Description of Magnet ®

- 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
Magnet Designated Facility Information: As of July 2011

Countries with Designated Magnet Facilities

Key
- Magnet Designated

Total: 386 including 4 international Magnets
## Benefits of Magnet Recognition

<table>
<thead>
<tr>
<th>People</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased RN retention and lower nurse burnout</td>
<td>Reduction in RN agency rates</td>
</tr>
<tr>
<td>Decreased RN vacancy rate</td>
<td>Reduction in staff needle stick rates</td>
</tr>
<tr>
<td>Decreased RN turnover rate</td>
<td>Improved operating margin</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>People</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased patient satisfaction</td>
<td>Improved bond rating</td>
</tr>
<tr>
<td>Increased RN satisfaction</td>
<td>Marketing ROI – publication in lieu of ads</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decreased mortality rates</td>
<td>US News and World Report rating</td>
</tr>
<tr>
<td>Decreased pressure ulcers</td>
<td></td>
</tr>
<tr>
<td>Decreased ALOS</td>
<td></td>
</tr>
<tr>
<td>Decreased falls</td>
<td></td>
</tr>
<tr>
<td>Patient safety</td>
<td></td>
</tr>
</tbody>
</table>
The Journey

Quality of Leadership
Organizational Structure
Management Style
Personnel Policies & Procedures
Professional Models of Care
Quality of Care
Quality Improvement
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

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

Global Issues in Nursing & Health Care

- Empirical Outcomes
- Structural Empowerment
- Exemplary Professional Practice
- New Knowledge Innovations & Improvement
- Transformational Leadership
Transformational Leadership

Leaders are:
• Visionary
• Inspiring
• Strategic
• Engaging
• Respectful
• Trusting
Structural Empowerment

• Transformational leaders
• Create structures
• That ensure access to:
  ➢ Information
  ➢ Resources
  ➢ Support
• And opportunity to take advantage of them
Exemplary Professional Practice

• A professional practice model depicts a nursing philosophy and links it to 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

• 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

• 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...
A New Model for ANCC’s Magnet Recognition Program®
The Magnet Model: A Theoretical View

Donabedian, 1966; 1990
© American Nurses Credentialing Center
# Weight of the Components of the Magnet Model

<table>
<thead>
<tr>
<th>New Applicants</th>
<th>Redesignating Magnets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership</td>
<td>Transformational Leadership</td>
</tr>
<tr>
<td>Structural Empowerment</td>
<td>Structural Empowerment</td>
</tr>
<tr>
<td>Exemplary Professional Practice</td>
<td>Exemplary Professional Practice</td>
</tr>
<tr>
<td>New Knowledge, Innovations, and Improvements</td>
<td>New Knowledge, Innovations, and Improvements</td>
</tr>
<tr>
<td>Empirical Outcomes</td>
<td>Empirical Outcomes</td>
</tr>
</tbody>
</table>

Key: Gold highlights represent more heavily-weighted components.
Appraisal Review Process: Four Phases

- 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

- **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

<table>
<thead>
<tr>
<th>Magnet Core Group member</th>
<th>Key Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marianne Ditomassi</td>
<td>PCSEC/Other MGH Departments</td>
</tr>
<tr>
<td>Colleen Snydeman/Stacey Hutton Johnson Claire O’Brien Lori Pugsley Tara Tehan</td>
<td>Link with respective Associate Chief Nurses and Nursing Director colleagues</td>
</tr>
<tr>
<td>Patricia Connors Hannah Lyons Paul Arnstein</td>
<td>Link with CNS colleagues</td>
</tr>
<tr>
<td>Gaurdia Banister &amp; Team</td>
<td>Institute for Patient Care</td>
</tr>
<tr>
<td>Mary Ellin Smith</td>
<td>Collaborative Governance</td>
</tr>
<tr>
<td>Keith Perleberg &amp; Team</td>
<td>Quality &amp; Safety</td>
</tr>
<tr>
<td>Nancy McCarthy</td>
<td>PCS Management Systems</td>
</tr>
</tbody>
</table>
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.
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….

- **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….

- “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:

- 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

- 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
Communication

- Magnet Web page: [www.massgeneral.org/pcs/magnet](http://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?