



# LEADING BETTER CARE: TURNING EVIDENCE INTO ACTION

## RESEARCH SUMMARY

Leaders shape outcomes not only through strategy, but through their ability to **convert evidence into everyday decisions** that improve performance, trust, and human well-being.

### Why it matters

- ▶ Too often, strong research fails to influence **frontline behavior**, leaving quality gaps between what we know and what we do.
- ▶ When leaders do not actively **translate evidence into practice**, teams default to habit, hierarchy, or urgency.
- ▶ In high-stakes environments such as health care, the failure to operationalize evidence directly affects safety, experience, and results.

### How we know

- ▶ Researchers examined how clinical leaders implemented evidence-based recovery protocols **across hospital settings**.
- ▶ Using field-based research and implementation analysis, they studied how **leadership behavior** influenced adoption, consistency, and outcomes.

### What researchers found

- ▶ Evidence alone does not change behavior; leaders must actively **interpret, champion, and normalize** it.
- ▶ Successful implementation depended on leaders creating **shared understanding** across professional silos.
- ▶ Teams were more consistent when leaders reinforced **clear expectations, modeled commitment, and reduced ambiguity** around new practices.

### What this means

- ▶ Leadership is not just about endorsing best practices; it is about **making them actionable** in context.
- ▶ Translating evidence requires **presence, communication, and relational influence**—not just technical authority
- ▶ Sustainable improvement emerges when leaders align **data, dialogue, and daily routines**.

### Now what?

To strengthen evidence-based performance, we suggest:

- Clearly **articulate the “why”** behind new practices, connect them to **stakeholder impact**, and consistently **reinforce expectations** through words and actions.
- Create **structured opportunities** to apply evidence to real work and **normalize feedback** and course correction as part of professional excellence
- Ensure incentives, metrics, and leadership messaging **reinforce evidence-based priorities**, and invest in cross-disciplinary forums that reduce silos and build shared ownership.

### READ RESEARCH BRIEF

