Personal paper

Beliefs and evidence in changing clinical practice

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That improvements are possible in many areas of clinical care has become increasingly clear. The different players within health care, however—clinicians, epidemiologists, health services researchers, educationalists, social scientists, economists, health authorities—often have different ideas on the best strategies to improve practice and the best way of making changes.

An example

Let us assume that aggregated data, collected by health authorities, disclose that the rate of caesarean section in a specific district is exceptionally high. A committee is formed with experts and representatives of various interests to develop plans for improving obstetric care. Hearing the problem, all are worried.

The clinician either denies there is a problem or proposes setting up a well designed course to increase clinicians' knowledge and skills.

"OK," says the clinical epidemiologist, "but we first need to know what the evidence is on the indications for a caesarean section. We should perform a meta-analysis and come up with evidence based guidelines to disseminate among the obstetricians."

"No," says the educational expert: "that is a top down approach and such strategies will usually fail. Form small groups of doctors and let them discuss the problem, using cases and experiences from their own practices as the basis for local arrangements on new routines."

"We should take a look at the facts first," says the health services researcher. "Let us set up a multicentre audit first and collect data on actual variation between hospitals and include data on casemix. Feeding this information back to the hospitals will probably stimulate improvement."

"You are all focusing too much on the individual doctor," says the management expert. "The problem is not the doctor, but the system. We should analyse the process of decision making and performing the caesarean sections and see what structures determine the process. Next we need a quality improvement team."

"This is all too much talking," says the representative of the health authorities. "Doctors are sensitive only to what happens to their budgets. We need to put a pressure on them to limit the number of caesarean sections per hospital, give hospitals a reasonable budget, and provide the obstetricians with an incentive when they reduce the rate."

Summary points

- Different players in health care use different approaches to changing clinical practice; most of these approaches are more based on beliefs than on scientific evidence
- Implementing such changes seldom entails a single action; it usually demands good planning and a combination of different interventions
- Before a strategy to implement change is selected the obstacles to change should be identified
- Evidence based medicine should be complemented by evidence based implementation.

This discussion may continue for a while with no agreement being reached. The different parties all have an honest belief in the effectiveness of their strategies. They usually forget that their approach is based on one set of assumptions about human nature and on changing human behaviour and that there may be other valuable assumptions. This paper aims to provide an overview of some of the theoretical approaches to change and to integrate these approaches into a more general framework for changing clinical practice. The emphasis will be on changing the clinical practice of doctors and not on improving hospital management.

Approaches and theories

Several authors have recently underlined the importance of studying the theories underlying different approaches to implementing guidelines and changing practice.[1-4] The overview in table 1 is certainly not complete: the approaches overlap, but each has its specific emphasis.

Educational approaches are strongly influenced by a phenomenological view of human personality.[5] The basic belief is that change is driven by an internal striving for professional competence. Thus the strategies for improving practice focus on stimulating this motivation (learning from one's own experiences, problem based learning). Small group interactive learning, in particular, where participants have the

Table 1 Approaches to changing clinical practice

Approach	Theories	Focus	Interventions, strategy
Focus on internal processes			
Educational	Adult learning theories	Intrinsic motivation of professionals	• Bottom up, local consensus development • Small group interactive learning • Problem based learning
Epidemiological	Cognitive theories	Rational information seeking and decision making	• Evidence based guideline development • Disseminating research findings through courses, mailing, journals
Marketing	Health promotion, innovation and social marketing theories	Attractive product adapted to needs of target audience	• Needs assessment, adapting change proposals to local needs • Stepwise approach • Various channels for dissemination (mass media and personal)
Focus on external influences			
Behavioural	Learning theory	Controlling performance by external stimuli	• Audit and feedback • Reminder systems, monitoring • Economic incentives, sanctions
Social interaction	Social learning and innovation theories, social influence/power theories	Social influence of significant peers/role models	• Peer review in local networks • Outreach visits, individual instruction • Opinion leaders • Influencing key people in social networks • Patient mediated interventions
Organisational	Management theories, system theories	Creating structural and organisational conditions to improve care	• Re-engineering care process • Total quality management/continuous quality improvement approaches • Team building • Enhancing leadership • Changing structures, tasks
Coercive	Economic, power, and learning theories	Control and pressure, external motivation	• Regulations, laws • Budgeting, contracting • Licensing, accreditation • Complaints/legal procedures

feeling that they "own" the changes, fit well into such a theory. These approaches have increasingly found their way to professional education.[6] Their strength lies in linking improvement activities to the actual problems and experiences of care providers.

Epidemiological approaches see humans as rational beings who make decisions on the basis of balancing rational arguments. If doctors do not take recent research findings into account then they probably lack convincing information on good care. The main strategies in this approach are to summarise the scientific literature and to develop evidence based guidelines. Credibility is important: the evidence should be sound, the guidelines valid, the procedure for developing the guidelines explicit and rigorous, and the organisation which sets the guidelines credible.[7 8] Huge programmes aiming at developing such evidence based guidelines can be seen in various countries.[9] The value of these approaches is in their emphasis on a sound proposal for change as well as in summarising the available evidence for busy practitioners.[10]

Marketing approaches emphasise developing and marketing an attractive product or message (a guideline or change proposal) which meets the needs of the target group and helps them to achieve their goals.[11-13] The message has to be spread through a variety of channels: mass media as well as personally, through networks of professionals, and using opinion leaders and key people in the network. The evidence on the effectiveness of marketing approaches is not straightforward. Their strength lies in emphasising the need to adapt proposals for change to the target group of clinicians, with their particular needs and perceived barriers to change.

Behavioural approaches are based on (classical) theories on conditioning and controlling behaviour.[5] Human behaviour is seen as primarily influenced by (external) stimuli before or after a specific action. The main strategies fitting into these approaches are reviewing performance and providing feedback to care providers, giving reminders (signals before or during performance), and providing incentives or sanctions related to specific actions. Evidence supporting the effectiveness of these strategies has been found in many studies, particularly when feedback and reminding are continuous and directly connected to the patient contact.[8]

Social interaction approaches emphasise that learning and changing are achieved through the interaction with and influence of important other people.[13-16] Various strategies for achieving change which have been shown to be effective fit well into this approach: using opinion leaders to spread the message in the network,[17] outreach visits or facilitating by respected peers or experts who inform or support care providers,[18 19] peer review and support in small local groups,[20] and patient pressure to use an innovation.[21] The value of this approach lies in its emphasis on professional communication: care providers constantly look at each other for support, approval, role models, information, and feedback.

Organisational approaches do not focus on individual performance, but on creating the necessary conditions for change. Lack of good quality of care is basically seen as a system failure.[22] New thinking on quality improvement relies on experiences from industry and on different management theories.[22-24] So far there has been little scientific evidence on the effectiveness of these strategies, but experience in many healthcare settings is very positive. Their value can particularly be seen in the emphasis on organisational and structural factors hindering change and in seeing care provision as a series of interrelated actions in which different people depend on each other.

Coercive approaches focus on pressure and control as a method for change. Developing laws and regulations, licensing and accreditation, budgeting and contracting, utilisation review, as well as complaints procedures and legal pursuits all fit well into these approaches. The research evidence for these approaches is meagre and not straightforward. Their value lies in the fact that many care providers are stuck in fixed habits and routines; some pressure from outside may be decisive in implementing and maintaining a desired change.

What is the evidence?

At least 15-20 systematic literature reviews on implementing guidelines, research findings, and changes in clinical practice have been published in the past six years.[25] Some have analysed over 100 different trials and a variety of strategies. The results are not straightforward. Often the trial designs were not adequate and the interventions and outcome criteria not standardised. Strategies that proved to be effective in one study were ineffective in others. Research on many interesting strategies is still lacking.

Nevertheless, some general lessons can be learnt. No method is probably really superior. Different change proposals (guidelines, research findings, new procedures) may demand different implementation strategies. Different groups of clinicians will experience different obstacles or may function at different levels of handling change. Implementing changes is usually not a single action but involves a well planned stepwise process, including a combination of interventions, linked to specific obstacles to change. In conclusion, all the different approaches for changing clinical practice may be valid and effective, provided that they are adapted to the specific features of the change proposal, the target group, the setting, and the obstacles to change encountered. A stepwise model is presented here in which these approaches are integrated.

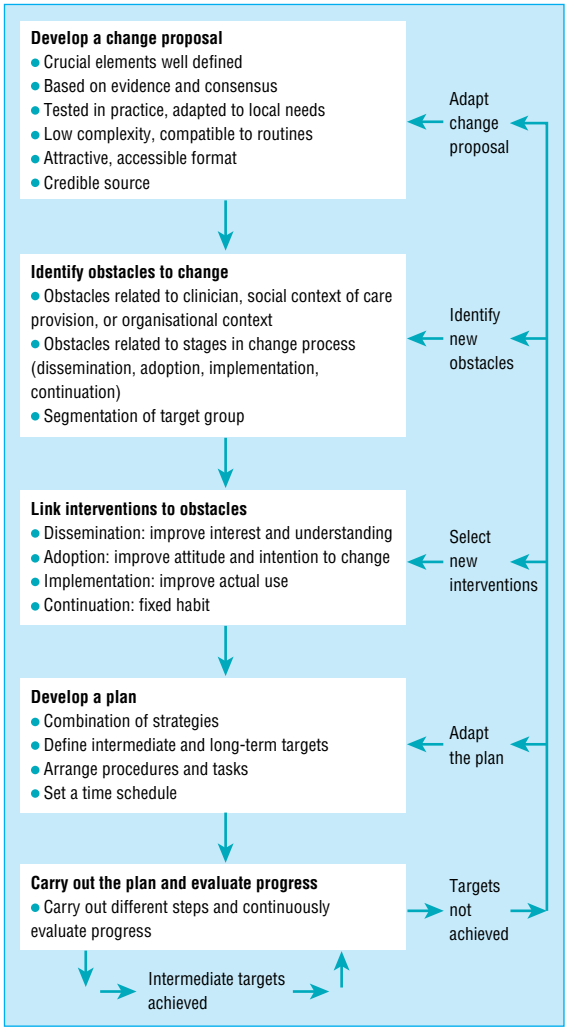

Fig 1 Stepwise, cyclical process of changing clinical practice

A model for implementing changes

This model consists of the following steps (fig 1).

- *Develop a concrete proposal for changing clinical practice*—Insight into the attributes of a clinical guideline or other proposal for change that determine its use in practice, is important, but largely lacking.[26] The different theoretical approaches give some indications of possible important features of a change proposal. The crucial elements of the expected performance should be precisely defined. Ideally the proposal should be based on sound evidence, convincing arguments, or consensus among opinion leaders and experts. On the other hand, evidence on the feasibility of the proposed performance in normal clinical practice and offering the possibility of adaptation of the proposal to local needs are equally important for its adoption. Representatives of all important groups should therefore be involved in developing the proposal. Preferably, it should be developed and disseminated by a group, team, or organisation which is perceived by the target group of clinicians as reliable and credible and it should be presented in an attractive, easily accessible format.
- *Identify obstacles to change*—Before the group selects one or more interventions or strategies to implement the change the obstacles to change should be identified.[1-4] These are usually multifaceted and may be related to the individual clinician (knowledge, skills, attitudes, habits), to the social context of care provision (reactions of patients, colleagues, authorities), or to the organisational context (available resources, organisational climate, structures, etc). An example is given in the box. Different problems in implementing change in practice may arise, depending on the phase in the change process. The obstacles may be related to the "dissemination process" (for example, target group may not be aware of the change proposal or not be interested) or to the "adoption process" (the target group may be negative about the proposal because it is too complex or interferes with existing routines, or they may feel that the necessary resources are lacking). Obstacles may also be related to actual implementation and maintenance of the change because of lack of resources, relapsing into old routines, or not being satisfied about the results of the new performance. Care providers may operate at different stages in such a change process and may therefore need different approaches.
- *Link interventions to obstacles*—Different strategies may be needed at different phases in the change process and for different target groups of clinicians. Understanding the target group well and knowing its needs and problems with changing is therefore crucial. Educational, epidemiological, and marketing approaches (table 1)

seem to be particularly effective at the dissemination stage; marketing and social interaction approaches at the adoption phase; behavioural and organisational approaches at the implementation phase; and organisational and coercive approaches to maintain the desired performance. Often a single strategy is not enough: a combination is needed to achieve lasting change.[27]

- *Develop a plan*—Once interventions have been selected the actual change process should be carefully planned. Usually it is not desirable to use all the interventions at once; they should be used in a series of small scale activities that can be finished and evaluated within short time.[23] Therefore concrete intermediate targets have to be set and the change process should be planned and scheduled according to these targets.
- *Carry out the plan and evaluate progress*—The different steps in the plan are then carried out. Continuous evaluation takes place. The results are used to determine whether the plan should be modified, whether specific obstacles have been overlooked (for example, the resistance of patients has been underestimated), or whether the change proposal proves to be inadequate or not realistic (the research evidence is conflicting or the guideline is not feasible in normal care).

Conclusions

When people are planning changes they often adopt a naive and opportunistic attitude. A strategy is usually chosen quickly and often does not produce the expected result. Yet our understanding of the crucial processes determining whether change will be achieved is still limited. Very little is known about what elements work or why.[2] Research efforts in evidence based medicine should therefore be complemented by research into how to implement this evidence in normal practice.[28-30] Until we have gained a better understanding, the most practical advice to individuals responsible for changing and improving practice is to be aware of their own assumptions about human behaviour and change. There are many approaches to changing clinical care for patients and implementing guidelines, all of which have some value and may be useful and effective, depending on the changes aimed at, the target group, the clinical setting, and the barriers and facilitators found there.

Prevention of infections in nursing homes: implementation of a national consensus guideline on hand washing/disinfection

To implement a national, evidence based guideline on preventing infections in hospitals by hand washing and disinfection, a survey was performed in six nursing homes among 120 physicians, nurses, and paramedics, to identify the most important obstacles to change. The most important problems perceived in following the recommendations were (%):

Obstacles related to care provider (knowledge/attitudes/routines)	
Complications are rarely seen	61
Relapsing into old habits	49
No "hard" evidence on usefulness	43
Obstacles related to social context	
None is caring and controlling	50
No guidelines on this topic in our hospital	49
Management shows no interest	45
Obstacles related to organisational context	
Damage and irritation to hands	65
Forgetting because of high workload	61
Not feasible in normal daily work	81
Costs too much time	50
No adequate equipment	42

Based on these obstacles a plan, with different actions and interventions, may be developed, containing:

- A simple educational brochure with evidence
- Group/unit meetings to discuss the guideline, the resistance to it, and how to overcome problems in implementing it
- A formal protocol, signed by management and spread among staff
- New soap/disinfections/tissues that will give less irritation to hands
- Reminders; regular self monitoring; regular observation by heads of units
- Comparing results between units and providing feedback
- Temporary support to solve problems and help units and care providers to achieve goals

Different theoretical approaches (educational, epidemiological, marketing, behavioural, social interaction, management, and power approaches) are used in changing performance.

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How to read a paper

Statistics for the non-statistician. II: "Significant" relations and their pitfalls

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This is the fifth in a series of 10 articles introducing non-experts to finding medical articles and assessing their value

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This article continues the checklist of questions that will help you to appraise the statistical validity of a paper. The first of this pair of articles was published last week.[1]

Correlation, regression, and causation

Has correlation been distinguished from regression, and has the correlation coefficient (*r* value) been calculated and interpreted correctly?

For many non-statisticians, the terms "correlation" and "regression" are synonymous, and refer vaguely to a mental image of a scatter graph with dots sprinkled messily along a diagonal line sprouting from the intercept of the axes. You would be right in assuming that if two things are not correlated, it will be meaningless to attempt a regression. But regression and correlation are both precise statistical terms which serve quite different functions.[1]

The *r* value (Pearson's product-moment correlation coefficient) is among the most overused statistical instrument. Strictly speaking, the *r* value is not valid unless the following criteria are fulfilled:

- The data (or, more accurately, the population from which the data are drawn) should be normally distributed. If they are not, non-parametric tests of correlation should be used instead.[1]
- The two datasets should be independent (one should not automatically vary with the other). If they are not, a paired *t* test or other paired test should be used.
- Only a single pair of measurements should be made on each subject. If repeated measurements are made, analysis of variance should be used instead.[2]
- Every *r* value should be accompanied by a P value, which expresses how likely an association of this strength would be to have arisen by chance, or a confidence interval, which expresses the range within which the "true" *r* value is likely to lie.

Remember, too, that even if the *r* value is appropriate for a set of data, it does not tell you whether the relation, however strong, is causal (see below).

PETER BROWN

Summary points

An association between two variables is likely to be causal if it is strong, consistent, specific, plausible, follows a logical time sequence, and shows a dose-response gradient

A P value of < 0.05 means that this result would have arisen by chance on less than one occasion in 20

The confidence interval around a result in a clinical trial indicates the limits within which the "real" difference between the treatments is likely to lie, and hence the strength of the inference that can be drawn from the result

A statistically significant result may not be clinically significant. The results of intervention trials should be expressed in terms of the likely benefit an individual could expect (for example, the absolute risk reduction)

The term "regression" refers to a mathematical equation that allows one variable (the target variable) to be predicted from another (the independent variable). Regression, then, implies a direction of influence, although—as the next section will argue—it does not prove causality. In the case of multiple regression, a far more complex mathematical equation (which, thankfully, usually remains the secret of the computer that calculated it) allows the target variable to be predicted from two or more independent variables (often known as covariables).

The simplest regression equation, which you may remember from your schooldays, is $y=a+bx$, where y is the dependent variable (plotted on the vertical axis), x is the independent variable (plotted on the horizontal axis), and a is the y intercept. Not many biological variables can be predicted with such a simple equation. The weight of a group of people, for example, varies with their height, but not in a linear way. I am twice as tall as my son and three times his weight, but although I am four times as tall as my newborn nephew I am much more than six times his weight. Weight, in fact, probably varies more closely with the square of someone's height than with height itself (so a quadratic rather than a linear regression would probably be more appropriate).

Of course, even when the height-weight data fed into a computer are sufficient for it to calculate the regression equation that best predicts a person's weight from their height, your predictions would still be pretty poor since weight and height are not all that closely

correlated. There are other things that influence weight in addition to height, and we could, to illustrate the principle of multiple regression, enter data on age, sex, daily calorie intake, and physical activity into the computer and ask it how much each of these covariables contributes to the overall equation (or model).

The elementary principles described here, particularly the criteria for the *r* value given above, should help you to spot whether correlation and regression are being used correctly in the paper you are reading. A more detailed discussion on the subject can be found elsewhere.[2 3]

Have assumptions been made about the nature and direction of causality?

Remember the ecological fallacy: just because a town has a large number of unemployed people and a very high crime rate, it does not necessarily follow that the unemployed are committing the crimes. In other words, the presence of an association between A and B tells you nothing at all about either the presence or the direction of causality. To show that A has caused B (rather than B causing A, or A and B both being caused by C), you need more than a correlation coefficient. The box gives some criteria, originally developed by Sir Austin Bradford Hill, which should be met before assuming causality.[4]

Probability and confidence

Have "P values" been calculated and interpreted appropriately?

One of the first values a student of statistics learns to calculate is the P value—that is, the probability that any particular outcome would have arisen by chance. Standard scientific practice, which is entirely arbitrary, usually deems a P value of less than 1 in 20 (expressed as $P < 0.05$, and equivalent to a betting odds of 20 to 1) as "statistically significant" and a P value of less than 1 in 100 ($P < 0.01$) as "statistically highly significant."

By definition, then, one chance association in 20 (this must be around one major published result per journal issue) will seem to be significant when it is not, and one in 100 will seem highly significant when it is really what my children call a "fluke." Hence, if you must analyse multiple outcomes from your data set, you need to make a correction to try to allow for this (usually achieved by the Bonferroni method[5 6]).

A result in the statistically significant range ($P < 0.05$ or $P < 0.01$, depending on what is chosen as the cut off) suggests that the authors should reject the null hypothesis (the hypothesis that there is no real difference between two groups). But a P value in the non-significant range tells you that either there is no difference between the groups or that there were too few subjects to demonstrate such a difference if it existed—but it does not tell you which.

The P value has a further limitation. Guyatt and colleagues, in the first article of their "Basic Statistics for Clinicians" series on hypothesis testing using P values, conclude: "Why use a single cut off point [for statistical significance] when the choice of such point is arbitrary? Why make the question of whether a treatment is effective a dichotomy (a yes-no decision) when it would be more appropriate to view it as a continuum?"[7] For a better assessment of the strength of evidence, we need confidence intervals.

Have confidence intervals been calculated, and do the authors' conclusions reflect them?

A confidence interval, which a good statistician can calculate on the result of just about any statistical test (the *t* test, the *r* value, the absolute risk reduction, the number needed to treat, and the sensitivity, specificity, and other key features of a diagnostic test), allows you to estimate for both "positive" trials (those that show a statistically significant difference between two arms of the trial) and "negative" ones (those that seem to show no difference), whether the strength of the evidence is strong or weak, and whether the study is definitive (obviates the need for further similar studies). The calculation and interpretation of confidence intervals have been covered elsewhere.[8]

If you repeated the same clinical trial hundreds of times, you would not get exactly the same result each time. But, on average, you would establish a particular level of difference (or lack of difference) between the two arms of the trial. In 90% of the trials the difference between two arms would lie within certain broad limits, and in 95% of the trials it would lie between certain, even broader, limits.

Now, if (as is usually the case) you conducted only one trial, how do you know how close the result is to the "real" difference between the groups? The answer is you don't. But by calculating, say, the 95% confidence interval around your result, you will be able to say that there is a 95% chance that the "real" difference lies between these two limits. The sentence to look for in a paper should read something like: "In a trial of the treatment of heart failure, 33% of the patients randomised to ACE inhibitors died, whereas 38% of those randomised to hydralazine and nitrates died. The point estimate of the difference between the groups [the best single estimate of the benefit in lives saved from the use of an ACE inhibitor] is 5%. The 95% confidence interval around this difference is −1.2% to 12%."

More likely, the results would be expressed in the following shorthand: "The ACE inhibitor group had a 5% (95% CI −1.2% to 12%) higher survival."

In this particular example, the 95% confidence interval overlaps zero difference and, if we were expressing the result as a dichotomy (that is, is the hypothesis "proved" or "disproved"?) we would classify it as a negative trial. Yet as Guyatt and colleagues argue, there probably is a real difference, and it probably lies closer to 5% than either −1.2% or 12%. A more useful

Tests for causation[4]

- Is there evidence from true experiments in humans?
- Is the association strong?
- Is the association consistent from study to study?
- Is the temporal relation appropriate (did the postulated cause precede the postulated effect)?
- Is there a dose-response gradient (does more of the postulated effect follow more of the postulated cause)?
- Does the association make epidemiological sense?
- Does the association make biological sense?
- Is the association specific?
- Is the association analogous to a previously proved causal association?

Calculating the "bottom line" effects on an intervention

Group	Outcome event: Yes	No	Total
Control group	a	b	a + b
Experimental group	c	d	c + d

Control event rate (CER) = risk of outcome event in control group = a/(a + b)
Experimental event rate (EER) = risk of outcome event in experimental group = c/(c + d)
Relative risk reduction (RRR) = (CER—EER)/CER
Absolute risk reduction (ARR) = CER—EER
Number needed to treat (NNT) = 1/ARR = 1/(CER—EER)

Odds ratio =

$$\frac{\text{(odds of outcome event } v \text{ odds of no event) in intervention group}}{\text{(odds of outcome event } v \text{ odds of no event) in control group}}$$

conclusion from these results is that "all else being equal, an ACE inhibitor is the appropriate choice for patients with heart failure, but the strength of that inference is weak."[9]

Note that the larger the trial (or the larger the pooled results of several trials), the narrower the confidence interval—and, therefore, the more likely the result is to be definitive.

In interpreting "negative" trials, one important thing you need to know is whether a much larger trial would be likely to show a significant benefit. To determine this, look at the upper 95% confidence limit of the result. There is only one chance in 40 (that is, a 2½% chance, since the other 2½% of extreme results will lie below the lower 95% confidence limit) that the real result will be this much or more. Now ask yourself, "Would this level of difference be clinically important?" If not, you can classify the trial as not only negative but also definitive. If, on the other hand, the upper 95% confidence limit represented a clinically important level of difference between the groups, the trial may be negative but it is also non-definitive.

The use of confidence intervals is still relatively uncommon in medical papers. In one survey of 100 articles from three of North America's top journals (the *New England Journal of Medicine*, *Annals of Internal Medicine*, and the *Canadian Medical Association Journal*), only 43 reported any confidence intervals, whereas 66 gave a P value.[7] An even smaller proportion of articles interpret their confidence intervals correctly. You should check carefully in the discussion section to see whether the authors have correctly concluded not only whether and to what extent their trial supported their hypothesis, but also whether any further studies need to be done.

The bottom line

Have the authors expressed the effects of an intervention in terms of the likely benefit or harm which an individual patient can expect?

Table 1 Bottom line effects: treatment and outcome[10]

Treatment	Outcome at 10 years: Dead	Alive
Medical treatment (n=1325)	404	921
Coronary artery bypass grafting (n=1324)	350	974

It is all very well to say that a particular intervention produces a "statistically significant difference" in outcome, but if I were being asked to take a new medicine I would want to know how much better my chances would be (in terms of any particular outcome) than they would be if I didn't take it. Four simple calculations (if you can add, subtract, multiply, and divide you will be able to follow this section) will enable you to answer this question objectively and in a way that means something to the non-statistician. These calculations are the relative risk reduction, the absolute risk reduction, the number needed to treat, and the odds ratio.

To illustrate these concepts, and to persuade you that you need to know about them, consider a survey which Tom Fahey and his colleagues conducted recently.[10] They wrote to 182 board members of district health authorities in England (all of whom would be in some way responsible for making important health service decisions), asking them which of four different rehabilitation programmes for heart attack victims they would prefer to fund:
Programme A reduced the rate of deaths by 20%;
Programme B produced an absolute reduction in deaths of 3%;
Programme C increased patients' survival rate from 84% to 87%;
Programme D meant that 31 people needed to enter the programme to avoid one death.
Of the 140 board members who responded, only three spotted that all four "programmes" in fact related to the same set of results. The other 137 preferred one or other of the programmes, thus revealing (as well as their own ignorance) the need for better basic training in epidemiology for health authority board members.

Let us continue with the example shown in table 1, which Fahey and colleagues reproduced from a study by Salim Yusuf and colleagues.[11] I have expressed the figures as a two by two table giving details of which treatment the patients received in their randomised trial and whether they were dead or alive 10 years later.

Simple mathematics tells you that patients receiving medical treatment have a chance of 404/1324 = 0.305 or 30.5% of being dead at 10 years. Let us call this risk *x*. Patients randomised to coronary artery bypass grafting have a chance of 350/1325 = 0.264 or 26.4% of being dead at 10 years. Let us call this risk *y*.

The relative risk of death—that is, the risk in surgically treated patients compared with medically treated controls—is *y*/*x* or 0.264/0.305 = 0.87 (87%).

The relative risk reduction—that is, the amount by which the risk of death is reduced by the surgery—is 100% – 87% (1 – *y*/*x*) = 13%.

The absolute risk reduction (or risk difference)—that is, the absolute amount by which surgical treatment reduces the risk of death at 10 years—is 30.5% – 26.4% = 4.1% (0.041).

The number needed to treat—how many patients need coronary artery bypass grafting in order to prevent, on average, one death after 10 years—is the reciprocal of the absolute risk reduction: 1/ARR = 1/0.041 = 24.

Yet another way of expressing the effect of treatment is the odds ratio. Look back at the two by two table and you will see that the "odds" of dying compared with the odds of surviving for patients in the medical treatment group is 404/921 = 0.44, and for

patients in the surgical group is 350/974 = 0.36. The ratio of these odds will be 0.36/0.44 = 0.82.

The general formulas for calculating these "bottom line" effects of an intervention, taken from Sackett and colleagues' latest book ,[12] are shown in the box.

The outcome event can be desirable (cure, for example) or undesirable (an adverse drug reaction). In the latter case, it is semantically preferable to refer to numbers needed to harm and the relative or absolute increase in risk.

Summary

It is possible to be seriously misled by taking the statistical competence (and/or the intellectual honesty) of authors for granted. Some common errors committed (deliberately or inadvertently) by the authors of papers are given in the final box.

The articles in this series are excerpts from *How to read a paper: the basics of evidence based medicine*. The book includes chapters on searching the literature and implementing evidence based findings. It can be ordered from the BMJ Bookshop: tel 0171 383 6185/6245; fax 0171 383 6662. Price £13.95 UK members, £14.95 non-members.

Ten ways to cheat on statistical tests when writing up results

- Throw all your data into a computer and report as significant any relation where $P < 0.05$
- If baseline differences between the groups favour the intervention group, remember not to adjust for them
- Do not test your data to see if they are normally distributed. If you do, you might get stuck with non-parametric tests, which aren't as much fun
- Ignore all withdrawals (drop outs) and non-responders, so the analysis only concerns subjects who fully complied with treatment
- Always assume that you can plot one set of data against another and calculate an "*r* value" (Pearson correlation coefficient), and assume that a "significant" *r* value proves causation
- If outliers (points which lie a long way from the others on your graph) are messing up your calculations, just rub them out. But if outliers are helping your case, even if they seem to be spurious results, leave them in
- If the confidence intervals of your result overlap zero difference between the groups, leave them out of your report. Better still, mention them briefly in the text but don't draw them in on the graph—and ignore them when drawing your conclusions
- If the difference between two groups becomes significant four and a half months into a six month trial, stop the trial and start writing up. Alternatively, if at six months the results are "nearly significant," extend the trial for another three weeks
- If your results prove uninteresting, ask the computer to go back and see if any particular subgroups behaved differently. You might find that your intervention worked after all in Chinese women aged 52-61
- If analysing your data the way you plan to does not give the result you wanted, run the figures through a selection of other tests

I am grateful to Mr John Dobby for educating me on statistics and for repeatedly checking and amending this article. Responsibility for any errors is mine alone.

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An unfortunate mistake

A heartbeat too many

Torsade de pointes, torsade de pointes. The phrase kept floating through the back of my mind as I stood on the tenth tee during the golf club's charity day two years ago in May, experiencing runs of fast heart beats which seemed to ebb and flow.

I had been used to tachycardias since my teenage years when a visit to the town's library had led me to suspect Wolf Parkinson White syndrome, later confirmed when I resisted my boss's desire to inject me with digoxin during a bioavailability study while working as a registrar. But this was different and why now had the phrase torsades de pointes come to haunt me? The golf continued and my awareness of the arrhythmias receded. The connection though was not to be made until the following week's clinic.

I dislike May anyway because of seasonal hay fever and, like many doctors I suspect, I have often self medicated. On this occasion, however, I had overdone it adding erythromycin for purulent sputum to the terfenadine. So pleased was I to have found a non-sedating antihistamine that I have recommended it to many others including my clinic staff nurse to whom I had recently given a prescription for her young son who seemed to be suffering. Sensibly she had checked this out with her own general practitioner, a former senior house officer of mine, who had warned her about possible interactions with other drugs, including erythromycin. The nurse had been aware of my tendency to self prescribe and become quite alarmed when she recalled collecting a bottle of erythromycin for me two days before the golf and hence her relief when I turned up at the next week's clinic unscathed.

I have no electrocardiographic proof that I was experiencing torsades but strongly suspect that this was the diagnosis, and that I was recollecting subliminally a report of this arrhythmia induced by a combination of terfenadine and erythromycin. It is certainly listed in the *ABPI Compendium*, and in view of the recent publicity surrounding the subject my near miss and reprehensible prescribing seemed worth reporting. At least the golf day raised plenty of money for our local dialysis unit.

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