highlighted as a potential barrier to change and the importance of a supportive environment is well documented. A change agent or local champion is known to be necessary to facilitate implementation, particularly when people have significant links within and outside the organisation (Greenhalgh et al, 2004). Dewing (2008) discussed the role of facilitators in leading practice development activity and highlighted the importance of a cohesive relationship between facilitators and nurse managers. Ongoing communication with nurse directors and local facilitators to ensure local priorities are aligned with wider priorities has been fundamental to the JBI programme.

Staff are more likely to engage in activity to develop practice when they feel ownership of change at a local level and empowered to take improvement activity forward (McCormack et al, 2006). Social psychological theory, as discussed by Kuokkanen and Leino-Kilpi (2000), suggests that support and feedback can contribute to empowerment, while recognising that uncertainty about expectations and contradictory roles have a negative correlation with empowerment. Attention to individual and environmental factors is considered important.

This theory has implications for the JBI programme in terms of clarifying facilitators’ role, providing opportunities for sharing and establishing common goals. Membership of the JBI offers nurses, midwives and allied health professionals opportunities to share expertise and experience locally, nationally and internationally.

Successful implementation strategies should help to turn knowledge and understanding into changes in practice and improvements in care. An increasing number of models and theories attempt to conceptualise the process of putting evidence into practice. Rogers’ (1995) diffusion of innovation theory offers a helpful way of thinking about how to facilitate evidence based practice. It is not enough for practitioners to know about a particular piece of evidence; they have to believe in it and be able to see its relevance to their practice. Diffusion of innovation theory also recognises some of the barriers to changing practice that have been identified earlier, such as organisational and contextual issues. It highlights the value of considering implementation as a process in the same way that behaviour change is a process. More recently, Nutley et al (2007) reinforced the idea of the fluid and dynamic nature of evidence implementation, arguing against the idea of this as a single event.

PROCESS

The JBI advocates a six step approach (Fig 1) to supporting the delivery of evidence based care.

The JBI tools and resources available to NHS Scotland are accessed through its CONNeCT portal, and comprise facilities to search, appraise, use and embed evidence. The steps mirror those of knowledge and information management systems in NHS Scotland. In addition to a search function and an online critical appraisal tool, summarised evidence is available in the form of care bundles and best practice information sheets. An online manual builder allows users to build a context specific, local procedure manual using the JBI care bundles, while an integrated audit and change management tool supports local audit activity.

SUMMARY OF CONNeCT TOOLS

The following tools can be used:

- Rapid Appraisal Protocol internet database (RAPid);
- Summarised evidence in the form of: Care bundles – evidence based procedures and recommended practice;
- Best practice information sheets – based on systematic reviews of the evidence;
- Evidence summaries – based on structured searches of the evidence;
- Online manual builder – supports creation and editing of an online manual that is automatically updated;
- PACES (practical application of clinical evidence systems);
- GRIP (getting research into practice) – an integral audit and change management tool;
- POOL (patient outcomes online).

NHS Scotland staff can access these tools and resources in two ways:

- Directly through The Joanna Briggs Institute website NHS QIS portal http://nhsqis.jbiconnect.org, using NHS board username and password;
- Via the e-library at www.elib.scot.nhs.uk, clicking on JBI CONNeCT, then entering NHS Athens usernames and passwords.

INTEGRATION AND FACILITATION

Introducing a resource such as JBI CONNeCT cannot be done in isolation. An important part of the implementation plan has involved considering how the resource can be used to support both national and local priorities. At the same time, potential