This is a sample of the instructor materials for *Evidence-Based Management in Healthcare: Principles, Cases, and Perspectives*, second edition, edited by Anthony R. Kovner and Thomas D’Aunno.

The complete instructor materials include the following:

- An Instructor’s Manual
- PowerPoint slides
- The text of a presentation on evidence-based management

This sample includes excerpts from the Instructor’s Manual and PowerPoint slides.

If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to hapbooks@ache.org and include the following information in your message:

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**Digital and Alternative Formats**

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1. How do we identify the field of evidence-based management?

We identify the field of evidence-based management (EBMgmt) by following Rousseau, Barends, and Briner in chapter 1, “Evidence-Based Management: The Basic Principles.” Evidence-based management is one form of evidence-based practice (EBP), which involves making decisions through the conscientious, explicit, and judicious use of the best available evidence from multiple sources. Several steps are involved: translating an issue into an answerable question, systematically searching for and retrieving the evidence, judging its trustworthiness and relevance, weighing and pulling together the evidence, incorporating the evidence into the decision-making process, and evaluating the outcome of the decision taken.

2. What is and is not evidence-based management?

Decisions are not evidence based to the extent that managers do not follow any one or more of the steps outlined above. In short, if managers do not follow the “evidence-based process,” they are not engaging in evidence-based management.

3. Why is it important to practice evidence-based management?

It is important to use an evidence-based process because doing so leads to improved decision making that, in turn, is likely to produce better outcomes than engaging in decision making as usual. If, for example, the outcome desired is reduced waiting time in the emergency department, then the process of making that decision can be examined to determine (a) how many options were generated and considered, (b) what sources of evidence were used to evaluate each option, and (c) if the final decision reflected an assessment of the relative strength of each option.

4. How can EBP practitioners disseminate a definition of the field?
Prior to addressing this question, we should show evidence that the evidence-based process produces better decisions and outcomes. Does use of the evidence-based process result in better outcomes or not? A subsidiary outcome is that we need to hold managers accountable for using an evidence-based process in making decisions based on the best available evidence. When there are consequences of not using the process, the process will be increasingly used. Dissemination can take place through many channels—information shared by managers at association meetings or over the Internet, consultants’ use of evidence-based management practice, and professors’ use of the concepts in their teaching and revisions of the curriculum.

5. **How can we facilitate organizational ownership of evidence-based management?**

There is no substitute for leadership. Once leaders understand the concepts and use them, the process will spread. Boards of trustees can stimulate leaders’ ownership of the process. And, at the same time, part of the CEO’s responsibility is leading and educating the governing board.

In chapter 26, Studer comments on the importance of accountability. He concludes that it’s not the evidence that counts as much as accountability. CEOs will find the evidence. Going through an evidence-based process is not a guarantee that the decisions made will lead to the best outcomes. One reason is that the process does not always yield valid data about important assumptions that are made regarding the outcomes.

Use of evidence-based practice by top management is demonstrated in the interviews on hospital performance—with Richard D’Aquila, president of Yale New Haven Hospital (chapter 20), and with Michael Dowling, CEO of Northwell Health (chapter 21). Both these leaders pride themselves on using evidence and a related decision-making process.

Again, the key factor is not whether managers make decisions based on evidence. Many managers do. Rather, the question is the *quality* of the evidence they use. Is the decision based on the best available evidence?

6. **How can we prepare managers to engage in evidence-based management?**
A prerequisite is that organizations foster a culture of organizational learning. Managers are encouraged to ask questions such as, What evidence do we have for which assumptions that you are making?

Administrative residents or fellows can practice by carrying out rapid evidence assessments (REAs) as discussed in chapter 2 by Barends, Plum, and Mawson. The residents “learn by doing,” with the help of a librarian, when this resource is available. Susan Kaplan Jacobs, a librarian, discusses the acquisition of evidence in chapter 5. The manager who supervises the resident or fellow learns from the project also, and the findings can be presented by the resident and discussed at a management meeting.

7. **How can we encourage EBMgmt research?**

First again is a culture of learning in the organization, where top management fosters attitudes of learning from research, from reflection on the work the organization is doing. This is what Kaiser Permanente practices, as Weissberg and Courneya describe in chapter 12. Also, as Barends concludes in his interview in chapter 25, evidence-based practice produces better outcomes in two ways: The first is by asking questions; the second is through critical appraisal.

8. **How can we get funders and regulators to engage as EBMgmt partners?**

Funders and regulators can be engaged in the same way that managers and students engage in evidence-based practice—by using the methods and the processes in their work. They should ask, Will this grant or this regulation produce the desired outcomes? What has to happen to produce the desired outcomes? Does the organization have the culture and the competence, and are the proper incentives in place to lead to the desired outcomes?
Evidence-Based Management

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Overview

• Evidence-based management (EBMgmt)
• Why now?
• Learning from evidence-based medicine (EBM)
• Practicing EBMgmt
• A modest example
• Managing expectations
Definition

“…the systematic, evidence-informed practice of management, incorporating scientific knowledge in the content and process of making decisions.”

(Rousseau 2012)
Streams of Evidence

• Scientific
• Experiential
• Organizational
• Stakeholder concerns
All Managers Use Evidence

• All managers use evidence in making decisions.
• However, the quality of this evidence is often shockingly low.
The EBMgmt Process

1. Framing the question
2. Finding the evidence
3. Assessing accuracy
4. Assessing applicability
5. Assessing actionability
6. Assessing adequacy of the evidence

(adapted from Hsu and others 2009)