

The Magnet® Immersion for Radiology Nurses

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HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL



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Introductions



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George Orwell

- He who controls the past, controls the future



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Objectives

- 1) Describe the history and evolution of the Magnet Recognition® Program
- 2) Identify 4 key characteristics of a Magnet® facility
- 3) Identify 4 key elements of a Magnet preparation program for a Radiology setting
- 4) Identify a Nursing Sensitive Outcome for Radiology Nursing



History of the Magnet Recognition Program ®

- 1983: American Academy of Nurses Taskforce on Nursing Practice
- 163 hospitals studied
- 41/163 successful at attracting and retaining nurses.
- These facilities were referred to as 'Magnet'
- Their distinguishing characteristics became known as 'Forces of Magnetism'
- Findings were published in the 1983 book
- Magnet Hospitals: Attraction and Retention of Professional Nurses



History of the Magnet Recognition Program ®

- Under ANCC, program renamed the Magnet Recognition Program
- In 2007, an empirical model was developed, followed by a conceptual model which organized the Forces of Magnetism around 5 key components.
- Newer Model serves as a framework and a roadmap for organizations seeking recognition

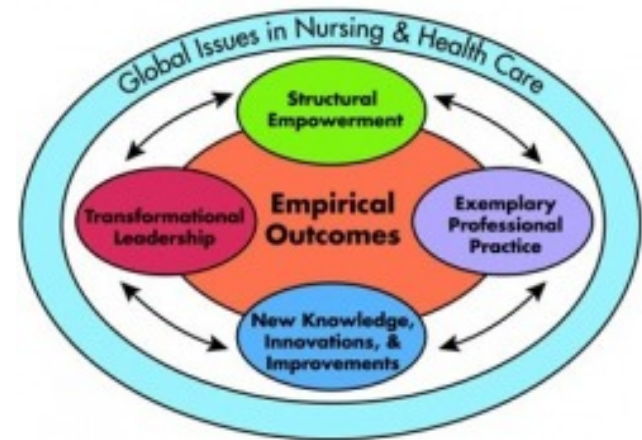


An Argument for Magnet

- Reimbursement is tied to patient satisfaction and outcomes
- Outcomes are visible to the public (Leapfrog, etc)
- Cost of RN Turnover
- Dept Labor (2013) statistics projections through 2022 have identified that there will be approximately 1 million nursing openings
- Aging Population/Aging Workforce= Nursing Shortage of 2030
- RWJ Report: Increase BSN workforce by 80% and double PhD/DNP prepared RNs (current estimates indicate 55% shortfall to meet targets)
- Characteristics of Magnet facilities are associated with better outcomes (Armstrong& Laschinger, 2006; Aitkens, Havens&Sloane, 2009; Drenkard, 2010)
- 7% of American hospitals have achieved the Magnet distinction (ANCC, 2014)

Core Components of a Magnet ® Facility

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



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Core Component: Transformational Leadership

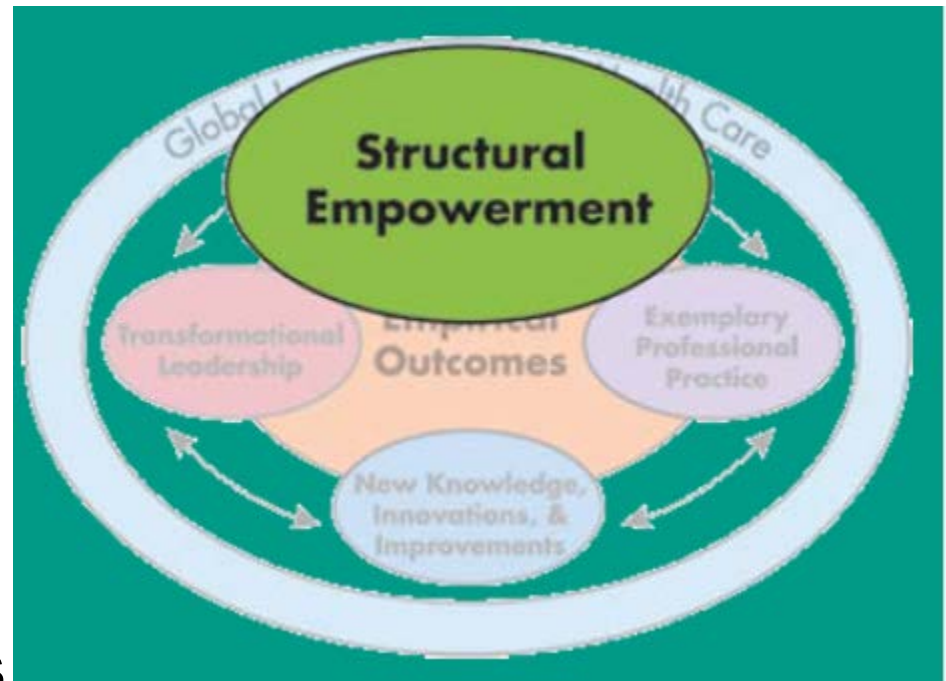
- Leadership must have the demonstrated ability to transform values, beliefs and behaviors into those which are essential for the organizations future, despite challenges or turbulence



- Image: <http://news.nurse.com/article/20110912/NE02/109120090>

Core Component: Structural Empowerment

- Strategic plan which supports strong collaborative relationships across disciplines.
- Structures and processes which support innovation and professional nursing practice.
- Demonstrates values, vision and mission towards positive outcomes.



Core Component: Exemplary Professional Practice



- Professional practice integrates and reflects all aspects of nursing knowledge and emphasizes the relationships that nursing has with patients, family, communities and the interdisciplinary care team.



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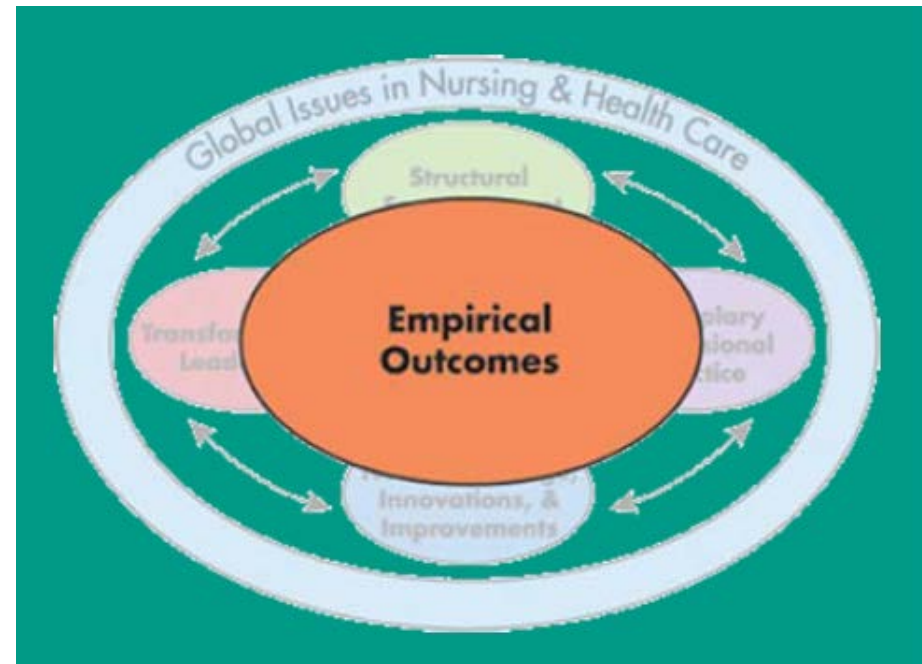
Core Components: Innovations , Improvements, New Knowledge

- Institution has engineered dynamic processes and systems which encourage scholarly inquiry.
- Research
- Innovation
- Generation of new nursing knowledge.



Core Components: Empirical Outcomes

- Organizational structures and processes are associated with positive patient outcomes.
- Defined structure for QA/PI and risk management /mitigation
- Nursing leadership can provide data on outcomes of nursing care.
- Nurses are aware of outcomes data.



The Forces of Magnetism

14 characteristics that differentiated organizations best able to recruit and retain nurses. These characteristics remain known as the ANCC Forces of Magnetism that provide the conceptual framework for the Magnet appraisal process.

Forces of Magnetism: Quality Nursing Leadership

- Educated, knowledgeable, visionary
- Evident that nursing leadership across the institution follow the strategic philosophy of the organization
- Collaborative leadership: Nurse leaders seek input from entry level staff

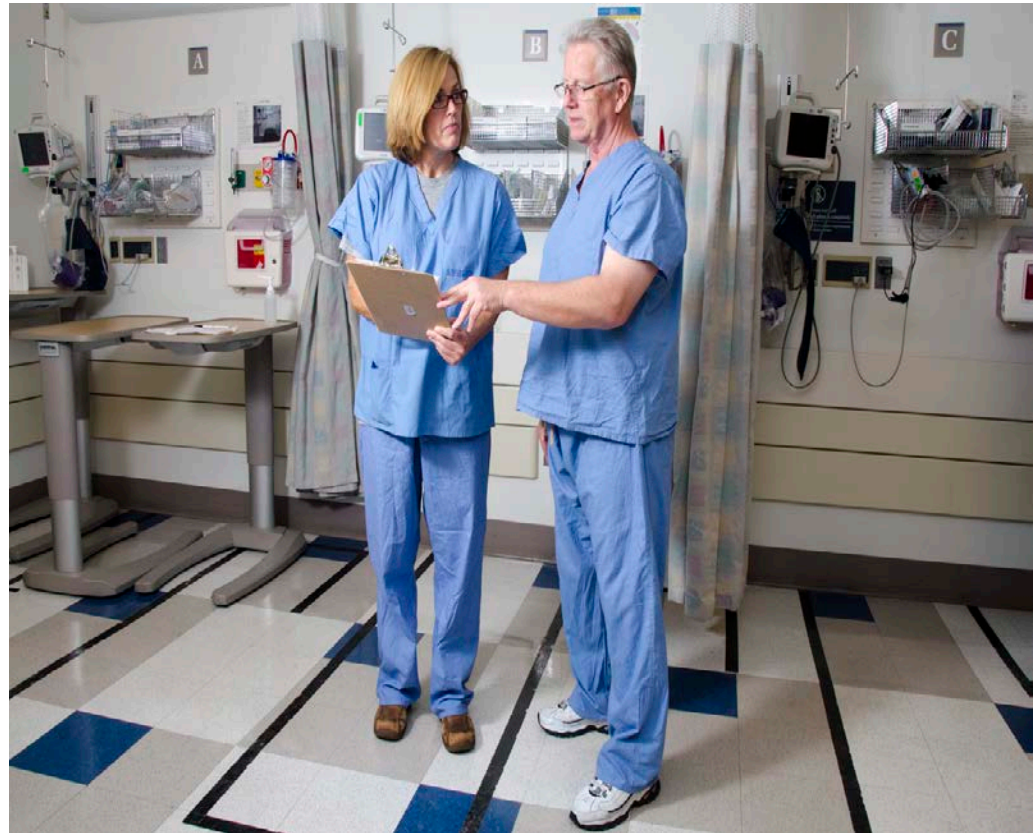


Forces of Magnetism: Management Style

- Visible
- Participatory Leadership
- Engages and Empowers Nursing
- Open Forum Model:
 - Town Halls
 - Staff Meetings
 - Staff Perception Surveys
 - Committee Structure
 - Councils

Forces of Magnetism: Personnel Policies and Procedures

- Policies and Procedures are developed with the involvement of nursing representatives to support practice excellence
- Scheduling decisions support quality care, career development, work-life balance



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Forces of Magnetism:

Quality of Care

- Nursing Leadership creates environment for Ethical professional practice which promotes positive outcomes.
- There is a pathway to address ethical issues within the organization.
- RNs perceive that high quality care is being provided.

Forces of Magnetism: Organizational Structure

- Progressive
- Responsive
- Equitable
- Strong nursing representation on key committees across the organization.
- Commitment to Collaborative Governance



Forces of Magnetism:

Quality Improvement

- There is a clear structure for QA/PI:
- Benchmarking
- Data Collection on Core Measures/Prevalence
- Hand Hygiene
- Falls, UTI, PUP
- Central Line Associated Infections
- Pain Management
- Patient Satisfaction (HCAHP, CGCAPs, Press Ganey)
- Radiology: UP/Informed Consent
- Specimen Labeling

Forces of Magnetism: Consultation and Resources

- Use of Internal/External Experts:
 - NPs
 - CNSs: both curbside consults and structured consultation (wound/skin)
 - Supervisors
 - Community Members
- Leadership supports and promotes the involvement of Nursing on institutional committees, professional organizations and engagement with community partners (ex: Partners in Healthcare)

Forces of Magnetism: Autonomy

- Nursing assessment and interventions based on education, competence and scope of practice.
- Nurses consume, reflect and incorporate evidence into decision making and process change.



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Forces of Magnetism: Community and the Hospital

- Nursing participation in volunteer community and relief organizations:
- Medical Missions
- Community Relief
- Program Promotion
- Community Awareness Campaign: Aneurysm Foundation, etc.



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Forces of Magnetism: Nurses as Teachers

- Nurse involvement within the institution and across the community.
- Mentoring/Preceptoring Programs for every level of student
- Observation Days in Radiology
- Continuing Education available for patients, families, staff



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Forces of Magnetism:

Image of Nursing

- The distinct contribution that nurses make to patient care is recognized by other members of the healthcare team.



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Forces of Magnetism: Interdisciplinary Relationships

Evidence of collegial relationships across disciplines.

Nursing effectively influences system-wide processes

Conflict management strategies are in place and utilized as necessary



Forces of Magnetism: Professional Development

- Continuous learning environment.
- Programs support and promote: orientation to practice, competency, formal and continuing education and pursuit of certifications.
- Tuition assistance is made available, where possible (monetary or vouchers)

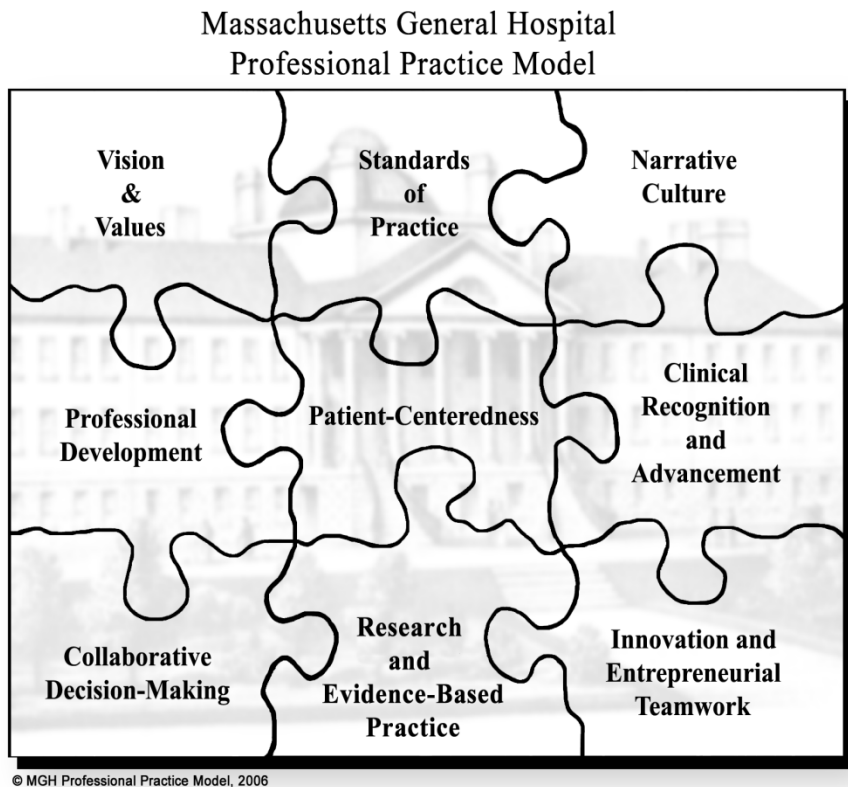


Massachusetts General Hospital

- Flagship hospital of Partners Healthcare®
- One of the oldest hospitals in the country and the oldest in New England.
- 990 inpatient beds
- 48,000 admissions/yr
- 1.5 million outpatient visits/yr



The Magnet Journey: The MGH Experience



1996- CNO and SVP initiated development of a professional practice model.

Framework for interdisciplinary, knowledge based practice.

Reflects values and vision of MGH Nursing

Incorporates pillars of practice excellence.

- Initial designation in 2003



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Radiology Nursing at MGH



Leadership Structure:

Total RNs:

Subspecialties:

IR

Diagnostic

Pediatric

Exp: (5-39 yrs, mean 25.1 yrs)

Education: Diploma: 11%

AD: 33.3%

BSN: 50%

MSN: 5.5%



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Interventional Radiology @ MGH

- 16,000 cases/year (approx 55 cases/day)
- 40% Inpatient/60% outpatient
- 60% of cases: RN administered procedural sedation
- Vascular+Non-Vascular
 - Neuroradiology
 - Neuro-Interventional Radiology
 - Interventional Nephrology
 - Pulmonary
 - MSK
 - Pediatric Radiology



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Magnet Immersion for Leadership

- Nursing Grand Rounds
- Lunch/Learn Sessions
- Review of Systems/Processes*
- 'Twinning Model'
- Magnet Road Shows
- Cognitive Aids
- Excellence Everyday Portal*



The 'Twinning' Model

Magnet Preparation/Education Task Force
Twinning Assignments

Outpatient/Ambulatory Site	Nurse Leader	Twin	Team
ACC- North Shore Surgery Oncology	Barb Crawley Elena Siera	Claire O'Brien	Consultant Group (<i>Deb Frost, Alice Peck and Marianne Ditomassi</i>)
Back Bay Health Center	Lisa Brugnoli-Semeta	Marianne Ditomassi	Gino Chisari (<i>back-up</i>)
Bulfinch Medical Group	Marcy Bergeron	Colleen Snyderman	Gaurdia Banister
Case Management	Nancy Sullivan	Marianne Ditomassi	Gino Chisari (<i>back-up</i>)
Charlestown Health Center	Kathy Murray - lead Mary Delaney Pamela McBumie	Gino Chisari	Mary Ellin Smith
Chelsea Health Center	Sheila Arsenault Denise Sidorowicz	Gino Chisari	Mary Ellin Smith
Everett Health Center	Leanne Dykens	Gino Chisari	Mary Ellin Smith
Revere Health Center	Emily Wilcox Christine Goscila Joan Niles	Gino Chisari	Mary Ellin Smith
GYN Clinic – Yawkey 4	Linda Kelly	Lori Pugsley	Patty Shanteler
Hem-Occ Yawkey 7-8-9	Erika Rosato Terry MacDonnell	Tara Tehan	Nancy McCarthy
IMA	Patricia Murphy	Colleen Snyderman	Gaurdia Banister
MGH West Ortho		Claire O'Brien	Consultant Group (<i>Deb Frost, Alice Peck and Marianne Ditomassi</i>)
OB – Yawkey 4	Hiyam Nadel	Lori Pugsley	Patty Shanteler
Pedi Clinic - Yawkey 6	Ellen M. Silvius Denise Lozowski	Lori Pugsley	Patty Shanteler
Radiology	Joanne Martino	Tara Tehan	Nancy McCarthy

Please Note: The Consultant Team of Alice Peck, Deb Frost and Marianne Ditomassi will be available to all Twins and will be actively involved with the preparation for the Magnet survey at each site.

Duplication of like structures or parts by division. In a leadership context, promotes learning through mutual cooperation and exchange of information.



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Anticipating Challenges



Articulating our practice

Magnet vs Joint vs CMS

Fluctuations in patient volume

Staffing issues

Unforeseen circumstances



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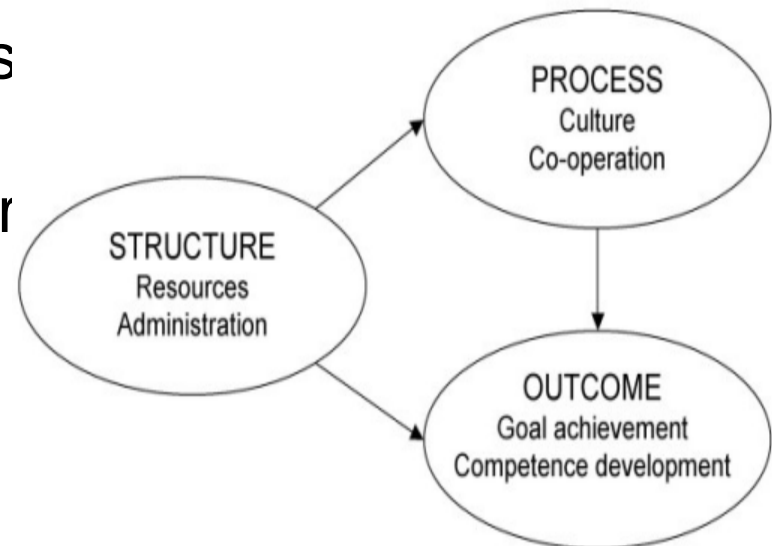
System Review and Data Collection

- Nursing Needs Assessment
- Staff Survey
- Nursing Sensitive Outcomes Identification
- NSO Data Collection-8 quarters



Nursing Sensitive Patient Outcomes

- Nursing-sensitive indicators reflect the structure, process and outcomes of nursing care
- Outcomes that improve if there is greater quantity or quality of nursing care (e.g., pressure ulcer falls, UTI, IV infiltrations).
- Patient Satisfaction
- Nursing Satisfaction
- Rad: Universal Protocol/Informed Consent in Procedures lead by NP's



Data Collection and Submission

PCS NSI Data Rad Nursing 2013 [Compatibility Mode] - Microsoft Excel

Home Insert Page Layout Formulas Data Review View Get Started

Clipboard Font Alignment Number Styles Cells Editing

Q10

Consent to Treat					Universal Protocol				
Quarter	Sample (N)	Number that Met Criteria (YES)	% Compliance	Target / Benchmark	Quarter	Sample (N)	Number that Met Criteria (YES)	% Compliance	Target / Benchmark
Jan-March 2013	70	69	98.60%	100%	Jan-March 2013	70	69	98.60%	100%
Apr-June 2013	70	69	98.60%	100%	April - June 2013	70	70	100.00%	100%
July-Sept 2013	69	67	97.10%	100%	July-Sept 2013	69	65	94.20%	100%
Oct-Dec 2013	70	69	98.60.00%	100%	Oct - Dec 2013	70	67	97.10%	100%
Jan-March 2014	70	69	98.57.00%	100%	Jan-March 2014	70	65	92.80%	100%
Apr-June 2014				100%	April-June 2014				100%
July-Sept 2014				100%	July-Sept 2014				
Oct-Dec 2014					Oct-Dec 2014				

c

Quick Tips for Completion

"% compliance" column will automatically calculate once

Sample (N): Number of patients/records observed

Met Criteria (Yes): How many of the patients in the sample met the set target or criteria

Did not meet criteria (NO): Number of patients/records from the sample that did not satisfy set target or criteria

NSIDataSubmission

Ready

100%

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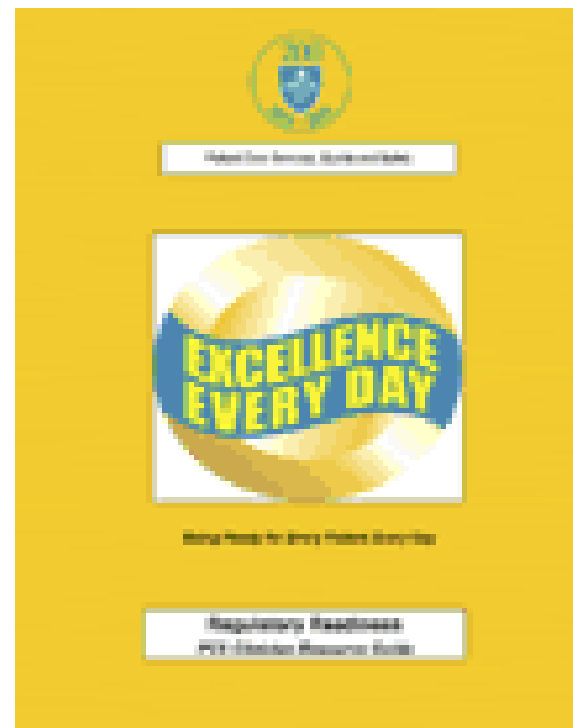


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Disseminating the Magnet Message

- Road Shows
- Staff Meetings
- Cognitive Aids
- Magnet Moments/
Narrative Culture
- A Magnet Perspective on our practice



Excellence Every Day....

Excellence Every Day Portal - A focus on practice development and professional growth - Windows Internet Explorer

http://www.mghpcs.org/eed_portal/EED_profdev.asp

Massachusetts General Hospital
PATIENT CARE SERVICES

EXCELLENCE EVERY DAY PORTAL
click here

PCS Home | Chaplaincy | Institute for Patient Care | Nursing | Occupational Therapy | Orthotics & Prosthetics | Physical Therapy | Respiratory Care | Social Service | Speech Language Swallowing Disorders | Clinical Resources

EXCELLENCE EVERY DAY PORTAL

"offering patients, families and one another our best in every moment"

- Home
- About Us
- Portal Pages >
- Glossary
- External Resources
- Contact Us

Excellence Every Day represents an MGH commitment to providing the highest quality, safest care that meets or exceeds all standards set by the hospital and external organizations.

Collaborative Governance | Magnet | Regulatory Readiness | Innovation Units

Other Topics: Anticoagulation | CAUTI | Central Lines | Disabilities | Diversity | Downtime (internal access only) | Ebola Updates | eBridge Ethics | Evidence-Based Practice | Fall Prevention | Geriatrics | LOS (internal access only) | Pain | Patient Education/Health Literacy | Patient Experience | Pressure Ulcers | Process Improvement | Professional Development | Research | Restraints | EED Home

A focus on practice development and professional growth
Quick Links: Certification | Continuing Education | Scholarships & Fellowships | Clinical Recognition Program

PROFESSIONAL DEVELOPMENT RESOURCES & OPPORTUNITIES

RN License Renewal Year

2014 is an RN license renewal year and all registered nurses renewing their license are required to have 15 contact hours of continuing nursing education. The Knight Nursing Center for Clinical and Professional Development (Knight Nursing Center) hosts 200 opportunities for staff to earn their contact hours. For a current listing of all CE offerings please visit the Continuing Education calendar on the Knight Nursing Center website at www.mghpcs.org/knightcenter. Also, please remember, the **CE Center** in HealthStream houses several courses offering ANCC approved CE, all at no cost. For a complete list of approved on-line CE courses visit www.partners.org/healthstream and click Catalogue then **CE Center**. Remember, you can access HealthStream from any computer with internet access.

http://www.mghpcs.org/eed_portal/Documents/Caring_EED_0311.pdf

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Magnet Recognition Website

Windows Internet Explorer browser window showing the Magnet Recognition website.

Address bar: <http://www.mghpcs.org/PCS/Magnet/index.asp>

Navigation menu (left):

- Home
- About Us
- Excellence Every Day Portal
- Health Professions
- Institute for Patient Care
- News & Events
- Nursing
- Programs & Initiatives
- Resource Departments
- Clinical Resources
- MGH Internal Access
- Contact Us

Main Content Area:

Magnet Recognition

Collaborative Governance | Magnet | Regulatory Readiness | Innovation Units

Other Topics: Central Lines | Disabilities | Diversity | Ethics | Evidence-Based Practice | Fall Prevention | Geriatrics | Pain | Patient Education/Health Literacy | Patient Experience | Pressure Ulcers | Process Improvement | Professional Development | Research | Restraints | EED Home

Magnet Recognition Program

The Magnet Recognition Program® was developed by the American Nurses Credentialing Center (ANCC) to recognize health care organizations that provide nursing excellence. The program also provides a vehicle for disseminating successful nursing practices and strategies.

ANCC Magnet Recognition Background

- History
- Why become Magnet
- Forces of Magnetism
- New ANCC Model

Steering Committee

- Organizational Structure
 - Org Chart
- Magnet Education Taskforce
 - Task Force Membership
 - Twinning Assignments

Everyday Heroes (video clips)

Magnet Moments (video clips) 2014 Nurse Week Videos

- Chief Nurse Address

Magnet Evidence 2012

MGH internal access only

- 2013 Magnet Site Visit Schedule
- Massachusetts Nurse Practice Act
- Evidence Grid
- Organizational Overview
- Transformational Leadership
- Structural Empowerment
- Exemplary Professional Practice
- New Knowledge, Innovations, Improvements
- Glossary of Terms and Acronyms

Magnet Monday Newsletter

- Special Issue Magnet Monday
- 2/25/2013 Staff Nurse Involvement in Decision-Making, Staffing, and Scheduling
 - Magnet Lunch Forum
 - Presentation Video

Excellence Every Day

Resource Guide

Collaborative Governance Champions Committees

Click on Committees above to expand the list.

Site Visit Toolkit

- Presentations
- Educational Materials

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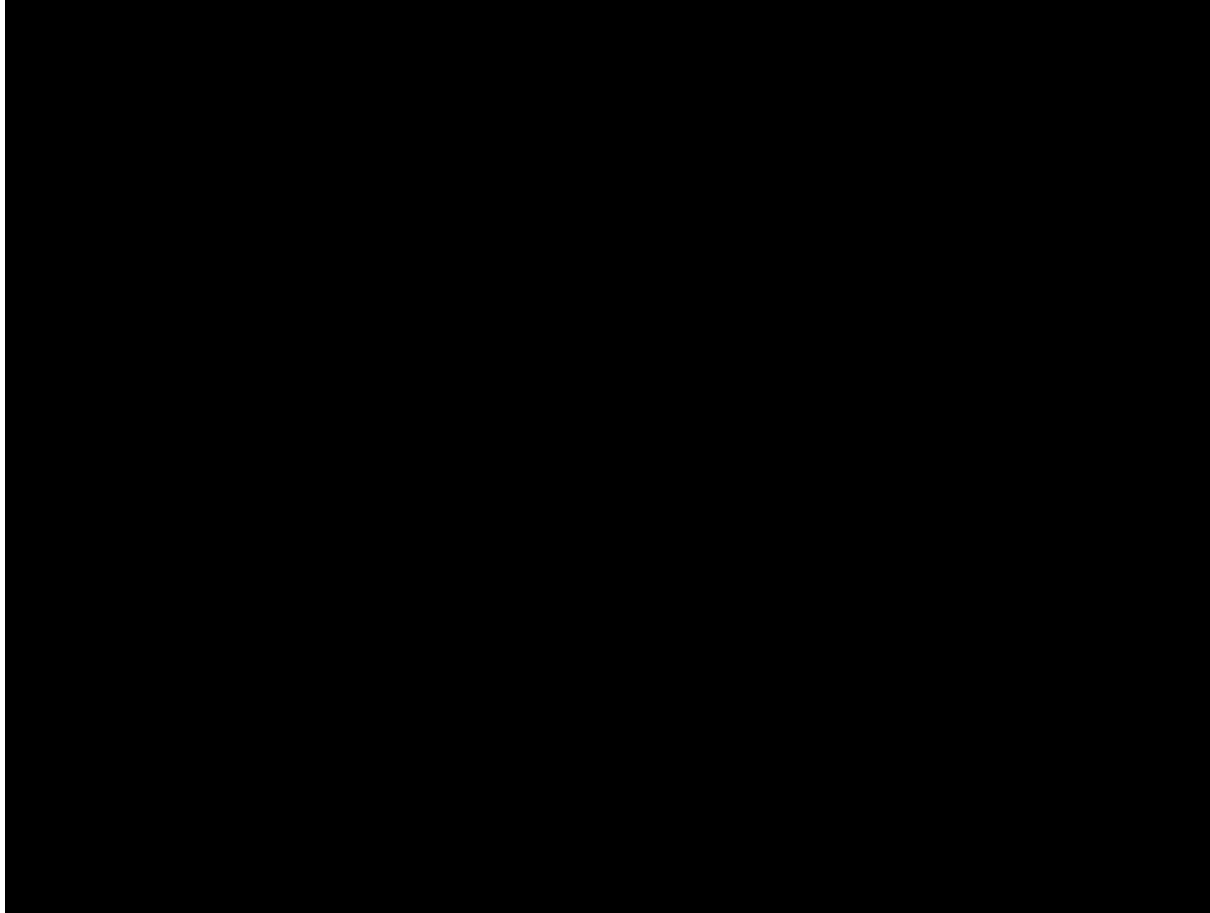
Questions from our staff....

- How is this different from other surveys (Joint Commission, CMS)
- What kinds of questions do they ask?
- What if I don't know the answer to one of their questions?
- I am new here, do I need to speak with the surveyors?



A Magnet Experience.....

Nurse on Orientation



The Future of Magnet

- Its not a destination, it's a journey...
- Re-designation focuses on growth
- The Patient Experience
- Magnet Learning Communities
- International Growth:
- Communication
- Education
- Resources



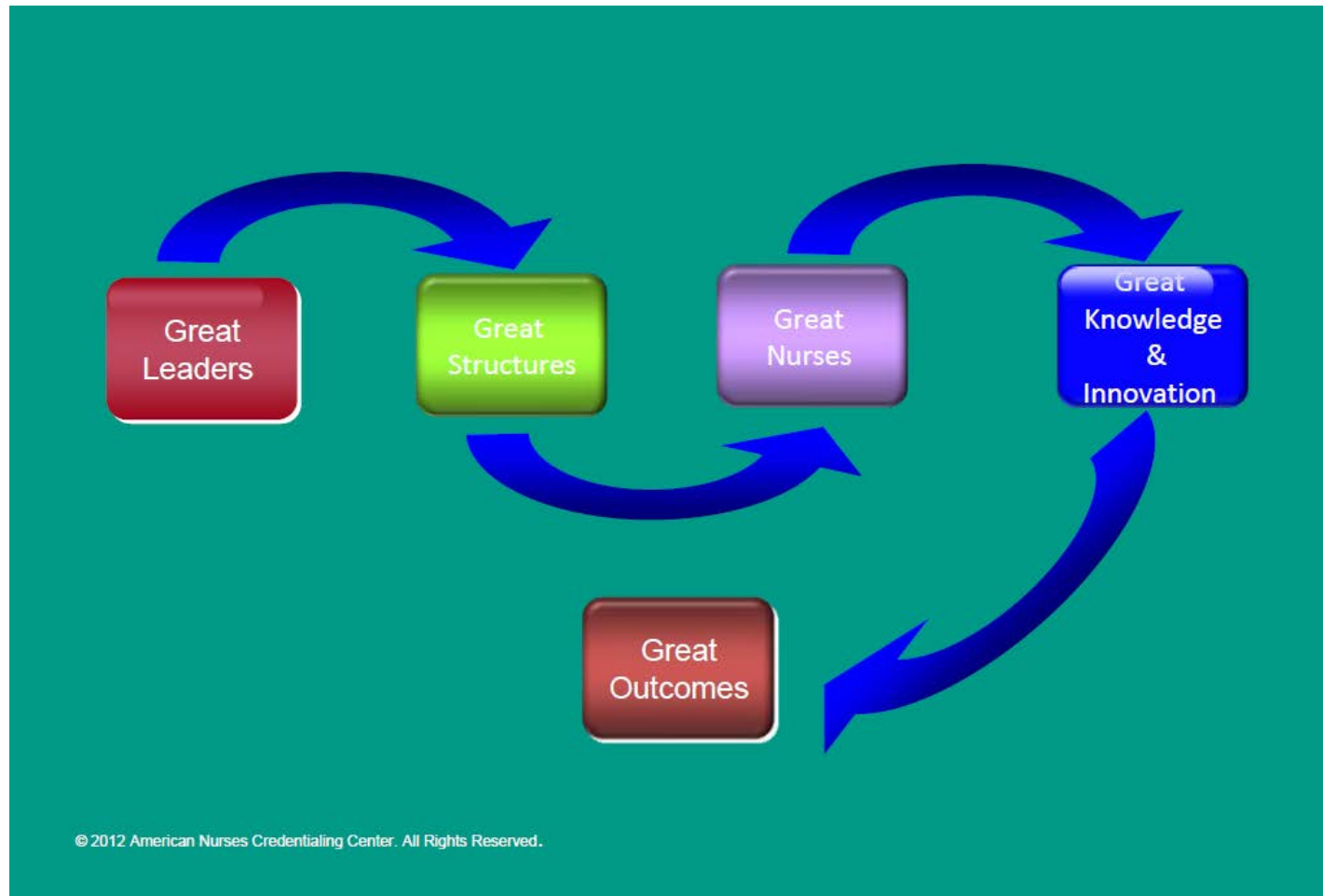
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Contributions

Special Thanks to Jeanette Ives Erikson, DNP, RN and Marianne Ditomassi, DNP, RN for their assistance in the research and development of this program, and to MGH Radiology Team for their commitment to Excellence Everyday...

To Summarize....



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Thank you!



Deb.wav



Deb.wav



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