

Evidence-Based Management

Eugenio Orona, Jr.

University of Mary

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Dr. Paula Stechschulte

## **Evidence-based management**

Numerous healthcare practices, processes, policies and procedures, and decisions are founded on evidence-based practices. Nurse leaders and executives work diligently on implementing organizational strategies, goals, and decisions based on scientific evidence. In doing so, the data collected has helped increase positive patient outcomes and reduce morbidity rates (Melnyk et al., 2016). Therefore, evidence-based management (EBMgt) is used in many healthcare and business corporations in various nations. The purpose of EBMgt is to make managerial decisions by using critical thinking and the best available evidence (Rousseau, 2020).

## **Benchmarking**

Managers make evidence-based decisions using benchmarks, and EBMgt relies on quantitative data such as numbers and figures. Benchmarking measures metrics and compare with or against peer members, other companies, interventions, or healthcare practices; furthermore, it is used to improve processes and outcomes (Ettorchi-Tardy et al., 2012). Benchmarking is an excellent measure to use in EBMgt and can encompass quantitative data dealing with employee performance. Performance benchmarking involves measurable statistics that deal with significant performance markers and is how managers identify performance gaps (Harper, 2019).

These numbers are helpful as they provide evidence of areas that need improvement among team members and allow managers to help their employees fill those gaps. Applying practice benchmarking will make managers aware of where performance gaps occur and how they happen. Knowing how and where these gaps arise is essential so that best practices can be used to stop them from reoccurring (Harper, 2019).

## **Strategic and Unit Scorecards**

Strategic and unit scorecards are by healthcare nurse leaders and managers as a strategic tool. Scorecards are focus on four quantifiable objectives: finance, customers, learning and growth, and internal organizational processes. In finance, it is essential to understand the shareholder's perspective. In terms of customers, what is their experience, and how do they perceive the business. For learning and growth, a company needs to know how they foster change and continuous improvement. The organization process involves methods to meet and exceed both customer and shareholder requirements (Alvarez et al., 2019).

A balanced scorecard is a good measure to use as it helps with strategic mapping by thinking about cause-and-effect connections among various strategic goals. Unit scorecards improve communication, execution, and management information; therefore, assisting leaders in making better decisions for their team. Having a balanced scorecard increases performance reporting by helping managers pay attention to strategic matters and monitoring their plans. Additionally, scorecards aid in organizational structure and alignment by using processes that prioritize policies and refine a company's budget, risk management, and analytics. (Marr, 2021).

## **Goals**

EBMgt involves setting clear, attainable, yet challenging goals and using them to help gauge employee performance levels. Setting these goals sets the expectations for team members and helps them focus their energy on improving organizational performance; furthermore, increasing corporate output (Favero et al., 2014).

Using goals to measure performance allows workers to feed off their intrinsic motivation and foster creativity. Nurse leaders and executives need to create plans that are communicated clearly and engage their employees' interest in expanding their knowledge in the developed

process or policies. Evidence shows that specific, challenging, and feasible goals produce better performance levels from their team; therefore, it promotes collaboration and a healthier work environment (Favero et al., 2014).

### **Management**

A team's ability to influence measures includes things out of a leader's control; however, processes built around evidence-based management founded on data and scientific literature will allow employees to use their critical thinking skills and impact change in performance measurements. Team members trained in evidence-based management will rely on data founded on quantitative and qualitative research and think twice before acting; furthermore, proving the influence of measures set in place by their organization (Nini, 2020).

Leaders can ensure employees reach organizational goals by setting a plan that dissects each one and assigns tasks to help accomplish the objectives. Nurse leaders and executives need to set milestones for each employee as a motivational tool to guarantee they will achieve their target; furthermore, managers need to help solve any issues that may arise so employees can stay on track (Gallo, 2016).

Monitoring and staying on top of the team's progress will help ensure members of reaching their target. Managers must look at long and short-term goals consistently and provide employees feedback and coaching. These steps will produce changes within the measurements placed, and upper management will see quantitative data as a result (Gallo, 2016).

Unmet goals could be met with punishment from the management; however, EBMgt indicates employees who do not meet organization goals should be trained in the skills they lack. Training will aid in an employee's ability to gain knowledge, acquire new skills, and nurture creativity. The experiences obtained by the employee during training sessions will build their

trust and commitment in the corporation; furthermore, improve the worker's performance and help them reach the company's organizational goals (Khan, 2012).

### Conclusion

Benchmarking, strategic and unit scoreboards, and goals are all good measurements of productivity; however, they need to be based on evidence-based practices if a business' goal is to be self-sustaining and have longevity. Corporations are seeing the value and benefits of EBMgt; the challenge they are facing is incorporating it into their strategic plans and implementing it into their work culture.

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