



structure.
process.
outcomes.

MAGNET MONDAY

NOVEMBER 12, 2012

Welcome to the first edition of Magnet Monday. Every week, we'll be sharing need-to-know information to help you prepare for the Magnet Recognition review process. Each and every day, every one of us plays a part in making MGH a Magnet organization. Thank you for your ongoing commitment to your patients and families, and to providing them the best possible care.

**Magnet
"Open Forum"
every Thursday
2:30 - 3pm
O'Keeffe Auditorium**

**...an in-depth, interactive
conversation and Q&A
focusing on the Magnet
Monday topic-of-the-week**

Magnet Designation: What's this all about?

What's all the buzz about Magnet?

Congratulations! You are a member of a Magnet-designated (and re-designated) hospital! Magnet designation is the highest honor for nursing excellence awarded by the American Nurses Credentialing Center (ANCC). Currently, eight of the top ten medical centers on the US News & World Report "Best Hospitals" Honor Roll are Magnet organizations. Research demonstrates that Magnet facilities have better patient outcomes, patient satisfaction, and nursing satisfaction, as well as lower RN turnover. Magnet-hospital designation (and re-designation) is now considered the "Gold Standard" for nursing practice in all settings, and by extension, the highest standards of quality and safety in patient care.

What exactly is Magnet?

The Magnet Recognition Program formally acknowledges healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice. Developed by the American Nurses Credentialing Center (ANCC)—a division of the American Nurses Association (ANA)—the Magnet Program is considered the leading resource for identifying successful nursing practices and strategies worldwide. According to the ANCC:

"The Magnet Recognition Program is based on research that shows that creating a positive professional practice environment for nurses leads to improved outcomes – for staff and for patients. The standards for obtaining Magnet Recognition are based on the research and include requirements for visionary leadership, nursing structure, professional practice, quality improvement, nursing research and outcomes. Quality and safety standards are included in the requirements. The nurses' role in improving care is emphasized."

Where does the term "Magnet" come from?

In the 1970s and 1980s, a worsening nursing shortage made it difficult for hospitals to hire and retain quality nursing staff. However, several hospitals across the country were able to attract and retain nurses at a higher-than-normal rate; they served as "magnets." A landmark study of these hospitals—*Magnet Hospitals: Attraction and Retention of Professional Nurses*, McClure, et al., 1983—identified specific characteristics that contributed to their success. These characteristics became known as the "forces of magnetism" and provided the original framework for the ANCC Magnet Recognition Program.

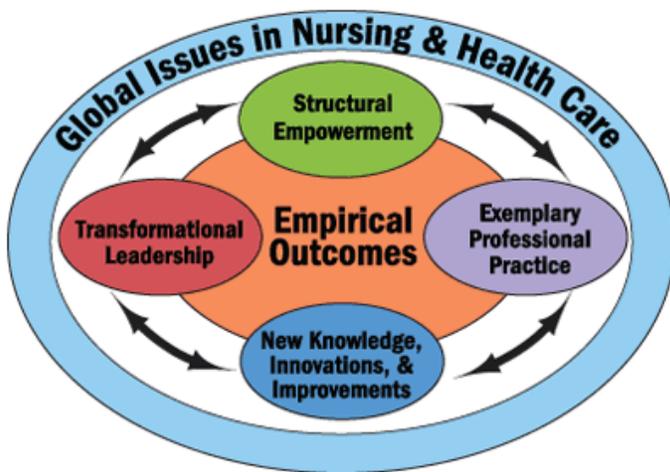
How many Magnet hospitals are there?

The requirements for Magnet designation are very stringent and truly reflect the “best of the best” for nursing care. In 2003, MGH became the state’s first hospital to earn this distinction, and in 2008, MGH was re-designated a Magnet hospital. The ANCC has recognized approximately 395 hospitals as Magnet hospitals—only 6.78% of all registered US hospitals and five outside of the country.

What does re-designation involve?

The Magnet review process has three phases:

- First, following specific criteria outlined by the ANCC, an MGH team conducted a comprehensive process of gathering evidence to support the hospital’s claim to Magnet status. In total, the evidence submitted to the ANCC on Oct. 1st, came to a whopping 5,024 pages! All of it described our individual and collective work in recent years.
- Second, as you read this, a team of four Magnet appraisers is thoroughly reviewing and rating our evidence. Their findings will determine whether MGH merits a site survey.
- Finally, if earned, the ANCC appraisers will conduct a three-day site visit at MGH to ensure that the practice environment accurately reflects the evidence submitted. This visit would likely take place in early 2013, and would provide the appraisers an opportunity to speak directly to nursing staff, their partners in care, and patients and families, to validate the information submitted.



How is Magnet different this time?

In past years, there were 14 forces of Magnetism that guided our evidence-collection. In 2008, the ANCC introduced a new model that re-configured the 14 forces of Magnetism into a five-component model. In addition to focusing on structure and processes, there is now a greater emphasis on outcomes. The 14 forces are embedded in the new model that includes Transformational Leadership; Structural Empowerment; Exemplary Professional Practice; New Knowledge, Innovation and Improvements; and Empirical Quality Outcomes. For an organization such as MGH that is seeking re-designation, the last two components of the model—new knowledge, innovations, and improvements; and empirical outcomes—are more heavily weighted in the application process.

So now what?

We start preparing for a site visit. Everyone plays a part. And anyone could come face-to-face with a Magnet appraiser during a site survey. Game on! It’s your chance to shine!

The next Magnet Monday will dig deeper into the new Magnet Model to help you understand what the appraisal process is structured around.