



Federaal Kenniscentrum voor de Gezondheidszorg
Centre Fédéral d'Expertise des Soins de Santé
Belgian Health Care Knowledge Centre

The Belgian EBP Program:

*network governance to improve efficiency and effectiveness
of EBP uptake*

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Why does EBP in Belgium needs to change?

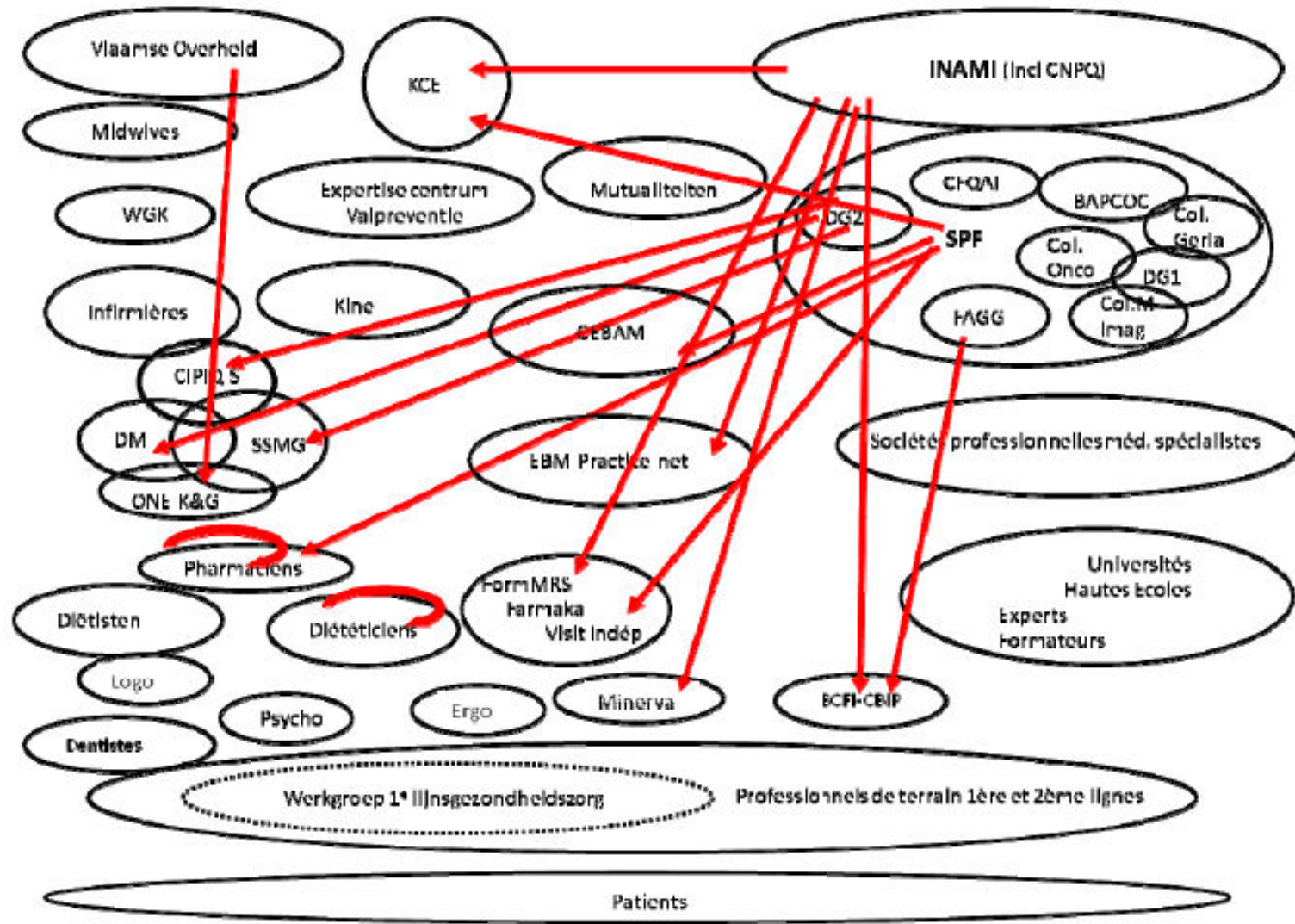
- **Analysis Belgian EBP landscape (2013)**

- Landscape is scattered
- Distribution of funding is unclear & unstructured
- Implementation is not succesful
- Collaboration between entities is suboptimal
- Emphasis “only” on GPs

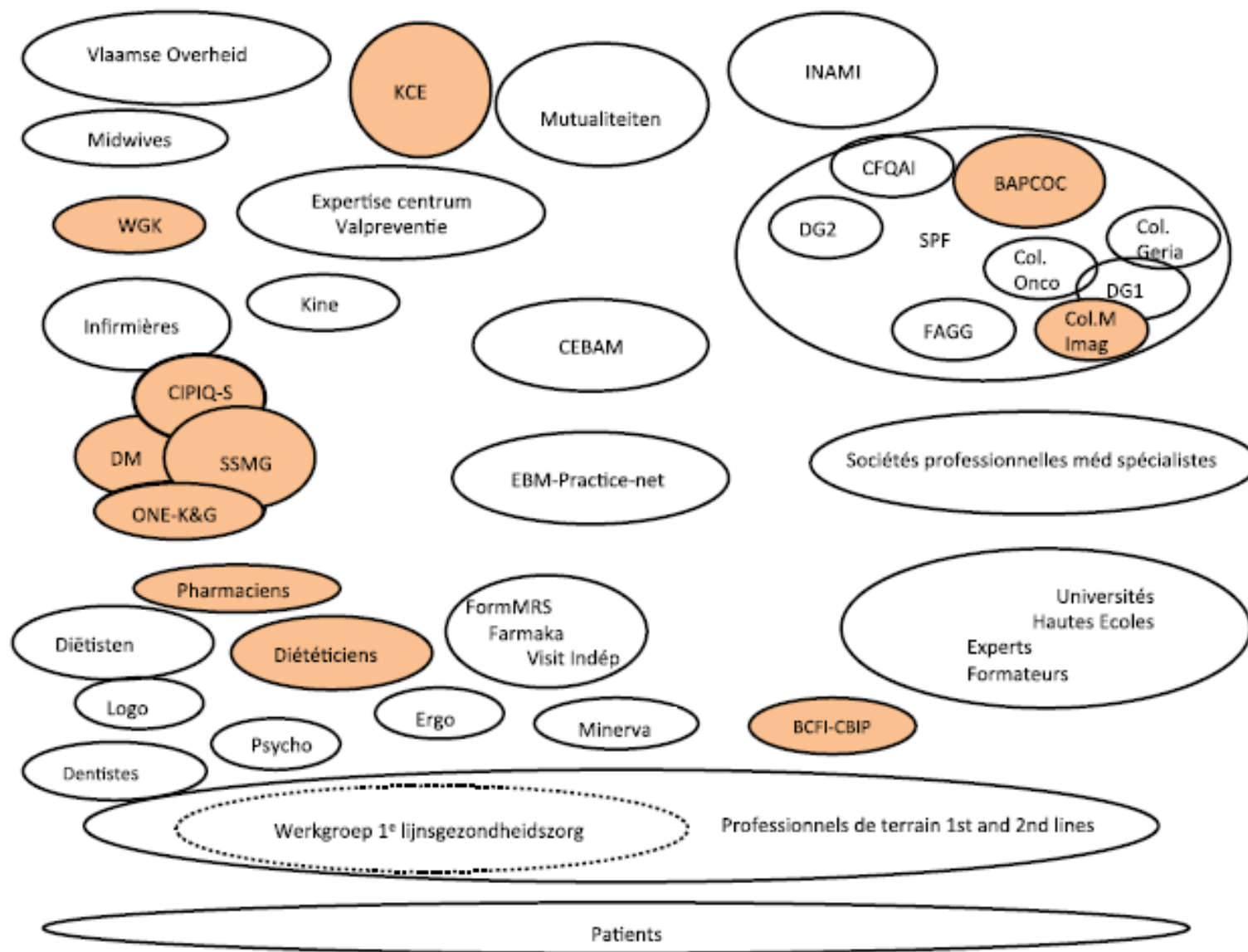
- **Ministerial decision (2016):**

(1) setup of a central governance system for EBP in Belgium, (2) more emphasis on implementation, and (3) quality and accessibility of EBP has to be guaranteed

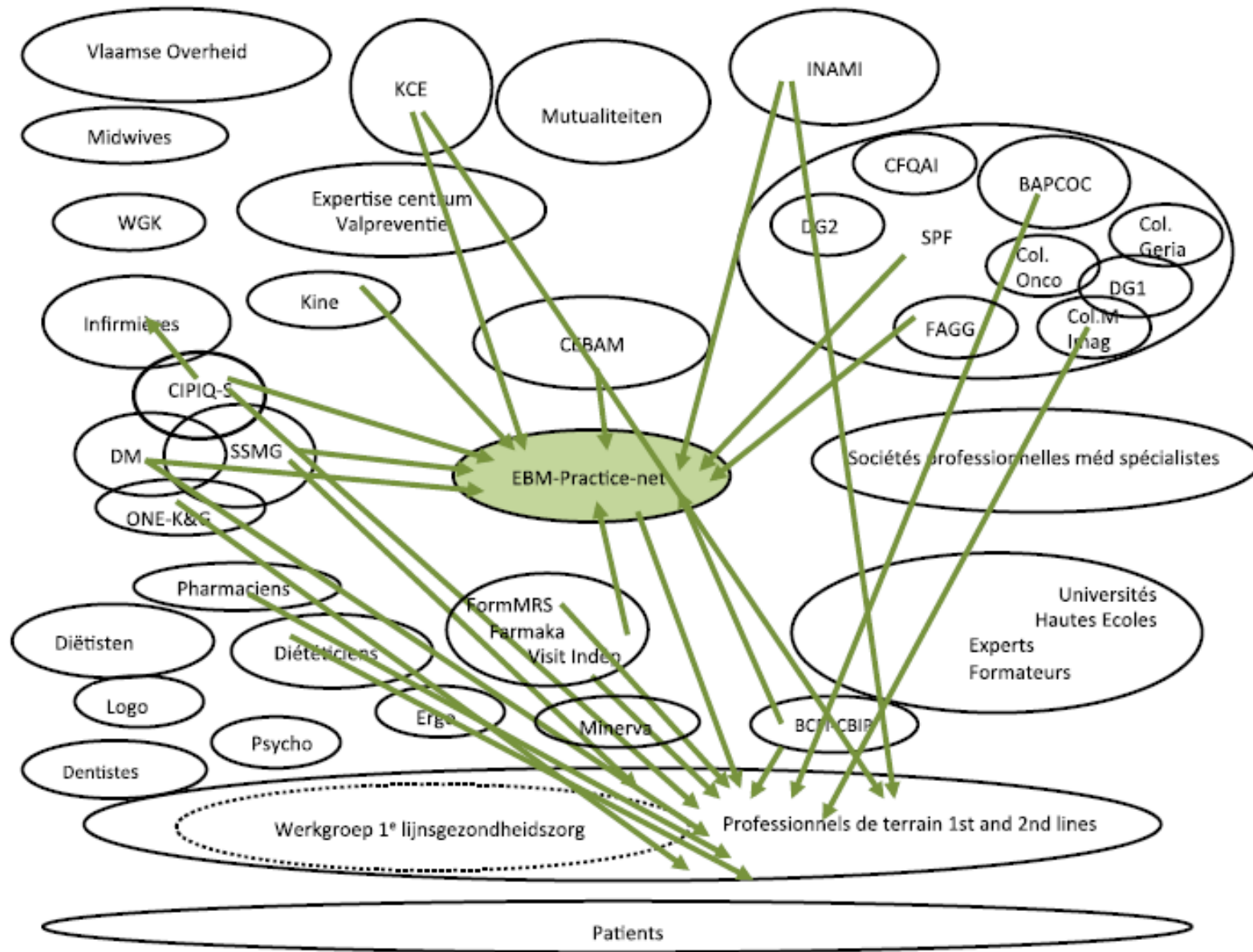
Perception of the stakeholders: Belgian institutions that finance CPG development or dissemination



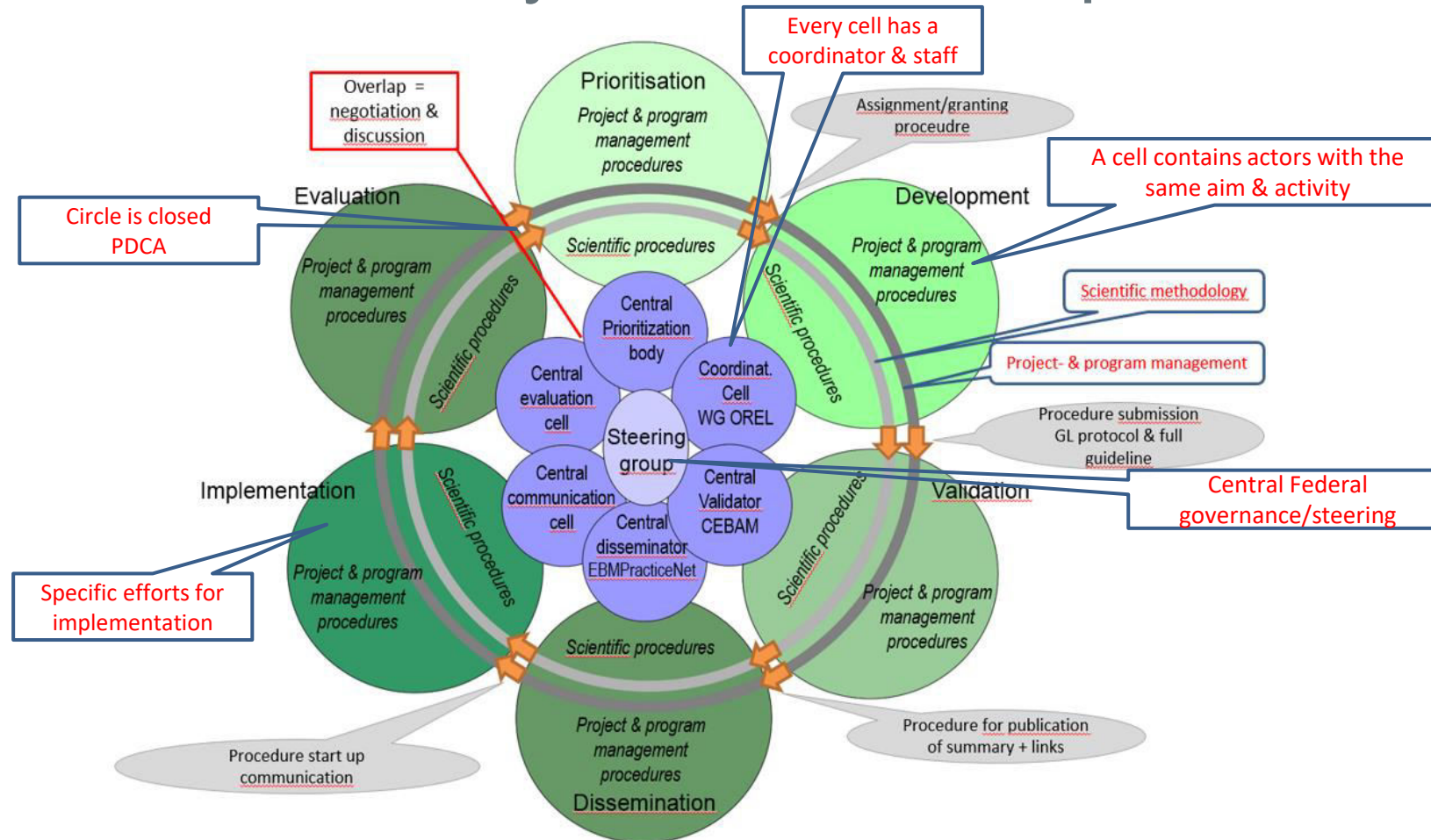
Perception of the stakeholders: Belgian institutions that develop clinical practice guidelines



Perception of the stakeholders: dissemination of guidelines by Belgian institutions



The EBP Life Cycle: the first step



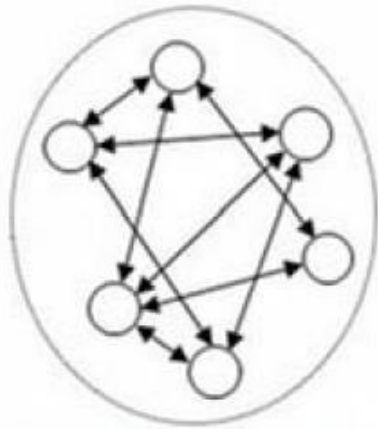
scientific (methodological) **processes**: experts involved in cell
operational (managerial) **processes**: Network coordinator

Governance of the EBP activities

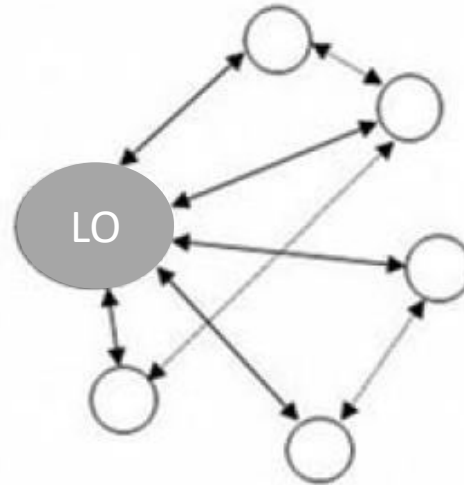
- A large number of organisations, entities, end-user groups, patient & relative representation, ... are involved
- 10 healthcare disciplines involved in the system (Ministerial decision): *GPs, nurses, midwives, dieticians, speech therapists, physiotherapists, pharmacists, podologists, occupational therapists, dentists*
- *Top-down? Bottom-up? Who takes the lead?*
- *Involvement ≠ commitment*
- *How to handle input & feedback?*
- *Independence & neutrality → growing trust !!*

Governance of the EBP activities

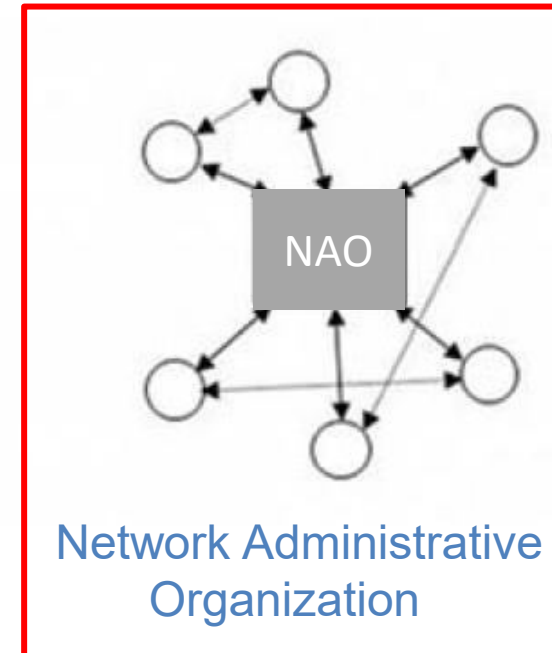
- +++ stakeholders → EBP Network → Network governance model
- Literature search on governance models (pros/cons & applicability)
- Provan & Kenis (2008)



Shared Governance



Lead Organization



Network Administrative Organization

Governance of the EBP activities

Key predictors of effectiveness of Network Governance Forms

Governance Forms	Trust	Number of Participants	Goal Consensus	Need for network-level competencies
Shared governance	High density	Few	High	Low
Lead organization	Low density, highly centralized	Moderate number	Moderately low	Moderate
Network administrative organisation	Moderate density, NAO monitored by members	Moderate to many	Moderately high	High

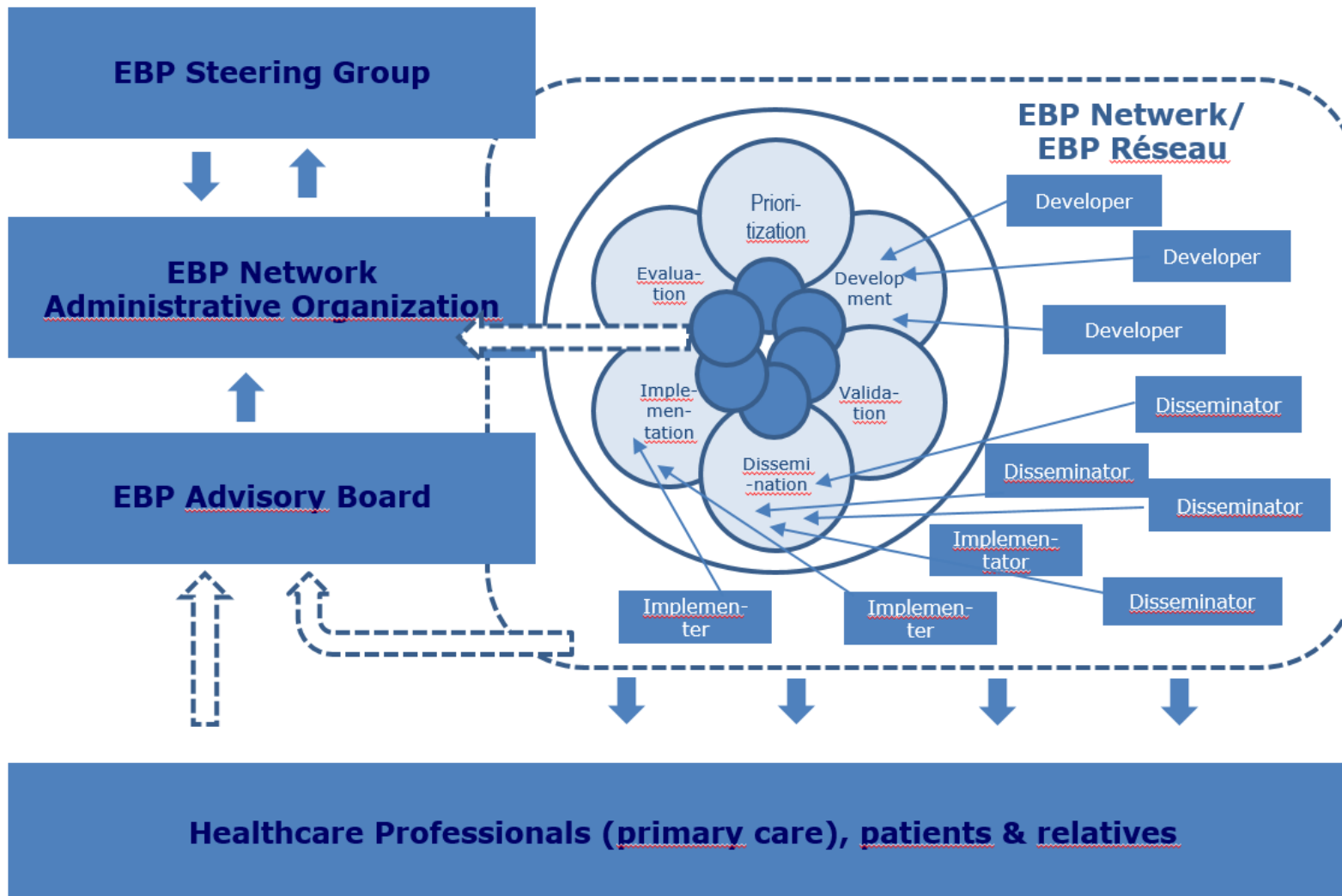
Source: Provan & Kenis 2008

What is an **NAO**?

- An intermediary & independent **organization** (foundation)
- Competencies in network management
- Adequate knowledge about EBP & landscape
- Strive for shared language and shared goals
- Consensus building, **growing trust**, transparency
- Avoid unclarity of roles and responsibilities
- **Facilitation**, support & follow up of network processes
- No involvement in core-processes (EBP)

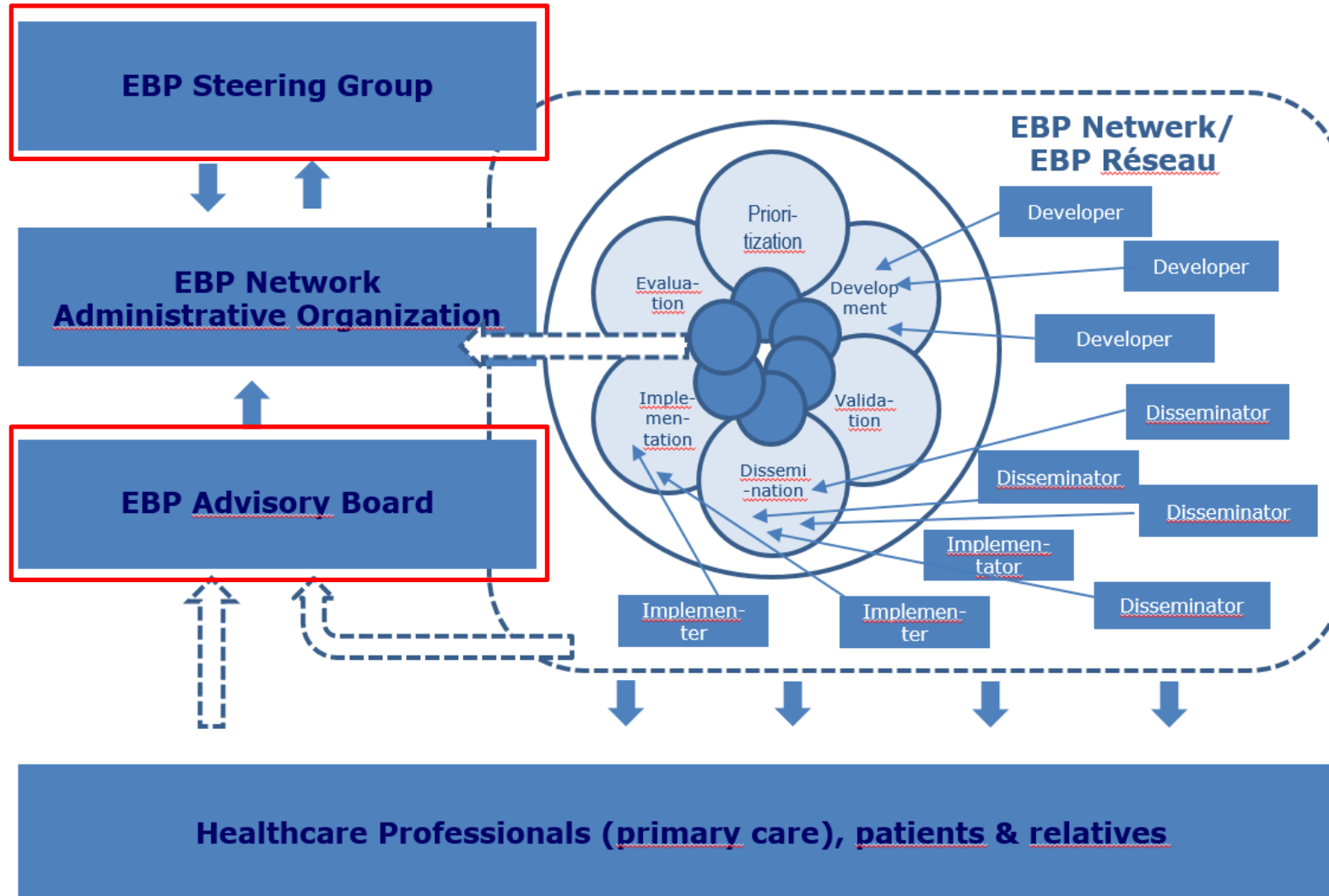
Provan, K. G., Kenis, P. (2007). "Modes of Network Governance: Structure, Management, and Effectiveness." *Journal of Public Administration Research and Theory*, 18: 229-252.

Governance model for EBP activities



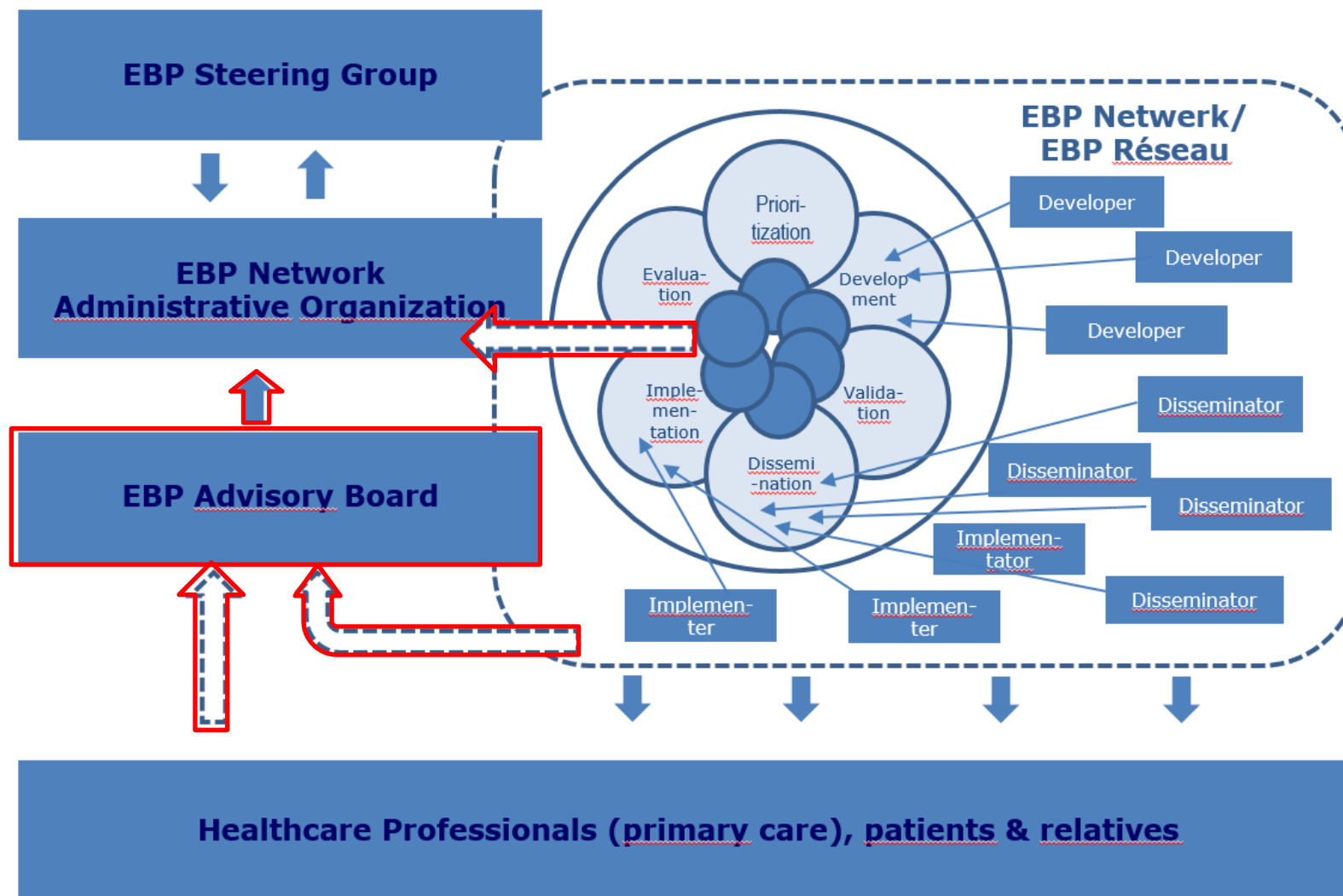
De Block, 2017

A **bipolar** Governance model



De Block, 2017

Feedback in the EBP Governance model



Conclusion

- At present, the Belgian EBP Network is being operationalized
- A Network Administrative Organisation is selected as network governance model.
- The core business of the NAO (in-between) is communication, negotiation, informing, facilitating and supporting.
- Building trust and becoming aware of sensitivities in the network is essential to overcome resistance and contra-productive behaviour.
- Consultation, consensus building and negotiation are crucial in the start up of the network (but remain important).
- **In March 2019 the Belgian EBP Network will be operational.**

Thank you for your attention



More information: <https://www.kce.fgov.be/en/publication/report/ebp-plan>