putting a decision or plan into effect (Dictionary.com, n.d.).

Many conceptual frameworks (or models or theories) have been identified that can be used to plan, deliver, and evaluate practice change. This plethora of models actually can make identification and selection of an appropriate model more challenging. Several reviews of models in this field have been conducted that provide guidance to individuals looking for a framework. Each review has a slightly different focus. Specifically targeting planned change, Graham and Tetrone (2007) reviewed 31