Introductions

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George Orwell

- He who controls the past, controls the future
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
• 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
Core Component:
Transformational Leadership

- Leadership must have the demonstrated ability to transform values, beliefs and behaviors into those which are essential for the organization's 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.
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.
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.
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.
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
Forces of Magnetism: Image of Nursing

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

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

**Magnet Preparation/Education Task Force**

<table>
<thead>
<tr>
<th>Outpatient/Ambulatory Site</th>
<th>Nurse Leader</th>
<th>Twin</th>
<th>Team</th>
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<tbody>
<tr>
<td>ACC - North Shore</td>
<td>Barb Crawley</td>
<td>Claire O’Brien</td>
<td>Consultant Group (Deb Frost, Alice Peck and Marianne Ditomassi)</td>
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<td>Surgery Oncology</td>
<td>Elena Siera</td>
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<td>Back Bay Health Center</td>
<td>Lisa Brugnoli-Semeta</td>
<td>Marianne Ditomassi</td>
<td>Gino Chiari (back-up)</td>
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<td>Colleen Snyderman</td>
<td>Gaudia Banister</td>
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<td>Nancy Sullivan</td>
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<td>Kathy Murray – lead</td>
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<td>Mary Ellin Smith</td>
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<tr>
<td>Radiology</td>
<td>Jeanne Martino</td>
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*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.
Anticipating Challenges

Articulating our practice

Magnet vs Joint vs CMS

Fluctuations in patient volume

Staffing issues

Unforeseen circumstances
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

### Consent to Treat

<table>
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<th>Quarter</th>
<th>Sample (N)</th>
<th>Number that Met Criteria (YES)</th>
<th>% Compliance</th>
<th>Target / Benchmark</th>
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### Universal Protocol

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**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.
Magnet Immersion for Radiology Nursing
Disseminating the Magnet Message

- Road Shows
- Staff Meetings
- Cognitive Aids
- Magnet Moments/
- Narrative Culture
- A Magnet Perspective on our practice
Excellence Every Day Portal - A focus on practice development and professional growth - Windows Internet Explorer

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

Excellence Every Day Portal - offering patients, families and one another our best in every moment

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 | Ebola Updates | eBridge Ethics | Evidence-Based Practice | Fall Prevention | Geriatrics | LOS | 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, at all no cost. For a complete list of approved online CE courses visit www.partners.org/healthstream and click Catalogue then CE Center. Remember, you can access HealthStream from any computer with internet access.

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

- It’s not a destination, it’s a journey…
- Re-designation focuses on growth
- The Patient Experience
- Magnet Learning Communities
- International Growth:
  - Communication
  - Education
  - Resources
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....
Thank you!