



Magnet Recognition Journey: 2012



Description of Magnet ®



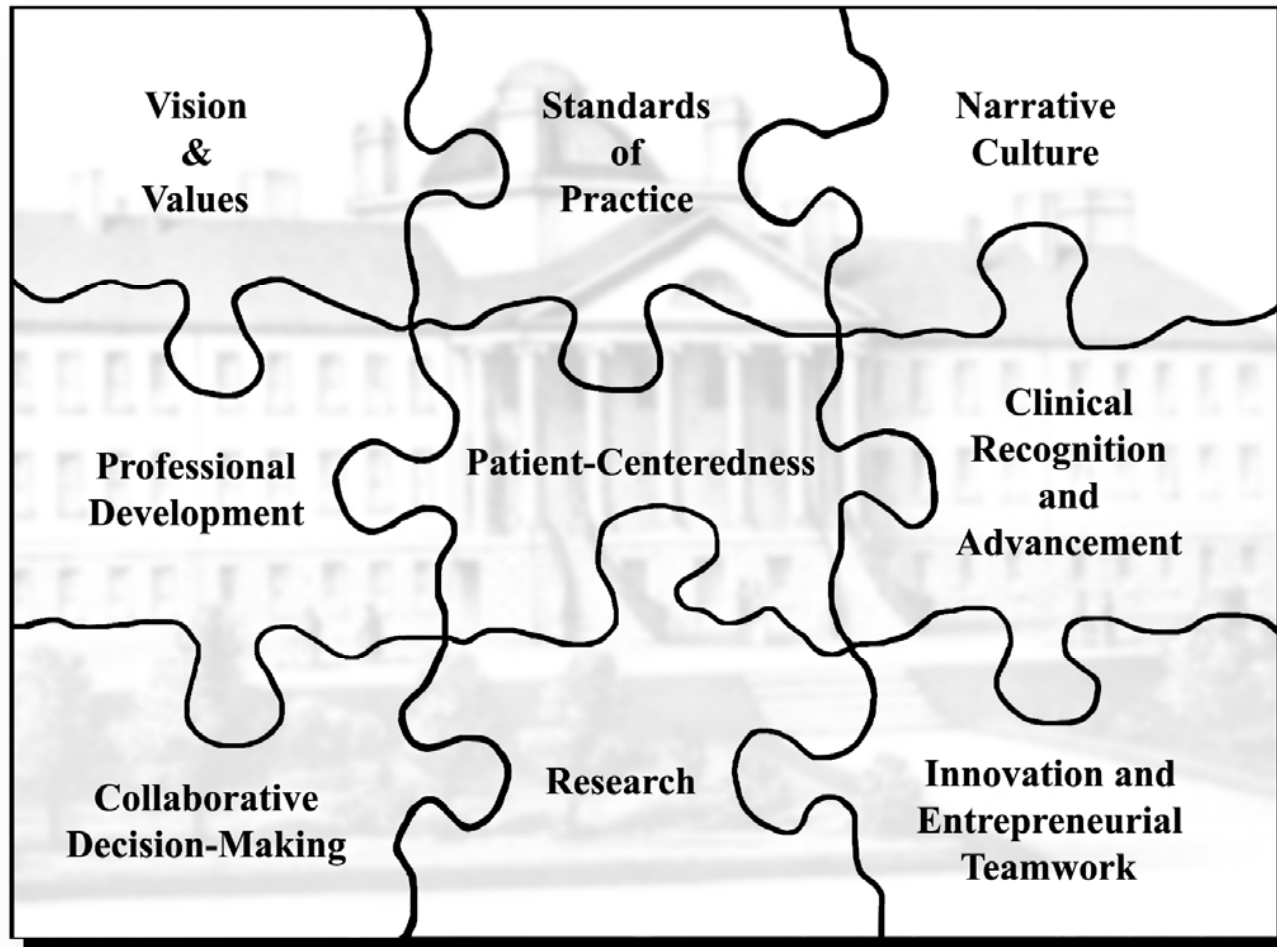
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- Promotes quality in a milieu that supports professional practice
- Identifies excellence in the delivery of nursing services to patients and families
- Provides a mechanism for the dissemination of “best practices” in nursing services
- Reflects the presence of both organizational, as well as nursing, excellence
- Demonstrates criteria-based evidence of a professional practice environment

Massachusetts General Hospital Professional Practice Model



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Magnet Designated Facility Information: As of July 2011



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Countries with Designated Magnet Facilities



Benefits of Magnet Recognition

People

- Increased RN retention and lower nurse burnout
- Decreased RN vacancy rate
- Decreased RN turnover rate

Cost

- Reduction in RN agency rates
- Reduction in staff needle stick rates
- Improved operating margin
- Improved bond rating
- Marketing ROI – publication in lieu of ads

Service

- Increased patient satisfaction
- Increased RN satisfaction

Quality

- Decreased mortality rates
- Decreased pressure ulcers
- Decreased ALOS
- Decreased falls
- Patient safety
- US News and World Report rating

Magnet

Quality of Leadership

Organizational Structure

Management Style

Personnel Policies & Procedures

Professional Models of Care

Quality of Care

Quality Improvement

The
Journey

Consultation & Resources

Autonomy

Community & the Hospital

Nurses as Teachers

Image of Nursing

Interdisciplinary Relationships

Professional Development

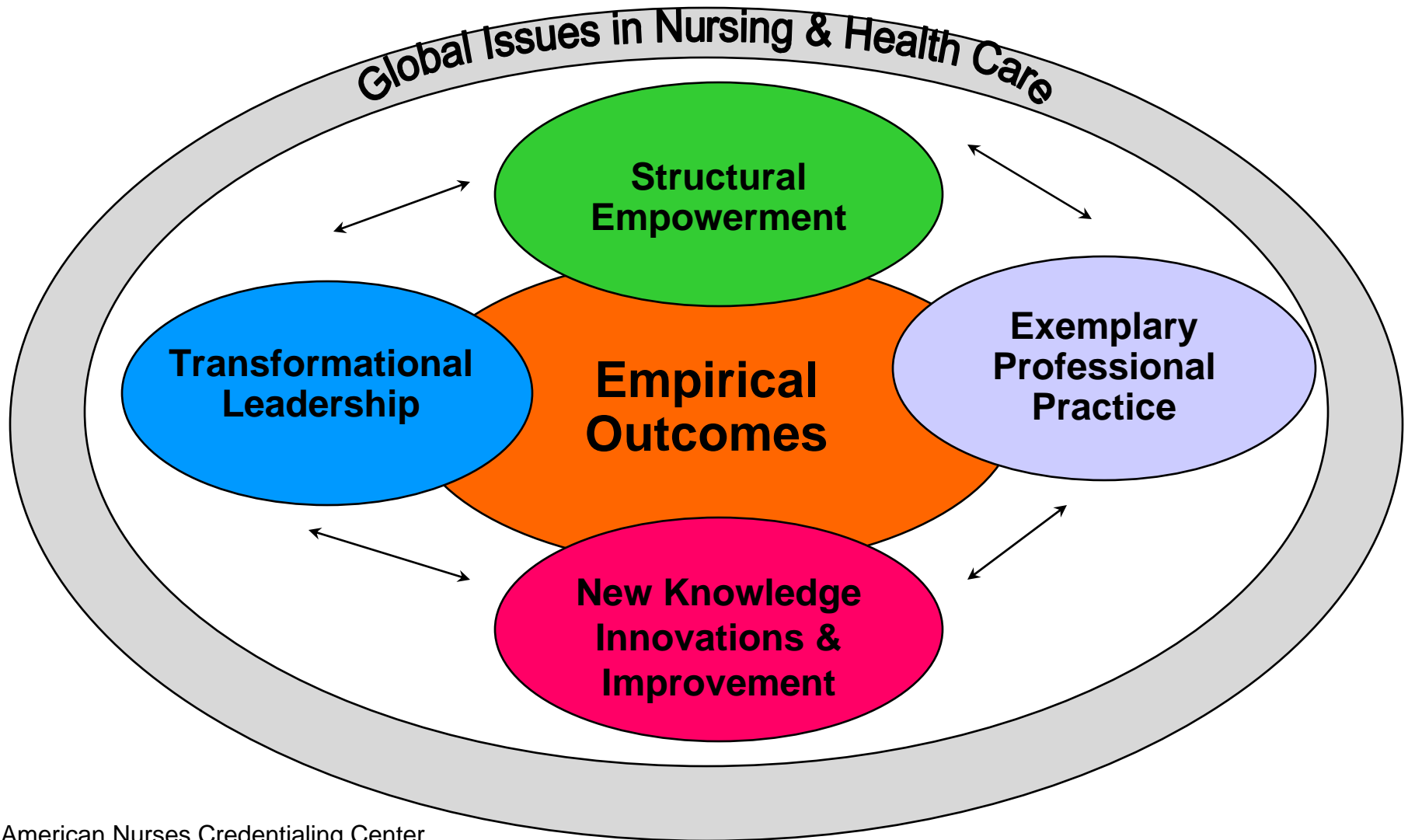
Standards of Professional Performance
for Nurse Administrators

Standards of Practice for Nurse Administrators

Crosswalk: ANCC 5 Model Components & 14 Forces of Magnetism

Model Elements	Rationale	Forces of Magnetism
Transformational Leadership	Pivotal driving factor which should spread over time.	F1: Quality of Nursing Leadership F3: Management Style
Structured Empowerment	Initially critical for Magnet work to occur; should become hardwired over time.	F2: Organizational Structure F4: Personnel Policies & Programs F10: Community F14: Professional Development F12: Image of Nursing
Exemplary Professional Nursing Practice	The key driver of Magnet outcomes. Should drive better outcomes over time as it becomes hardwired.	F5: Models of Care F9: Autonomy F11: Nurses as Teachers F13: Interdisciplinary Relations F8: Resources & Consultation
New Knowledge, Innovation & Improvement	Drives the model; should become stronger over time.	F7: Quality Improvement (research & EBP)
Empirical Quality Results	Use for dashboard; should improve over time.	F6: Quality of Care

A New Model for ANCC's Magnet Recognition Program[®]



Transformational Leadership



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Leaders are:

- Visionary
- Inspiring
- Strategic
- Engaging
- Respectful
- Trusting

Structural Empowerment



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- Transformational leaders
- Create structures
- That ensure access to:
 - Information
 - Resources
 - Support
- And opportunity to take advantage of them



Exemplary Professional Practice



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- A professional practice model depicts a nursing philosophy and links it an organization's mission.
- The model frames and directs nursing practice according to legal and ethical professional standards.
- Nurses are accountable for safe, ethical, evidence-based care.

New Knowledge, Innovation & Improvements



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- Establishing new ways to achieve new heights of quality, efficiency, and effectiveness.
- Magnet organizations are in a key position to advance nursing science, learning, and discovery.



Empirical Quality Results

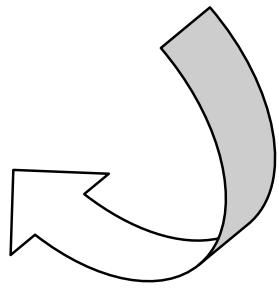
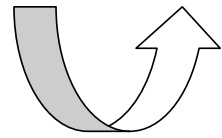
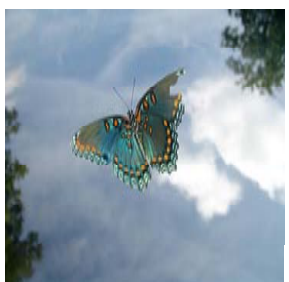
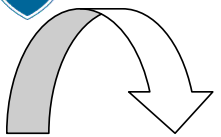
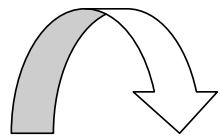


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- Focus on “What difference have you made?”
- Shift from structure and process to outcomes.
- Key indicators that paint a picture of the organization.

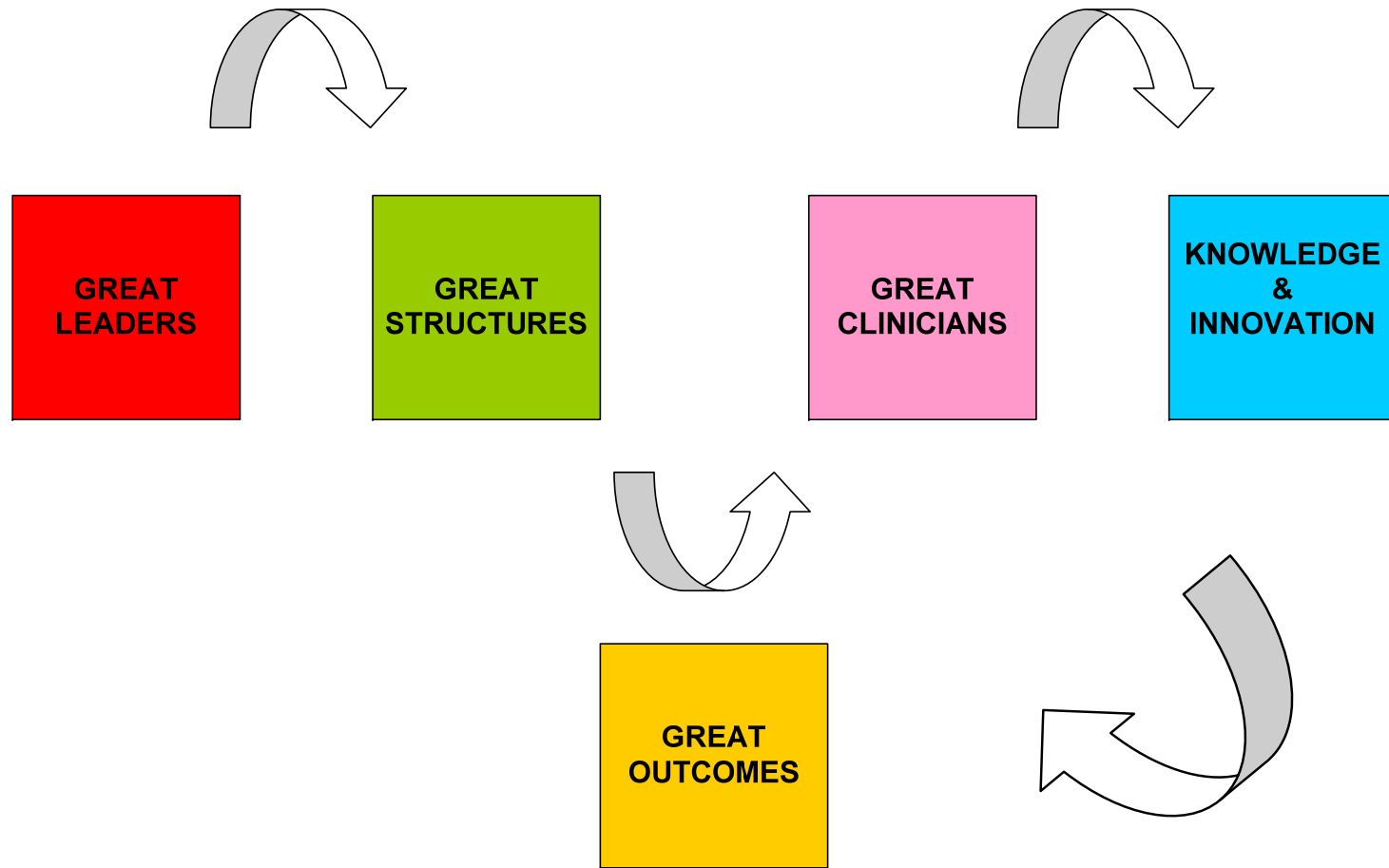
When you add it all together...



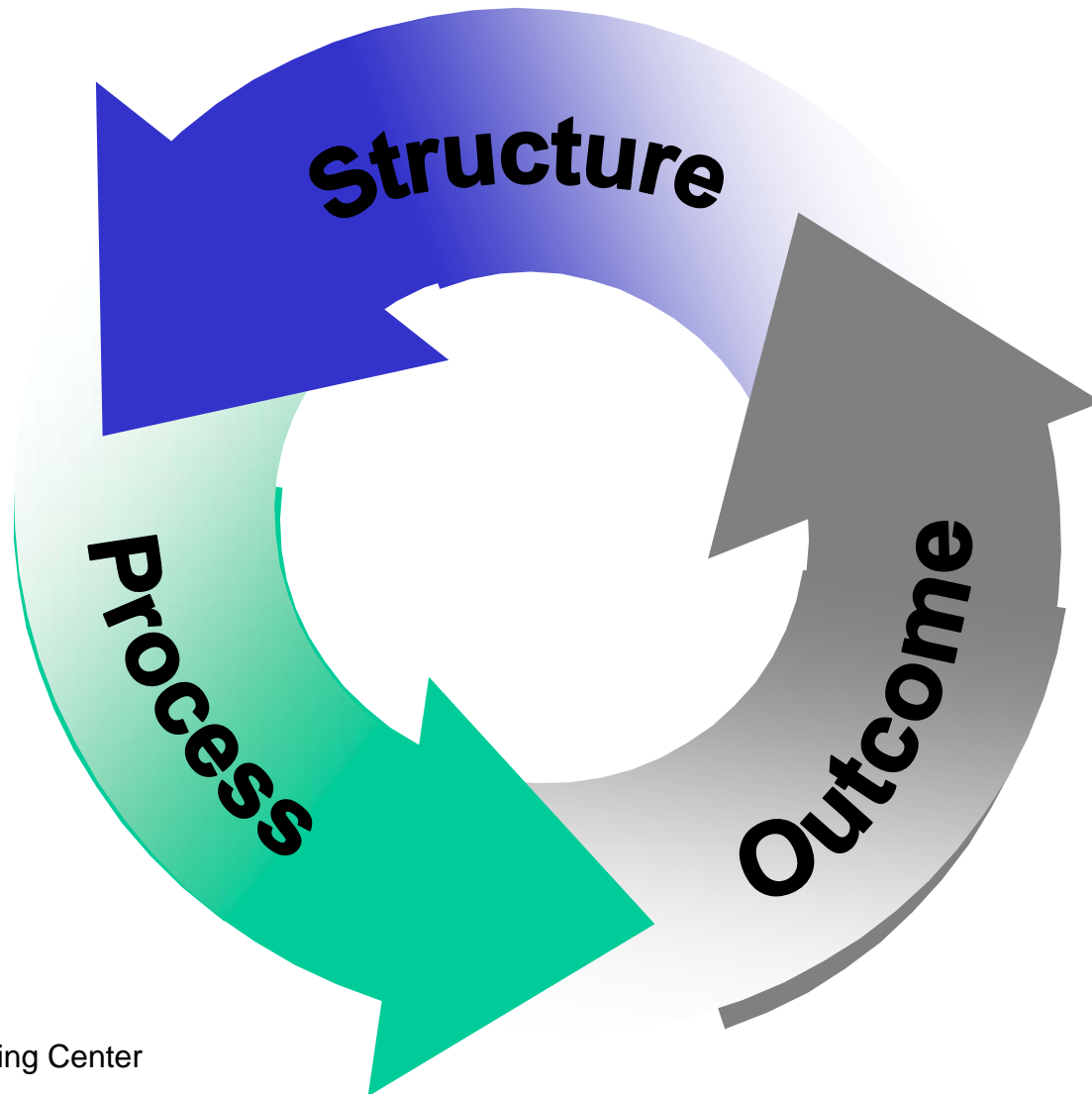
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The Magnet Model: A Theoretical View



Donabedian, 1966; 1990

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Weight of the Components of the Magnet Model



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New Applicants	Redesignating Magnets
Transformational Leadership	Transformational Leadership
Structural Empowerment	Structural Empowerment
Exemplary Professional Practice	Exemplary Professional Practice
New Knowledge, Innovations, and Improvements	New Knowledge, Innovations, and Improvements
Empirical Outcomes	Empirical Outcomes

Key: Gold highlights represent more heavily-weighted components.

Appraisal Review Process: Four Phases



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- Phase One: Application – **10/1/11**
- Phase Two: Written Documentation – **10/1/12**
- Phase Three: Site Visit
- Phase Four: Commission Vote

Evolution of Magnet Champion Role



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- **2003 & 2008 Magnet Recognition applications:** Staff nurse representatives from each inpatient/ unit practice area

- Role:
 - To discover
 - To communicate
 - To motivate



- **2012 application:**

Magnet Champion role (in addition to Excellence Every Day Champion role) is now aligned with the work of Collaborative Governance (communication and decision-making structure) through the shared philosophy of “excellence every day”: **Collaborative Governance champions**

Core Magnet Team



Magnet Core Group member	Key Link
Marianne Ditomassi	PCSEC/Other MGH Departments
Colleen Snyderman/Stacey Hutton Johnson Claire O'Brien Lori Pugsley Tara Tehan	Link with respective Associate Chief Nurses and Nursing Director colleagues
Patricia Connors Hannah Lyons Paul Arnstein	Link with CNS colleagues
Gaurdia Banister & Team	Institute for Patient Care
Mary Ellin Smith	Collaborative Governance
Keith Perleberg & Team	Quality & Safety
Nancy McCarthy	PCS Management Systems

A Sample of Evidence



Model Component I: Transformational Leadership

Describe & demonstrate:

- **TL1** How nursing's mission, vision, values, and strategic and quality plans reflect the organization's current and anticipated strategic priorities.
- **TL 2** How nurses at every level – the chief nursing officer (CNO), nurse administrators, and direct care nurses – advocate for resources, including fiscal and technology resources, to support unit/division goals.
- **TL 3** The strategic planning structure(s) and process(es) used by nursing to improve the healthcare system's:
 - Effectiveness
 - Efficiency
- **TL3EO** The outcomes(s) that resulted from the planning described in TL3.

A Sample of Evidence



Model Component II: Structural Empowerment

Describe & demonstrate:

- **SE 1:** The structure(s) and process(es) that enable nurses from all settings and roles to actively participate in organizational decision-making groups such as committees, councils, and task forces.
- **SE 1 EO:** Two (2) improvements in different practice settings because of nurse involvement in organizational decision-making groups such as committees, councils, and task forces.
- **SE 2:** The structure(s) and process(es) that enable nurses at all levels to participate in professional nursing organizations at the local, state, and national levels. Include international participation, if any.
- **SE 2 EO:** Two (2) improvements in different practice settings that occurred because of nurse involvement in a professional nursing organization(s).

The Bar has been Raised....



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- **Succession planning** is in place for all leadership positions, including CNO
- **Peer review** is in place for all RNs and is designed to improve practice and performance
- The distinctions between **quality improvement, evidence-based practice and nursing research** are understood and can be articulated by all levels of nurses
- **Nurse-sensitive indicators, Patient satisfaction and Nurse satisfaction data** reports
 - Unit-based, nationally-benchmarked
 - Action plans for indicators below benchmarked midpoint

Nursing Sensitive Outcomes....



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- **“Those that are relevant based on nurses’ scope and domain of practice, and for which there are empirical evidence linking nursing inputs and interventions to the outcomes.” (ANA)**
 - **Linked to current and future healthcare reimbursement**
 - **Regulatory and Magnet requirements**
 - **Integral part of quality initiatives in acute care**
 - **Structures, processes and outcomes reporting methods**
 - **Benchmarking outcomes “processes and results that represent best practices and performance for similar activities, inside or outside the organization”**
 - **Standards for making comparisons and progress in achieving outcomes**
- **Magnet scoring requirements: 51% of units must exceed the mean or median for 5 of the last 8 quarters.**

Magnet Hospitals are expected to demonstrate:



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- Indicators have been well documented for > 10 years as an overall indication of other clinical quality patient outcomes:

1. **Hospital Acquired Pressure Ulcers**
 2. **Patient falls**
 3. **Restraint use**
- 
- A large teal arrow pointing downwards, indicating a downward trend or negative outcome.

- Indicators reflect overall nursing satisfaction and support provided by the organization:

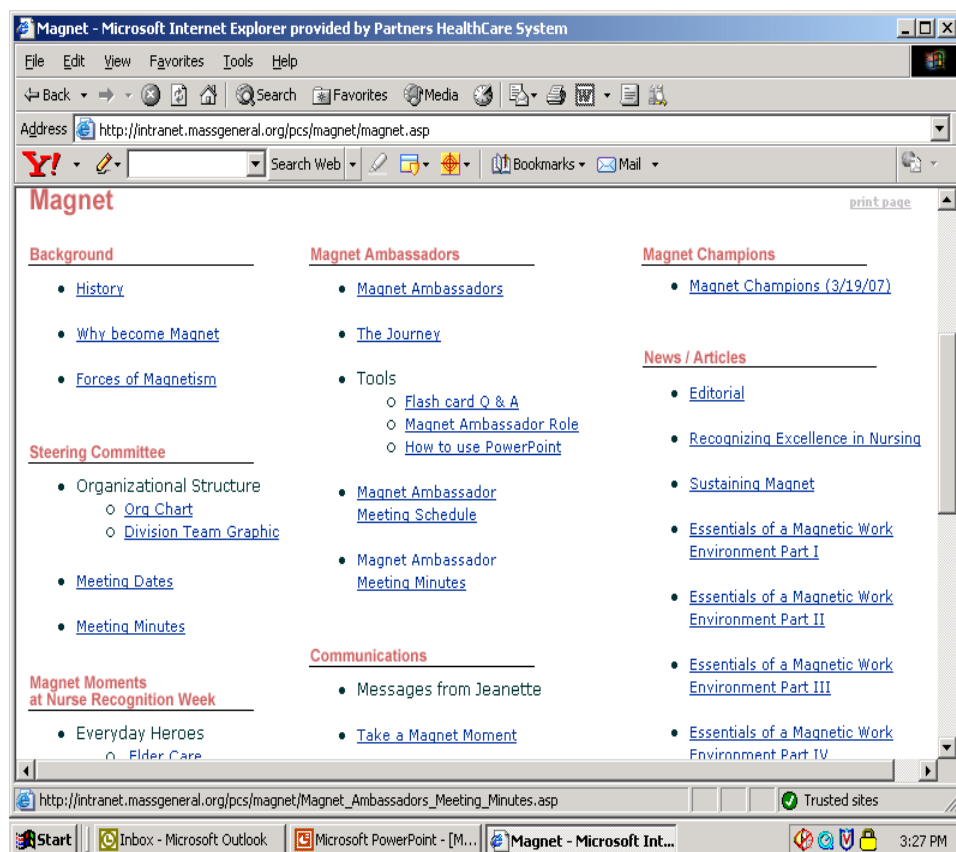
1. **Overall nursing and patient satisfaction**
 2. **RN certification**
 3. **Nurse-led clinical research**
 4. **Nurse turnover**
- 
- A large teal arrow pointing upwards, indicating an upward trend or positive outcome.

Communication



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- Magnet Web page: www.massgeneral.org/pcs/magnet
- *Caring Headlines, Hotline*
- *Take a Magnet Moment*
- On-going meetings:
 - Core Committee
 - Departmental & unit-based
 - CG Committees
- Unit-based posters
- “Road shows”
- Information tables
- Mock site visits



Questions?

