

# Excellence in Nursing Care: Magnet<sup>TM</sup> Recognition



## History and Concept



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**Turkish American Chamber of Commerce  
and Industry, Chicago, IL  
March 12, 2010**

**Magnet**



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Circle No. 108 on Reader Inquiry Card

**Cedar-Sinai Medical Center/Los Angeles/2000**



*Cedars-Sinai Medical Center staff with the magnet hospital award, Linda Burnes Bolton, DrPH, is second from left. Photo courtesy of Cedars-Sinai Medical Center*

d.



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Miami Children's Hospital awarded Magnet status in July 2003

In 2004 202 hospitals gained Magnet<sup>®</sup> recognition



# March to Magnet ...

One hospital's experience in achieving Magnet status

by Patricia R. Messmer and Jacqueline L. Gonzalez

**T**HE "MARCH TO MAGNET" for Miami Children's Hospital (MCH) began in April 2001, when Vice President/Chief Nursing Officer Jacqueline L. "Jack" Gonzalez attended the American Organization of Nurse Executives conference.

At the conference, Gonzalez discussed the Magnet program with Kammie Monarch, program director, and Nancy I...



# Forces of Magnetism

WI children's hospital celebrates Magnet recognition, one 'Magnet moment' at a time BY ROMI HERRON



## Herron, R.(2004). Forces of magnetism. *Advance for Nurses* 2(2), 15.

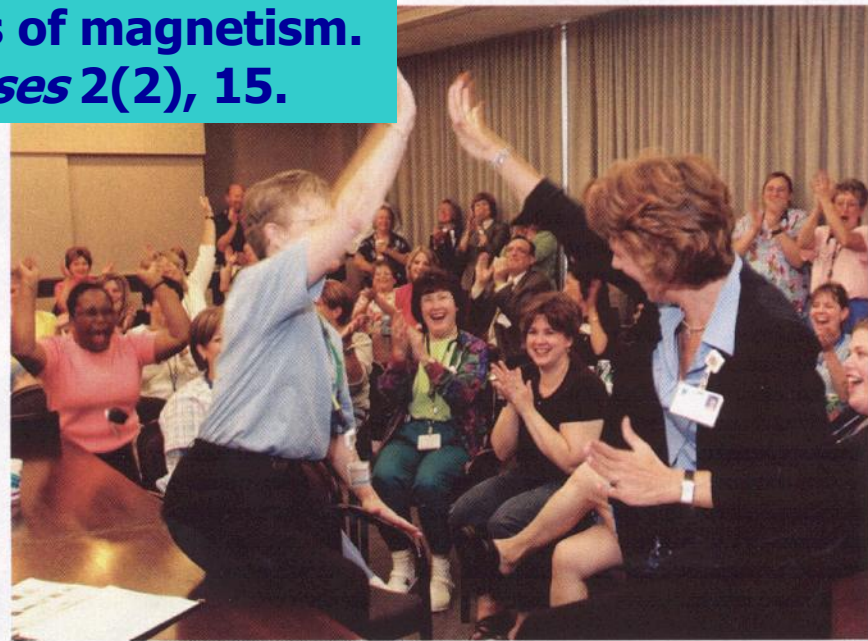
A glorious feeling of simple pride and happiness abounded July 15, when a group of CHW's nurses shared a few "Magnet moments" with *ADVANCE*.

The Milwaukee facility was notified July 9 of its Magnet status, making it the seventh freestanding pediatric hospital in the country to receive the elite recognition.

"There is a passion here to provide quality care to children and their families that is contagious," said Nancy Korom, MSN, RN, vice president of patient care services at CHW. "We are committed to having nurses grow with us professionally, and take advantage of opportunities for professional development and advancement, staying in our system."

Korom and several other nurses attended a Magnet conference in October 2002 in Minneapolis, and they realized many of their practices at that time already met Magnet criteria.

"Magnet criteria are really about leadership and the way formal leaders have created a system supporting professional nurse practice at the bedside," she said.



**HIGH FIVE:** Nurses at the Children's Hospital of Wisconsin in Milwaukee celebrate the call announcing their recognition as a Magnet hospital. The facility is the seventh freestanding pediatric hospital in the country to receive this prestigious designation. *courtesy Children's Hospital of Wisconsin*

# Magnet Movement: The History



- Nurses provide 95% of the care patients receive while in hospitals.
- Nursing care service receive a perfunctory review from accreditation bodies (American Hospital Association, undated)



Research has shown that nursing care is critical to quality care for:

- Patient safety
  - Mortality
- Length of hospital stay
- Patient satisfaction
- Infection control
- Cost control

**Aiken, L. H., Clarke, S. P., Sloane, D. M., Sochalski, J., & Silber, J. (2002). Hospital nurse staffing and patient mortality, nurse burnout, and job satisfaction. *JAMA*, 288(16), 1987-1988.**

**Aiken, L. H., Clarke, S. P., Cheung, R.B., Sloane, D. M., & Silber, J. (2003). Education levels of hospital nurses and patient mortality. *JAMA*, 290(12),1-7**

**Moreover,**

**When seeking employment, nurses themselves judge critically if the health care agency provides the best nursing care!**



**•Until 1983, there was not a vehicle to inform both consumers and professionals themselves about the quality of nursing care existing in various hospitals**

Is nursing care also good?



- In 1983 an empirical research study first identified what is now known as Magnet™ hospital characteristics

- These characteristics differentiated the organizations that were best able to:

- recruit,
- advocate, and
- support and maintain the best nursing care



- During the nursing shortages of the 1970s and 1980s

McClure, M. M., Poulin, M., Sovie, M., & Wandelt, M. (1983). Magnet hospitals: Attraction and retention of professional nurses. *American Academy of Nursing Task Force on Nursing Practice in hospitals*. Kansas City, MO. American Nurses Association.

- **Ample evidence suggests that patient care would be improved significantly if health care institutions adhere to the characteristics found in Magnet hospitals**

**•These 14 characteristics became the “Forces of Magnetism” that provide the conceptual framework for the Magnet appraisal process.**

# • Forces of Magnetism



## Force 1: Quality of Nursing Leadership

- **Knowledgeable, strong, risk-taking nurse leaders are present and in the day-to-day operations of nursing services.**

### Nurse leaders follow a:

- **well-articulated,**
  - **strategic, and**
  - **visionary philosophy.**
- **Nursing leaders, at all levels of the organization, convey a strong sense of advocacy and support for the staff and for the patient.**
- ***The results of quality leadership are evident in nursing practice at the patient's side.***

## Forces of Magnetism Cont'd

- **Force 2: Organizational Structure**
- **Organizational structures that are generally flat, rather than tall**
  - **There is decentralized decision-making**
    - **The organizational structure is:**
      - **dynamic and**
      - **responsive to change.**
- **Strong nursing representation is evident in the organizational committee structure where:**
  - **Executive-level nursing leaders serve at the executive level of the organization.**
  - **The Chief Nursing Officer typically reports directly to the Chief Executive Officer.**
  - **The organization has a functioning and productive system of shared decision-making.**

### • **Force 3: Management Style**

- **Healthcare organization and nursing leaders create an environment supporting participation.**
- **Feedback is encouraged and valued and is incorporated from the staff at all levels of the organization.**
- **Nurses serving in leadership positions are visible, accessible, and committed to communicating effectively with staff.**







- **Force 4: Personnel Policies and Programs**
  - **Salaries and benefits are competitive.**
- **Utilization of Creative and flexible staffing models that support a safe and healthy work environment.**
  - **Personnel policies are created with direct care nurse involvement.**
- **Significant opportunities for professional growth exist in administrative and clinical tracks.**
  - **Personnel policies and programs support professional nursing practice, work/life balance, and the delivery of quality care.**

## Forces of Magnetism Cont'd

- **Force 5: Professional Models of Care**

- **There are models of care that give nurses the responsibility and authority for the provision of direct patient care.**
- **The models of care (e.g., primary nursing, case management, family-centered, holistic) provide for the continuity of care across the continuum.**
- **Nurses are accountable for their own practice as well as the coordination of care.**
- **The models take into consideration the patient's unique needs and provide skilled nurses and adequate resources to accomplish desired outcomes.**

## Forces of Magnetism Cont'd

- **Force 6: Quality of Care**



- **Quality is the systematic driving force for nursing care and for the organization.**
- **Nurses serving in leadership positions that are responsible for providing an environment that positively influences patient outcomes.**
- **There is a pervasive perception among nurses that they provide high-quality care to patients.**

## Forces of Magnetism Cont'd



- **Force 7: Quality Improvement**
- **The organization has structures and processes for:**
  - **the measurement of quality and**
  - **programs for improving the quality of care and services within the organization.**

## Forces of Magnetism Cont'd



- **Force 8: Consultation and Resources**
- **The healthcare organization provides adequate resources.**
- **There is support, and opportunities for the utilization of experts, particularly advanced-practice nurses.**
- **The organization promotes the involvement of nurses in professional organizations and among peers in the community.**

## Forces of Magnetism Cont'd

- **Force 9: Autonomy**



- **Nurses have the ability to assess and provide nursing care as appropriate for patient's needs based on professional expertise, competence, and knowledge.**
  - **The nurse is expected to practice**
    - **autonomously**

**And**

- **nursing care is consistent with professional standards.**

**However**

- **Independent judgment is expected to be exercised within the context of interdisciplinary and multidisciplinary approaches to patient care.**

## Forces of Magnetism Cont'd

- **Force 10: Community and the Healthcare Organization**



- Relationships are established with the community organizations to develop strong **partnerships** that support the health of the communities they serve
- The hospital is recognized as a strong, positive, and productive corporate citizen

## Forces of Magnetism Cont'd

- **Force 11: Nurses as Teachers**

- **Professional nurses are involved in educational activities within the organization and community.**
- **There is a **patient education program** that meets the diverse needs of patients in all of the care settings of the organization.**
- **Students from a variety of academic programs are welcomed and supported in the organization; contractual arrangements are mutually beneficial.**
- **There are development and mentoring programs for staff preceptors at all levels of learners (including students, new graduates, experienced nurses, etc.).**
- **Nurses in all positions serve as faculty and preceptors for students from a variety of academic programs.**





## Forces of Magnetism Cont'd

- **Force 12: Image of Nursing**



- **The services provided by nurses are characterized as essential by other members of the healthcare team.**
- **Nurses are viewed as integral to the healthcare organization's ability to provide patient care.**
- **Nursing effectively influences system-wide processes.**

## Forces of Magnetism Cont'd

- **Force 13: Interdisciplinary Relationships**
- **Collaborative working relationships within and among the disciplines are valued.**
- **Mutual respect is based on the premise that all members of the healthcare team make essential and meaningful contributions to the achievement of clinical outcomes.**
- **Conflict management strategies are in place and are used effectively, when indicated.**

## Forces of Magnetism Cont'd

- **Force 14: Professional Development**

- **The healthcare organization values and supports the personal and professional growth of staff.**



Emphasis is placed on

- **career development services,**
- **programs promoting formal education, and**
- **professional certification.**
- **Provision of adequate human and fiscal resources for all professional development programs.**

Two pieces of news here:

1) Congress passed the Nurse Investment Act which includes grants to encourage hospitals to implement Magnet criteria.

2) The Joint Commission supports the magnet concept; it states JCAHO recommends that the facilities that adopt the characteristics of Magnet hospitals foster a workplace that empowers the is respectful of nursing staff

# New law, JCAHO report recognize success of Magnet concept

(2002)

RN ratio 8.19  
length of employ

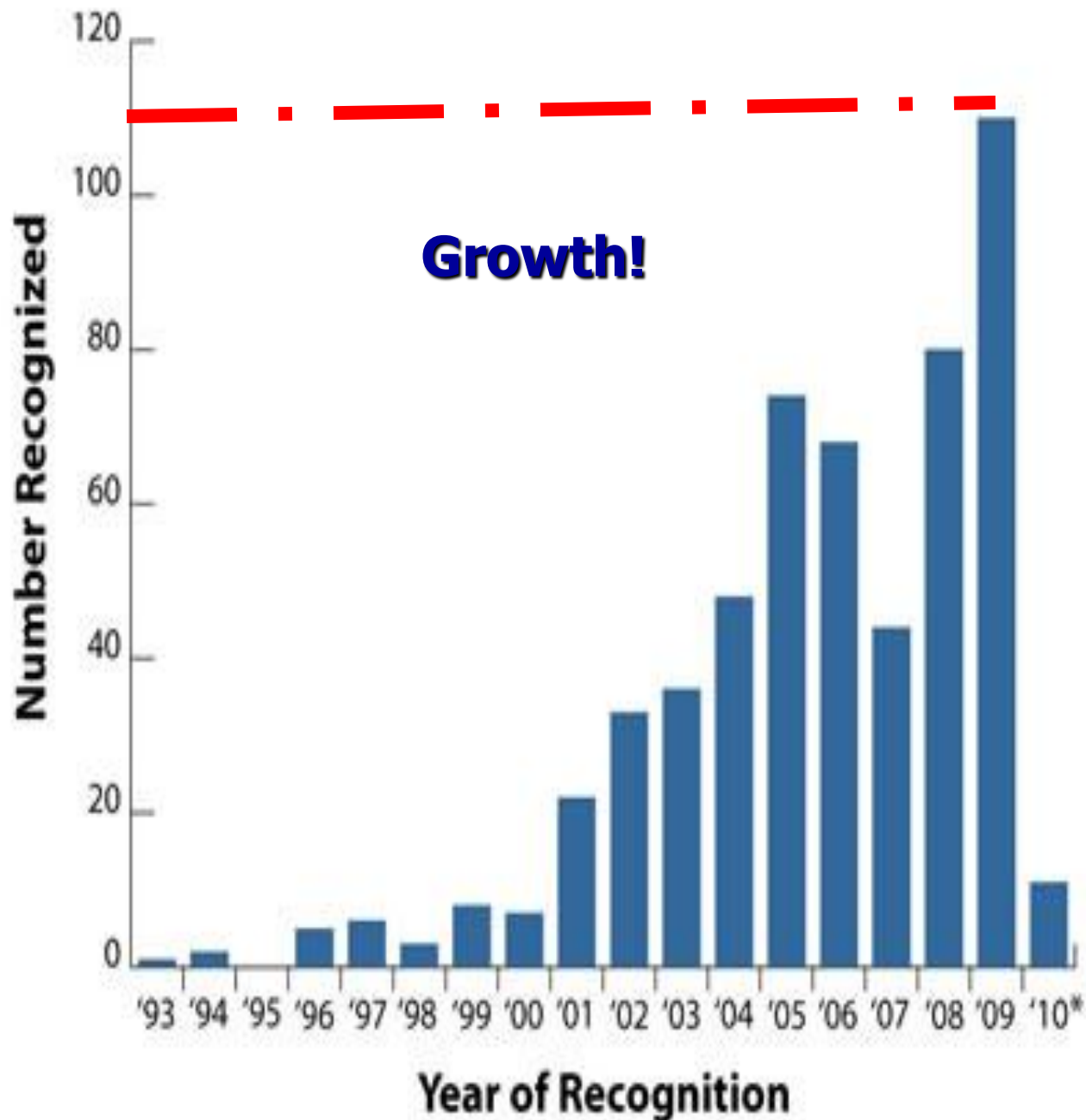
his past summer, the Magnet Recognition Program got high accolades from two governmental authorities. In July, Congress passed the "Nurse Investment Act," which, among other things, includes grants to encourage hospitals to implement Magnet criteria for excellence in nursing services. Just days

after President Bush signed that legislation into law, the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) released a report on the nursing shortage that recommended that facilities adopt the characteristics of Magnet hospitals to foster a workplace that empowers and is respectful of nursing staff.

"We're pleased to see the growing attention given to the Magnet Recognition Program," said Kammie Monarch, MS, RN, JD, director of accreditation and Magnet programs at the American Nurses Credentialing Center (ANCC), a subsidiary of the ANA that administers the Magnet program. "Magnet nursing facilities attract and retain nursing staff, even when widespread shortages exist. Through Magnet designation, hospitals

## Growth

- To date, the Magnet Recognition Program® has undergone geometric growth.
- Approximately 6.3% of all health care organizations in the United States have achieved ANCC Magnet Recognition® status.
- 2010: 423 hospitals have Magnet Recognition®
- Hospitals in England, Australia, Russia and Beirut have achieved Magnet Recognition®
- **American University of Beirut Medical Center**  
Address: Cairo Street, Hamra  
PO Box 11-0236 Riad El Solh  
Beirut, 1107-2020  
Lebanon  
Web Address: [www.aubmc.org.lb](http://www.aubmc.org.lb)
- Source: Credentialing Center, American Nurses Association (2010)



\* Year to date

# Superior Outcomes for Magnet Hospitals: The Evidence Base

# 3

*Linda H. Aiken*



## Summary

- A Magnet facility embodies a professional environment that:
  - advocates
  - and
  - supportsexcellence in nursing practice  
See references for evidence

## Original Research

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consider the next step.

<http://www.nursingworld.org/ancc/magnet.html>

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THANK YOU

A photograph of a dog running across several ice floes in a body of water. The dog is in the middle ground, running from left to right. The ice floes are scattered across the water, and the background shows a dark, overcast sky and distant land. The text 'THANK YOU' is overlaid on the image in large, 3D, white letters with a dark shadow.