



Magnet 101

2022 Re-designation Preparation

The Magnet Vision



- Highest honor bestowed by American Nurses Credentialing Center (ANCC) for excellence in Nursing services.
- MGH: First Massachusetts hospital to achieve ANCC Magnet status (2003); redesignated in 2007 and 2013, 2017

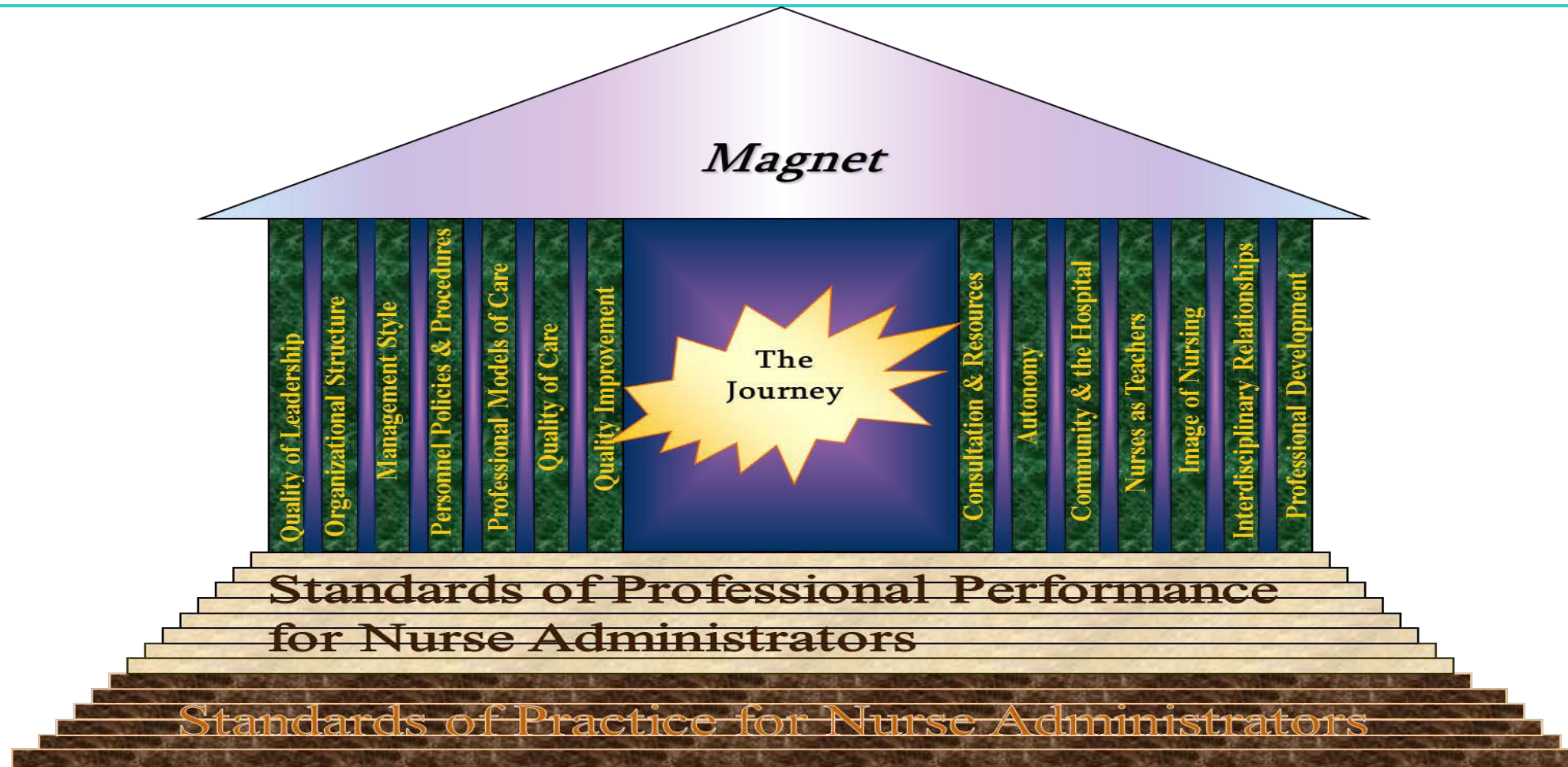
The Magnet Vision



Magnet-recognized organizations will serve as the fount of knowledge and expertise for the delivery of nursing care globally. They will be solidly grounded in core Magnet principles, flexible, and constantly striving for discovery and innovation. They will lead the reformation of health care, the discipline of nursing, and care of the patient, family, and community.

The Commission on Magnet Recognition, 2008

Science Behind Magnet



Grounded in Research: McClure, M.L., Poulin, M., Sovie, M., & Wandelt, M. (1983). *Magnet hospitals: Attraction and retention of professional nurses*. Kansas City, MO: American Nurses Association.

Foundation for Magnet Standards

The Steps

ANA Standards of Professional Performance and Practice for Nurse Administrators

The Columns

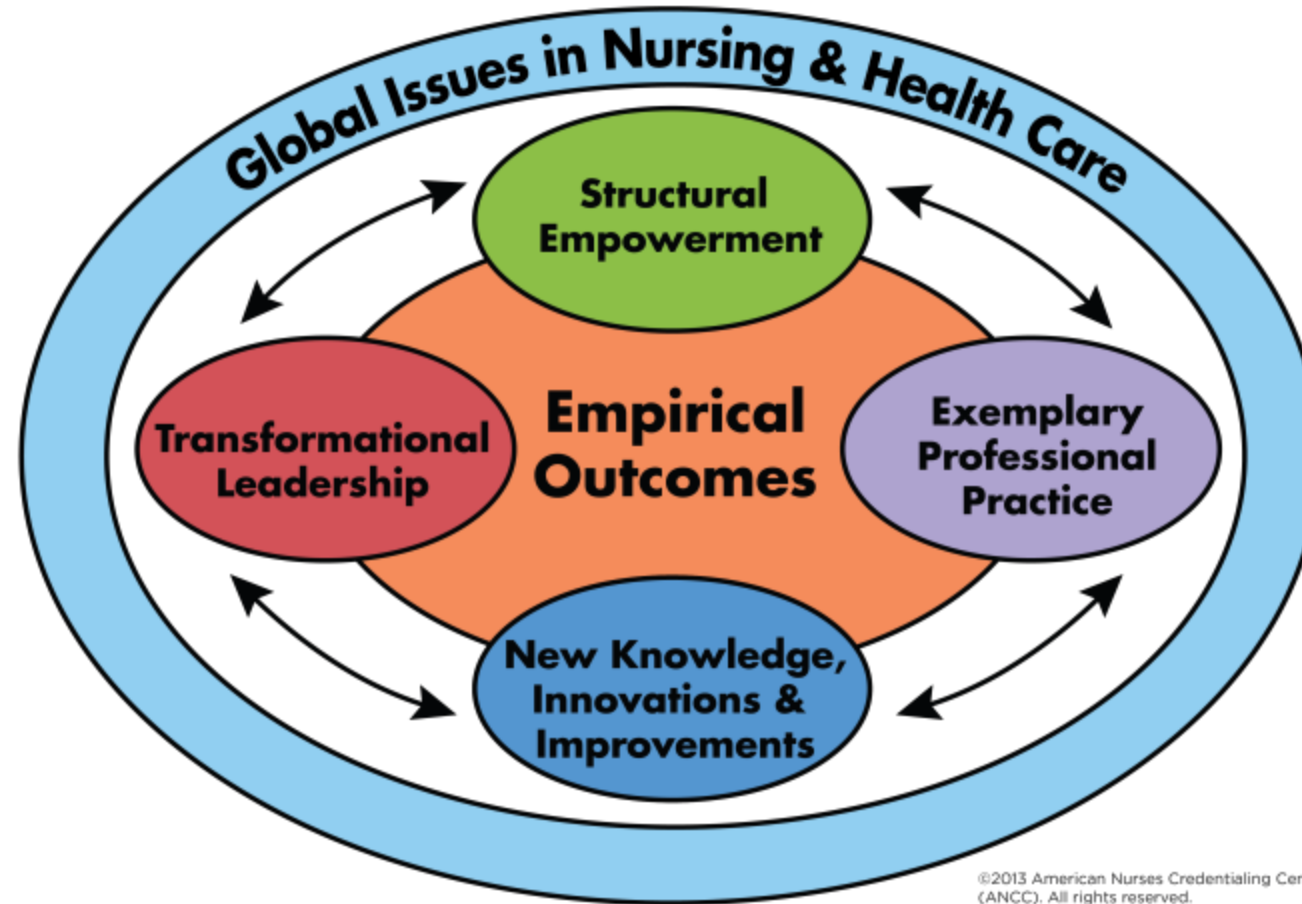
The 14 Forces of Magnetism:

- Quality of Leadership
- Organizational Structure
- Management Style
- Personnel Policies & Procedures
- Professional Models of Care
- Quality of Care
- Quality Improvement
- Consultation & Resources
- Autonomy
- Community and the Hospital
- Nurses as Teachers
- Image of Nursing
- Interdisciplinary Relationships
- Professional Development

Evidence- based impact of Magnet Designation

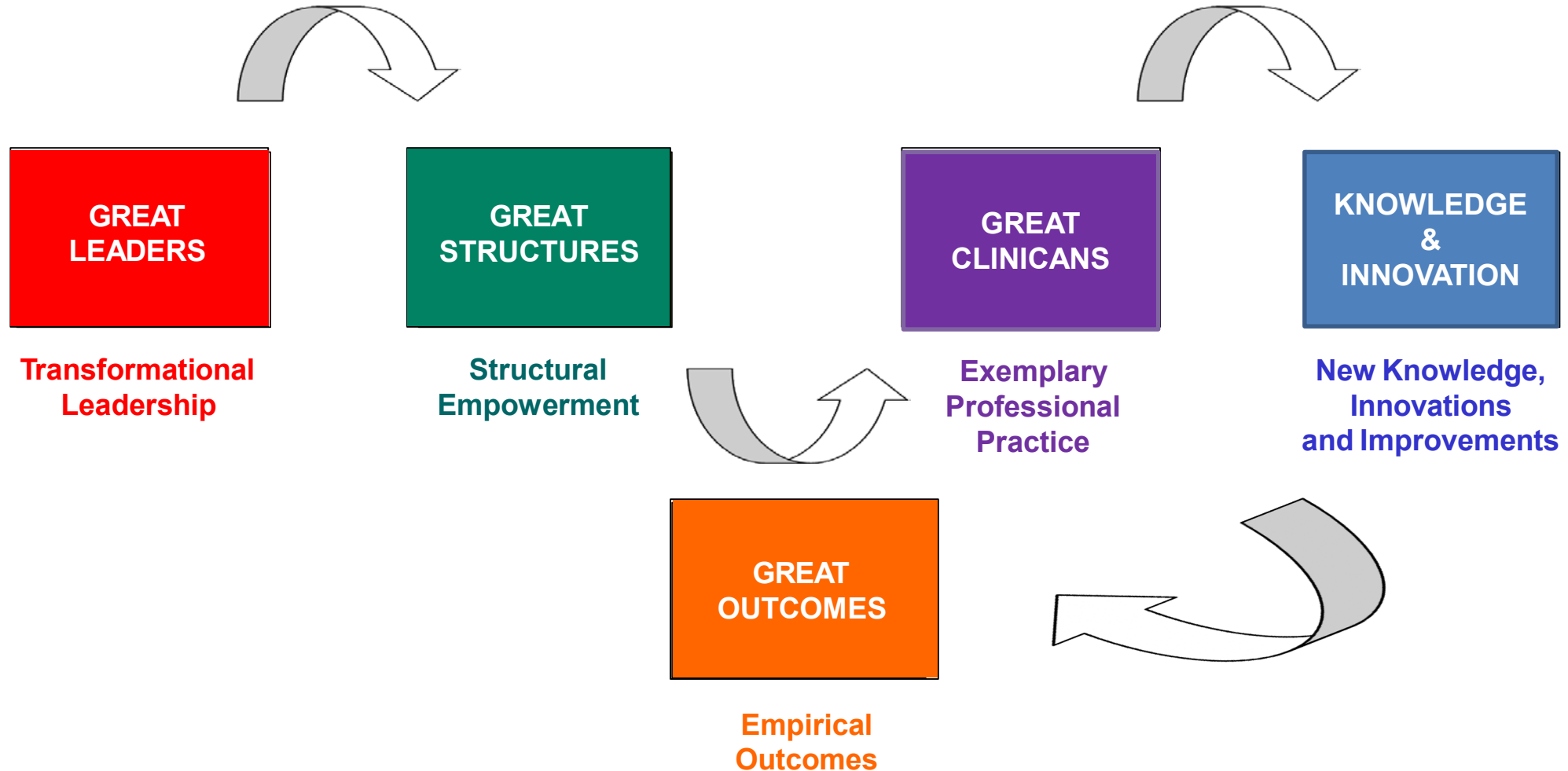
RNs <ul style="list-style-type: none"> • High retention/low burnout • Lower vacancy rate • Lower turnover 	Cost <ul style="list-style-type: none"> • Low RN agency fees • Fewer staff needle stick injuries • Improved operating margin • Improved bond rating • Marketing ROI— publication vs. ads
Experience <ul style="list-style-type: none"> • Increased patient and family Satisfaction • Increased RN satisfaction 	Quality of Care <ul style="list-style-type: none"> • Lower mortality rates • Fewer pressure ulcers • Reduction in ALOS • Fewer falls • Higher Patient Safety • Rankings in <i>US News and World Report</i>

Magnet Model Components

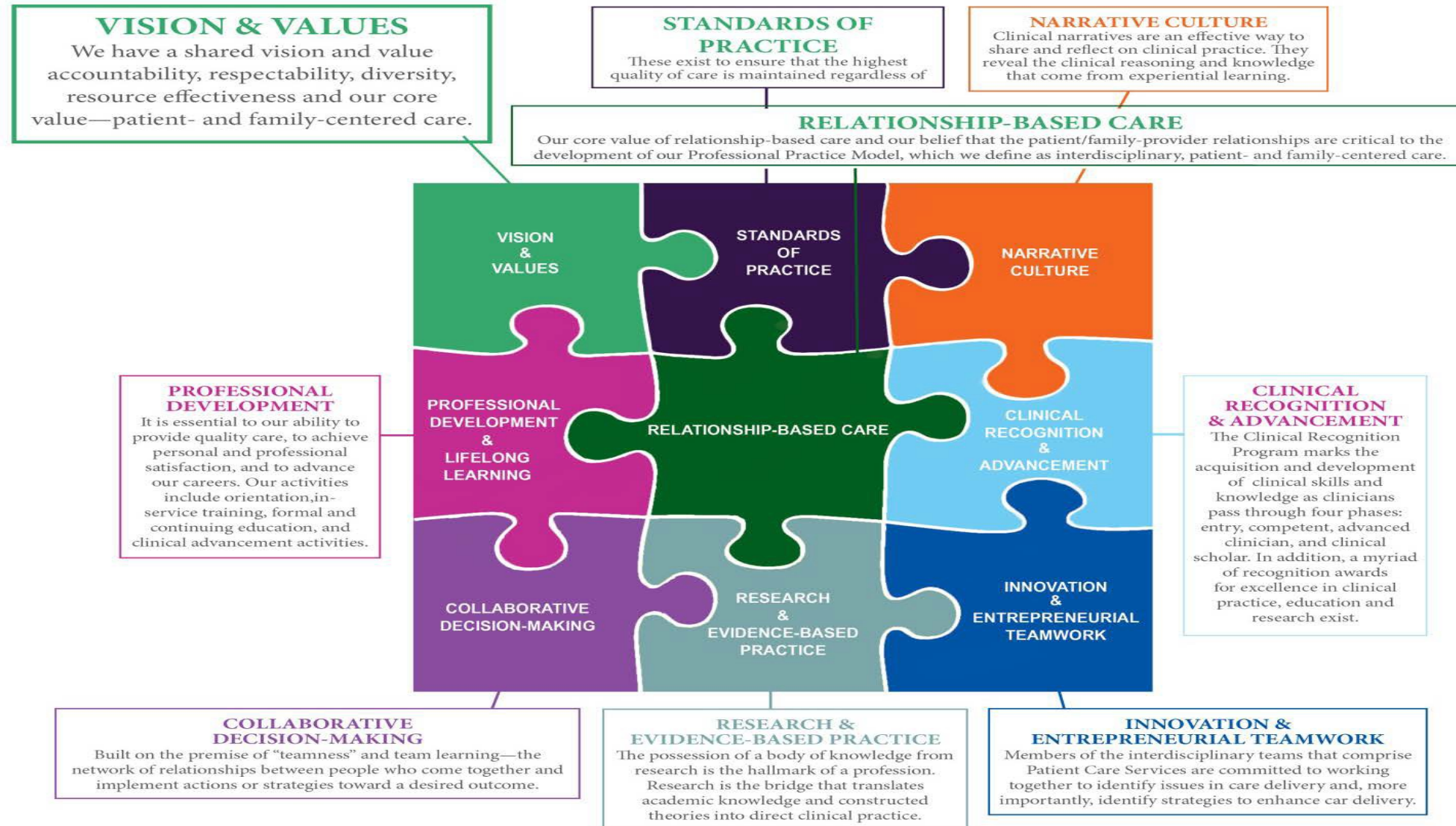


Provides a framework to achieve excellence in practice

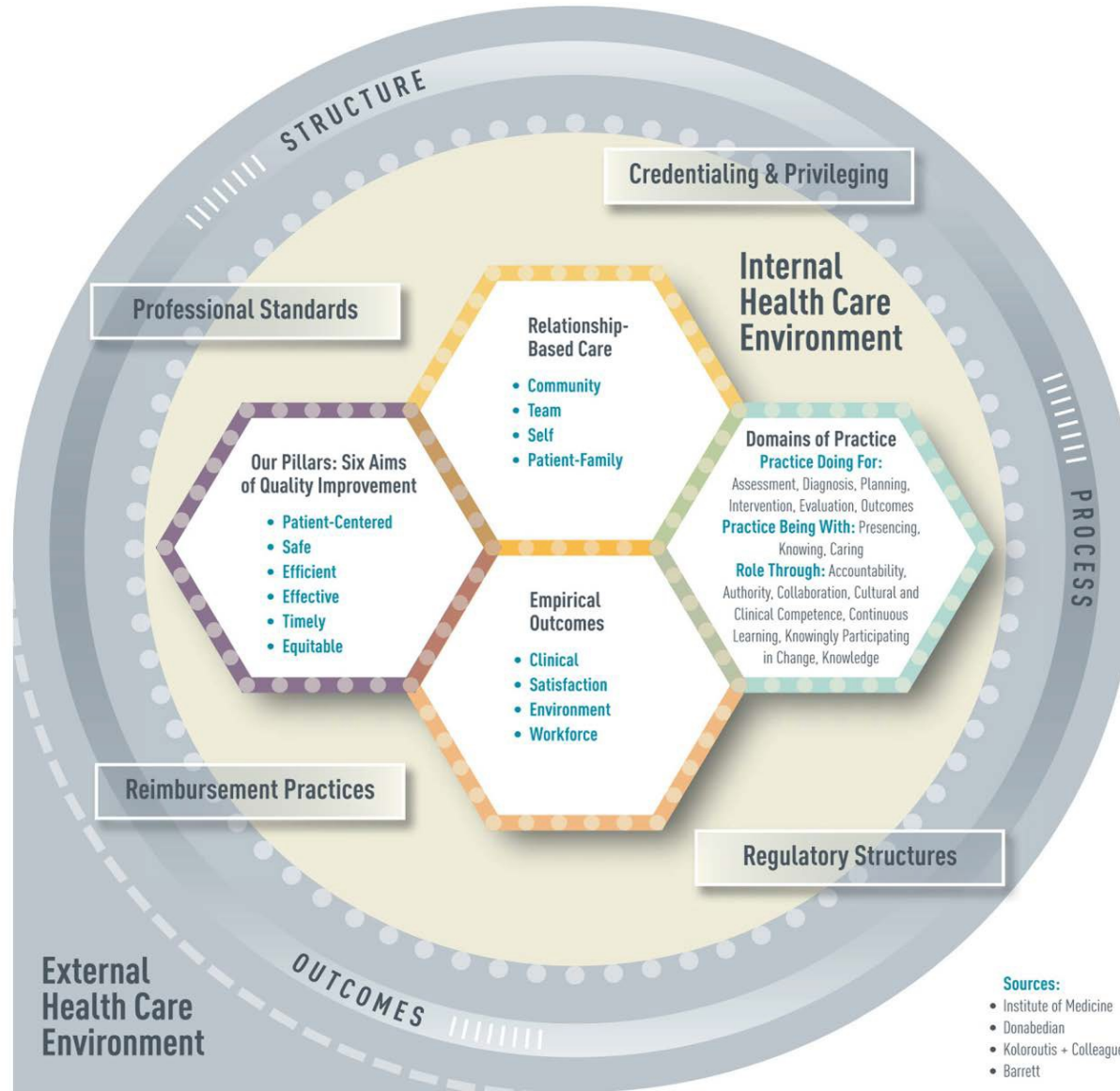
Application of the Magnet Model



MGH Professional Practice Model (PPM)



Patient Care Delivery Model (PCDM)



Key Components

- Relationship-based care
- Domains of practice
- IOM's six aims of quality improvement
- Empirical outcomes

Sources:

- Institute of Medicine
- Donabedian
- Koloroutis + Colleagues
- Barrett

Critical Success Factors

- **Interdisciplinary teamwork** that supports patient- and family-centered, relationship-based care
- Nurses experience **autonomy** and control over practice
- **Collaborative** clinician-physician and interdisciplinary relationships
- Meet documentation standards of **interdisciplinary plan-of-care** and **interdisciplinary patient teaching**
- **Voice in decisions** regarding practice and quality of worklife
- Integration of quality initiatives across the entire organization; **strong empirical outcomes** (baseline & outcomes data)
- Nurses and patients receive **a high level of support from hospital and nursing administration**

Transformational Leadership

How we lead for today and the future



MASSACHUSETTS
GENERAL HOSPITAL

NURSING AND
PATIENT CARE SERVICES

Characteristics:

- Leadership for today and the future
- Visionary/influential leaders—at all levels—create a shared vision; lead others to meet needs of the future
- Challenging existing systems and proposing strategic, creative solutions to mitigate problems
- Ability to deal with constant change; comfortable with uncertainty



Transformational Leadership

How we lead for today and the future

Nurses at all levels:

- Advocate for resources
- Participate in decision making to advance practice/support patient care

EXAMPLES:

- Budget Process
- Project Proposals
- Plan of Care
- Staffing & Scheduling
- Collaborative Governance
- Interdisciplinary Committees and Subgroups
- Staff Meetings
- Unit-Based Committees & Subgroups
- Staff Perception Survey
- PLEN Learning Needs Assessment Tool



Exemplary Professional Practice

Ensure Excellence



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PATIENT CARE SERVICES

Characteristics:

- It is about what nursing can achieve.
- It is about how nurses interact with patients, families, communications and the interdisciplinary team to impact positive patient outcomes.
- Allows nurses to work in an environment where autonomy and accountability help define quality patient care and best practices.



Exemplary Professional Practice

Ensure Excellence

Examples at MGH:

Models

- Professional Practice Model
- Patient Care Delivery Model
- Relationship-Based Care

Processes

- Performance Appraisal Process
- Staffing, Scheduling & Budgeting
- Recruitment & Retention
- Policies & Procedures
- Culture of Safety
 - Workplace Safety
 - Safety Reporting
 - National Patient Safety Goals

Clinical

- Scope of Practice
- Five Rights of Delegation
- Autonomy in Nursing Practice
- Use of Internal/External Experts
- Ethical Decision-Making & Resources
- Documentation
 - Interdisciplinary Plan of Care
 - Interdisciplinary Patient Teaching



Support practice

- Transformational leaders create foundations that bring the mission, vision and values to life and encourage professional nursing practice to achieve its highest level
- Multi-directional communication among nurse leaders, bedside nurses and interdisciplinary teams
- Strong, collaborative relationships with other disciplines internally and in the community



Structural Empowerment

Support practice

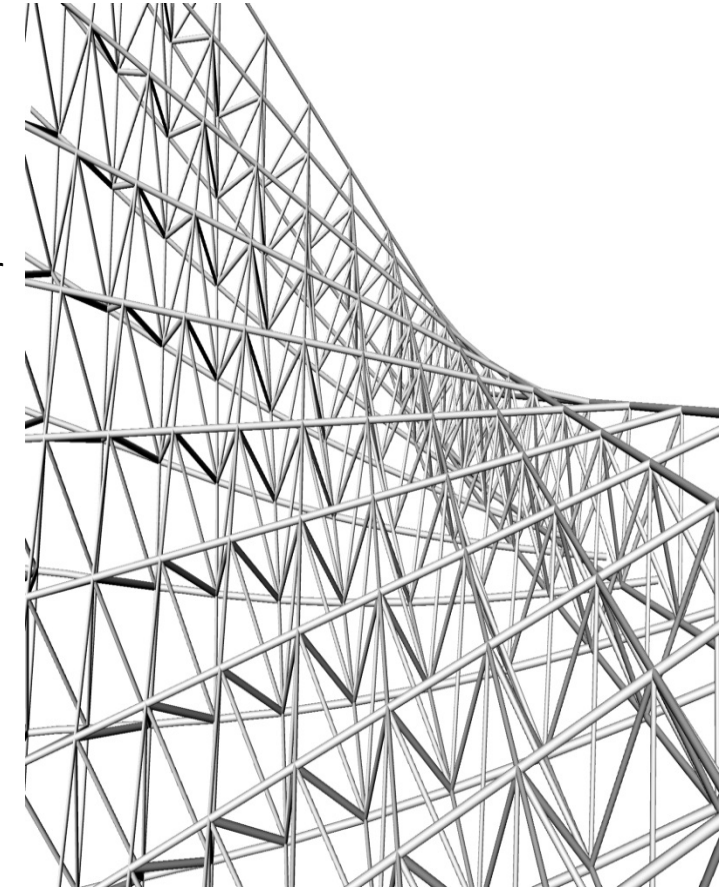


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Examples at MGH:

- Institute for Patient Care—innovative model for advancing high-quality, interdisciplinary health care through professional development, research, innovation and patient education.
 - Center of Innovation in Care Delivery; Maxwell & Eleanor Blum Patient and Family Learning Center; Norman Knight Nursing Center for Clinical & Professional Development; and Yvonne L. Munn Center for Nursing Research
- Professional Development
 - Onboarding, training, continuing education, preceptor development, assessment of learning needs
- Support for professional development, conference attendance, formal education and certification.
 - Clinical Recognition Program
 - Collaborative Governance
 - Patient & Family Teaching
 - Awards and Recognition Program



New Knowledge, Innovations & Improvements

Innovate & Improve



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Characteristics:

- As exemplary professionals, nurses are accountable for using and expanding nursing knowledge.
- Magnet nurses are pioneers of our future.
- Innovations in nursing care, care delivery and the practice environment are the hallmark of Magnet organizations.
- Create new designs, models of care evidence and standards.

Definitions at MGH

- Differentiate between:
 - **Research** is a **systematic investigation** that is designed to generate **new knowledge** that can be generalized to broader applications.
 - **Evidence-based practice (EBP)** is a method of decision making (**practice recommendations**) that are based on:
 1. a rigorous/systematic appraisal of current research,
 2. patient preferences and
 3. provider expertise/environmental situations
 - **Process/Quality Improvement (QI)** is a process by which nurses and clinicians work to **improve systems** at the **local level**. The steps involve PCDA (Plan, Do, Check, Act).
 - The intent is to **monitor performance and improve outcomes** in an ongoing process
- Nursing Innovations in Care Delivery – "Innovation is the **application of creativity or problem solving** that results in a widely adopted strategy, product, or service that meets a need in a new and different way. Innovations are about improvement in quality, cost effectiveness, or efficiency."

Empirical Outcomes

Characteristics:

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

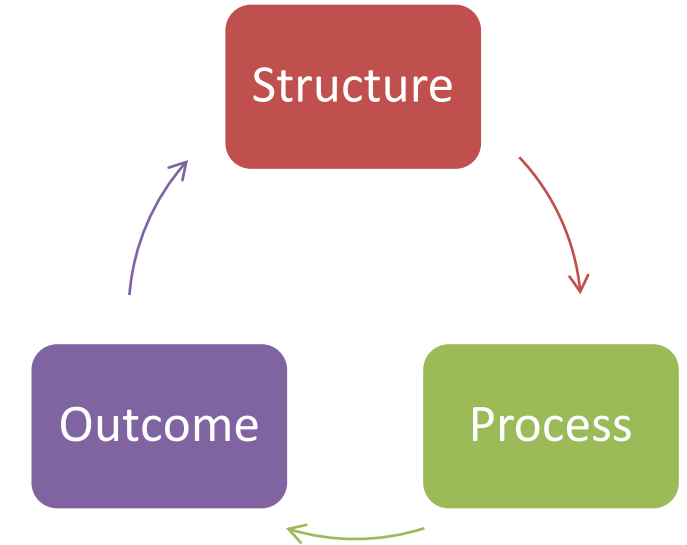


Empirical Outcomes

Know We've Made a Difference

Examples at MGH:

- Nursing Satisfaction
- Patient Satisfaction
- Quality Indicators



Structure, Process, Outcome



Structure

- The characteristics of the organization including leadership, availability of resources, and professional practice models (Magnet Application Manual, 2019).

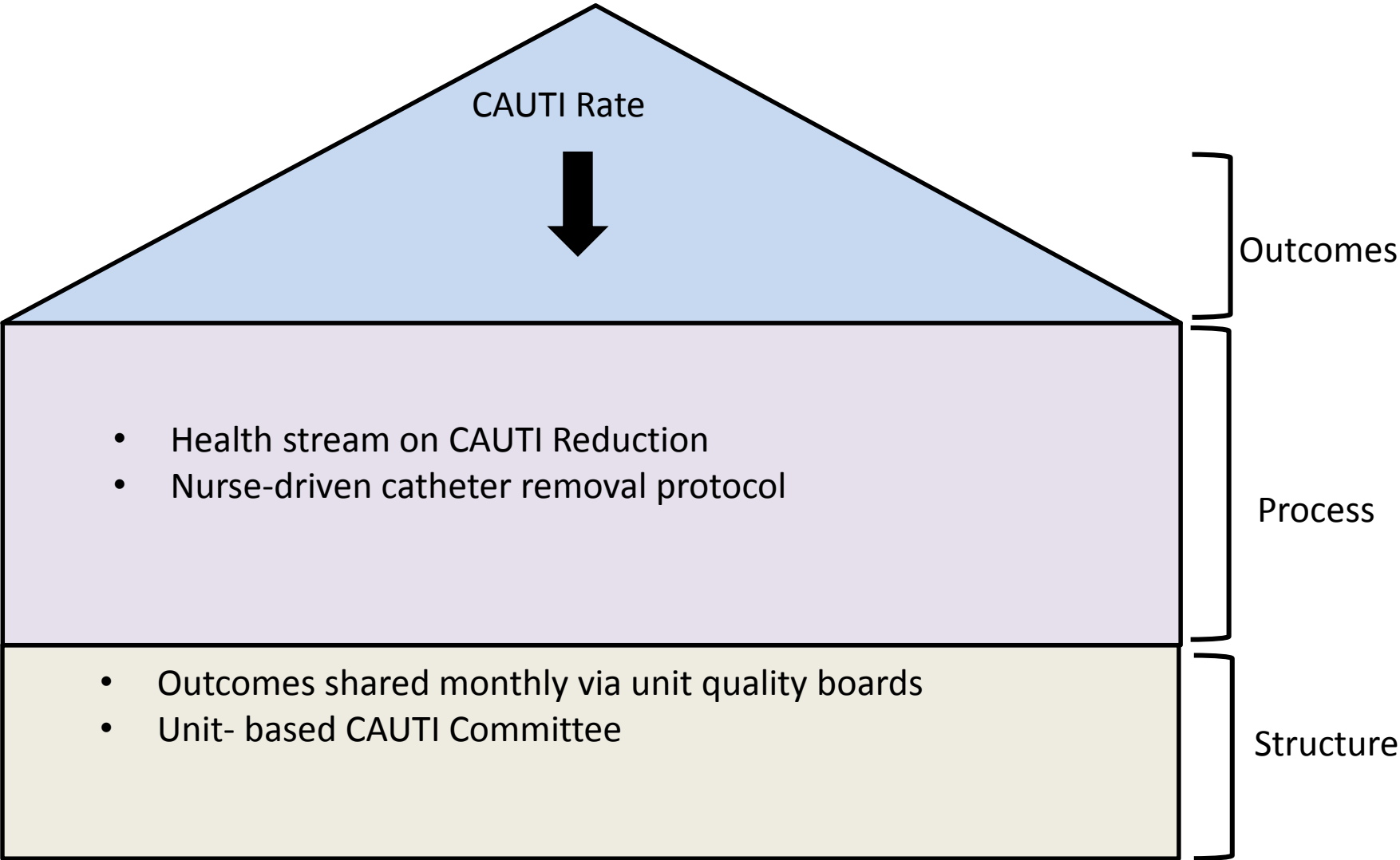
Process

- Actions involving the delivery of nursing services to patients, including practices that are safe, ethical, autonomous, evidence-based, and focused on quality improvements (Magnet Application Manual, 2019).

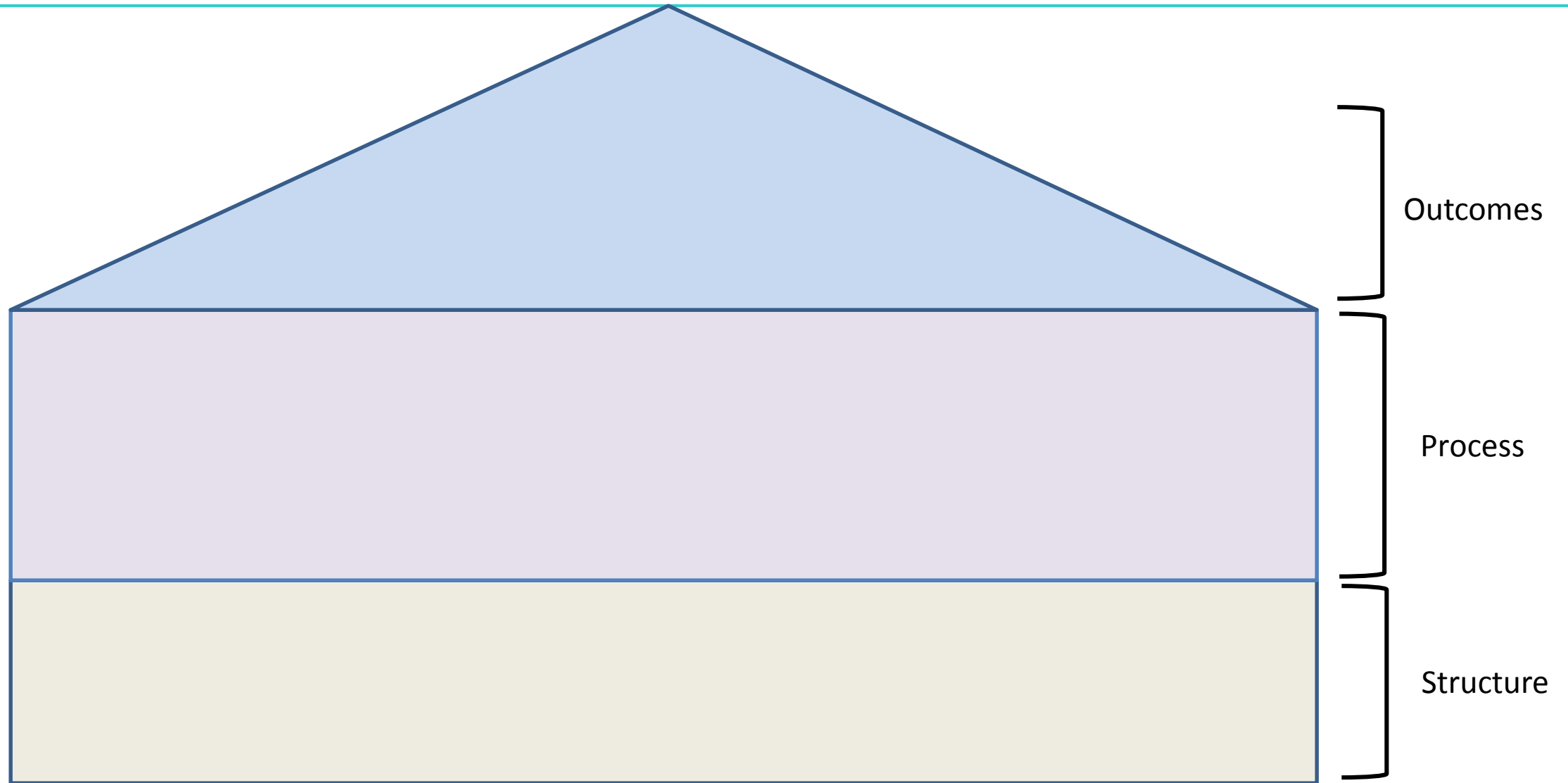
Outcome

- Quantitative and qualitative evidence related to the impact of structure and process on the patient, nursing workforce, organization, and consumer (Magnet Application Manual, 2019).

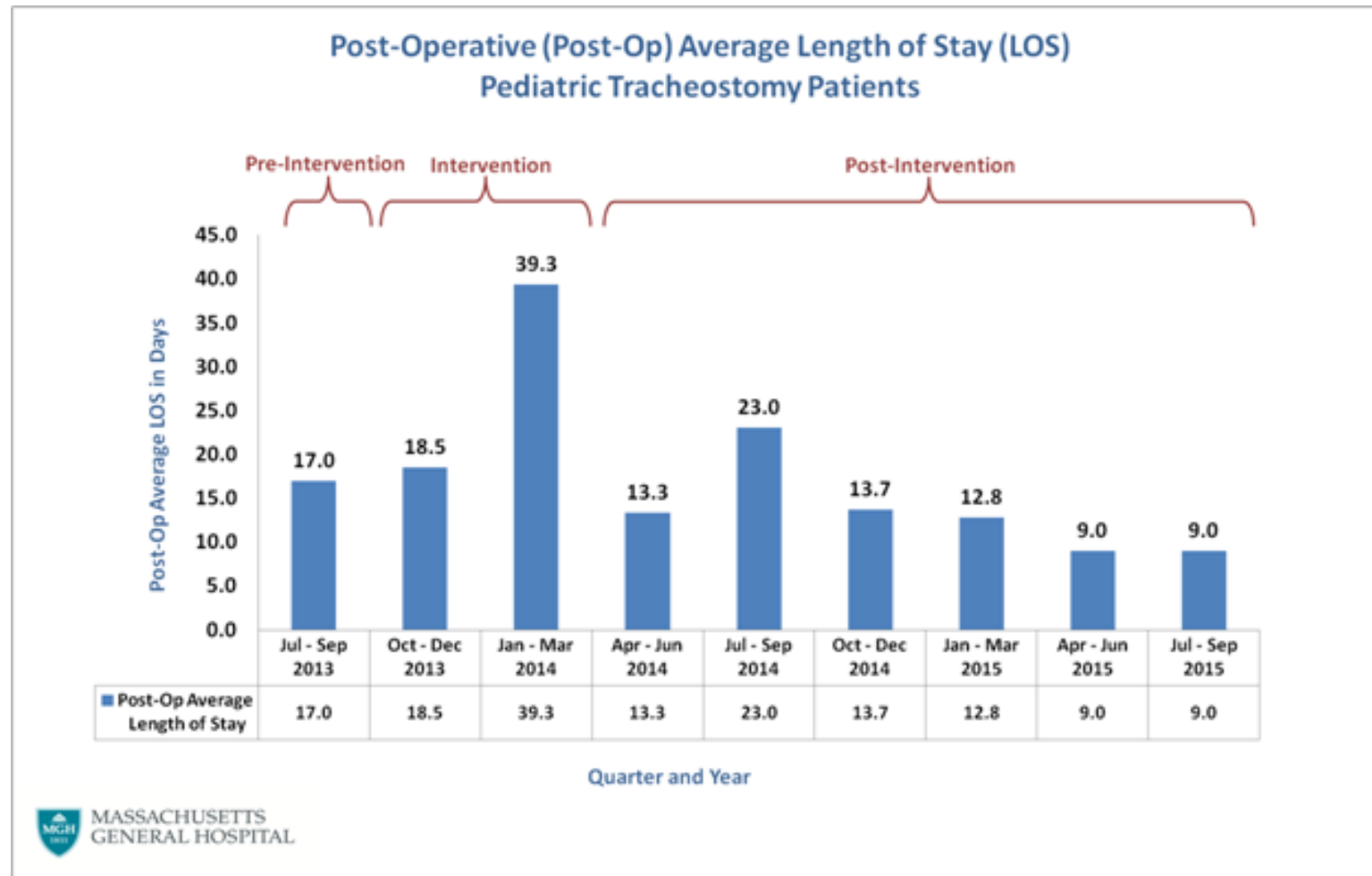
Example of Inpatient NSI: Structure, Process, Outcome



Structure, Process, Outcome



Example from our Magnet Evidence



Questions?

