

2014 MAGNET[®] UPDATE

Recognizing Nursing Excellence



Special
Section

Making the case for Magnet® designation to the C-suite

How to convince senior executives that the Magnet journey is well worth the expense

By Michael L. Evans, PhD, RN, NEA-BC, FACHE, FAAN

With the added financial pressures hospitals currently are experiencing, all costs are being examined—and with good reason. For hospitals that have attained Magnet® designation, those seeking redesignation, and those on the Journey to Magnet Excellence™, the chief nursing officer (CNO) is the logical point person for convincing other senior executives (commonly called the C-suite, for the “chief” in their titles) of the value of Magnet designation to an organization.

Many articles have described how organizations benefit from Magnet recognition. This article presents a summary of the most important points of these articles. (For a list of these articles, see the selected references at the end of this article.) CNOs can use these points when discussing the importance of obtaining Magnet recognition with their executive colleagues.

- Magnet designation is *not* a prize or an award. It's a credential bestowed by the American Nurses

Credentialing Center (the world's largest and most prestigious nurse credentialing organization), that formally recognizes an organization's attainment of nursing excellence. (Drenkard, 2010.)

- Magnet recognition extends beyond an organization's nursing staff. It's a process that “requires organizations to develop, disseminate, and en-culturate evidence-based criteria that result in a positive work environment for nurses and, by extension, all employees.” (Drenkard, 2010.)
- Quality indicators are increasingly important for both organizational cost savings and reimbursement. Nurses play a major role in enhancing quality and safety. Magnet-recognized organizations have lower incidences of pressure ulcers and falls, both of which relate directly to cost. Each patient fall per hospitalization costs an estimated \$35,000. Magnet hospitals have a 10.3% lower fall rate than non-Magnet hospitals. (Drenkard, 2010.)



I AM A CENTRA NURSE AND CARING FOR MY COMMUNITY IS WHAT I DO BEST

Dion is a Captain with the Blackstone Volunteer Fire Department in Blackstone, VA.

Dion Tomer, R.N. III
Telemetry/Medical/Surgical Nurse
Centra Southside Community Hospital

When it comes to fighting fires or treating patients post-surgery, Dion is dedicated to serving and caring for the people of his community.

At Centra, our nurses strive for excellence, dedication and professionalism. It's why Centra Lynchburg General and Virginia Baptist hospitals earned the coveted Magnet™ designation, the nation's highest nursing honor. As we aim even higher, Centra Southside Community Hospital is now on their journey to achieving Magnet status. This experience and commitment to nursing excellence is why Centra is the region's top choice for healthcare. Centra nurses, like Dion, aim to ensure our patients get *Excellent Care...Every Time.*

Become a part of one of the finest healthcare systems in the country, serving central and southside Virginia. Learn more about our nurses and Centra by visiting CentraNursing.com.



Centra Lynchburg General and Centra Virginia Baptist hospitals are Magnet®

- Several studies indicate a significant positive link between overall Magnet hospital characteristics for nurses and the perceived patient-safety climate. (Drenkard, 2010.)
- Research by Aiken found Magnet environments are associated with significantly better mortality outcomes 30 days from admission. They also achieved better outcomes in nurse safety, job burnout, and patient satisfaction. (Drenkard, 2010.)
- Magnet-recognized hospitals have a history of enhanced nurse job satisfaction. Registered nurses (RNs) who work in Magnet hospitals report higher satisfaction with their present jobs (85% are very or somewhat satisfied) than RNs in non-Magnet hospitals. RN job turnover, vacancy rates, and use of agency nurses illustrate the importance of nurse satisfaction with the work environment. Magnet organizations consistently show significant differences in all of these costly indicators. The financial implications are reflected by the cost of turnover for one RN,

which generally is accepted to be the same as the annual salary for the RN being replaced. (Drenkard, 2010.)

- Recent research has found Magnet-recognized hospitals have better work environments and more nurses with bachelor-of-science-in-nursing degrees and specialty certifications—characteristics linked to lower mortality. In Magnet hospitals, lower mortality can be attributed to these nursing characteristics. Magnet recognition puts a spotlight on existing quality and stimulates further positive organizational behavior, which in turn further enhances patient outcomes. (McHugh et al., 2013).
- A major outcome of Magnet recognition is improvement in the work environment, staffing, and educational levels of nursing staff.

Before sharing the information in this article with **C-suite** colleagues, CNOs should consider speaking with each officer individually.

A recent study examined the relationships among these three variables in the workplace and 30-day readmission rates for patients with heart failure, acute myocardial infarction, and pneumonia. The researchers concluded that improving the nursing work environment and

Connecting To What Really Matters:

Patients and Families

Children's National Health System is designated as a Magnet®* Hospital. Our dedicated Professional Registered Nurses have earned this designation because of their exemplary care and outcomes. Our nurses acknowledge that their practice allows the special "gift" to enter "sacred spaces" between children and their families. This relationship is part of a precious circle where trust is implicit and where professional nurses are part of the patient and family's joys and challenges.

We are proud to be a Magnet® Hospital:

- Transformational Leadership;
- Structural Empowerment;
- Exemplary Professional Practice;
- New Knowledge, Innovations, and Improvements;
- Empirical Outcomes.

For additional information, please visit:
www.ChildrensNational.org/Nursing



EOE, M/F/D/V

**Magnet status is granted by the American Nurses Credentialing Center, the world's largest nurse credentialing organization and a subsidiary of the American Nurses Association (ANA). The Magnet Recognition Program®, ANCC Magnet Recognition®, Magnet®, National Magnet Conference® names and logos are registered trademarks of the American Nurses Credentialing Center. Journey to Magnet Excellence™ is a trademark of the American Nurses Credentialing Center. All rights reserved.*



staffing levels helps prevent readmissions. (McHugh & Ma, 2013.)

- Magnet organizations must show evidence of excellence in nurse satisfaction, patient satisfaction, and clinical outcomes. Nurses can deliver on all three of these important measures. “The power of nursing drives exceptional performance and helps organizations meet the demands of today’s complex healthcare environment for better care, better access, and lower cost. With excellence in nursing care comes excellence in patient care. Magnet recognition provides a roadmap for nurse executives to achieve these goals.” (Drenkard, 2013.)

The points discussed above address the issues that matter most to hospitals’ chief executive officers, chief operating officers, and chief financial officers. When discussing the value of Magnet recognition in the C suite, CNOs should emphasize the abundance of research data demonstrating the value of Magnet designation to an organization, nurses and other staff, patient satisfaction, and patient-care outcomes.

Another advantage of Magnet recognition is in helping CNOs better understand how to hardwire a research program into the organization. A strong research program is invaluable for improving processes and care, as well as for sparking innovation.

Choose the best approach

Before sharing the information in this article with C-suite colleagues, CNOs should consider speaking with each officer individually so each can ask questions and understand each point. This individual approach might be more effective than sharing in a formal meeting venue—or it may be used before a group discussion occurs. But whether you share the information with the whole group, individual executives, or both, the discussion will provide a better understanding of the value of Magnet designation. The financial costs and intangible expenses of the Journey to Magnet Excellence will yield financial and human rewards that make achieving Magnet recognition well worth the investment. ■

Selected references

Drenkard K. The business case for Magnet. *J Nurs Adm.* 2010;40(6):263-71.

Drenkard K. The value of Magnet. *J Nurs Adm.* 2013;43(10):S2-3.

McHugh M, Kelly LA, Smith HL, Wu ES, Vanak JM, Aiken LH. Lower mortality in Magnet hospitals. *Med Care.* 2013;51(5):382-8.

McHugh MD, Ma C. Hospital nursing and 30-day readmissions among Medicare patients with heart failure, acute myocardial infarction, and pneumonia. *Med Care.* 2013;51(1):52-9.

Michael L. Evans is Dean and Professor, School of Nursing, University Medical Center Endowed Chair for Excellence in Nursing at Texas Tech University.


Transforming Care and Transforming Lives



Children’s Mercy nurses are more than just outstanding professionals and caregivers. Our nurses are innovators and leaders who are helping improve care and change how pediatric nursing is practiced here and around the world. Our commitment to education and training has led to having more advanced practice, specialty certified, and BSN prepared nurses than any other hospital in the region. Here, nurses are leaders in quality improvement initiatives and research that are transforming care and transforming lives.

Join us in transforming lives at www.childrensmercy.org/nursing


“Children’s Mercy Hospital has excellent nurse to patient ratios and encourages nurses to pursue education and professional specialty certification which translates into optimal patient outcomes.”

Denise Padilla BSN, RN, CPHON
Hem/Onc Clinic









HEALTH CARE LEADERS ARE BUILT ONE TEAM MEMBER AT A TIME.



The benefits of working at VCU Health System are clear. We are a Magnet® hospital – the first in Richmond to achieve this prestigious designation. In 2012 and 2013, we were recognized by *U.S. News & World Report*® as a #1 Hospital in Virginia. And in 2013, we were named Virginia’s first, and only, Level 1 Pediatric Trauma Center by the American College of Surgeons. Competitive pay, extensive medical benefits, flexible work options, prepaid tuition and on-site child and elder care all mean that everything you need for a wonderful career – and balanced life – can be found at VCUHS.

Discover all that **VCU Health System** has to offer at www.vcuhealth.org/careers.

How Magnet® designation affects nurse retention: An evidence-based research project

A positive work environment and nurse satisfaction can improve nurse retention.

By Mellisa Renter, MSN, RN; Anna Allen, MSN, RN; Anne Thallas, BSN, RN; and Linda Foley, MSN, RN, PhD



As the nursing shortage continues, the need for acute-care facilities to retain registered nurses (RNs) has become overwhelming. Sufficient staffing correlates directly to safer care and better patient outcomes. To increase nurse satisfaction and retention—and rise above the nursing shortage—hospitals should promote a positive work environment and retention. Hospitals that have achieved Magnet Recognition® are known to foster positive work environments.

For the evidence-based project described in this article, the authors reviewed the scholarly literature to determine if a relationship exists between Magnet® designation and nurse retention. We formulated the following PICO question (patient/problem, intervention, comparison, outcome): *How does nurse retention in acute-care hospitals with Magnet designation compare to nurse retention in non-Magnet hospitals?*

Search and analysis methods

The search method for this critical literature review included a comprehensive search of the Cumulative Index to Nursing and Allied Health Literature (CINAHL-Plus with Full Text) and Medical Literature On-Line (MEDLINE) databases, plus a hand search of the American Nurses Credentialing Center (ANCC) Magnet Research References.

Limiters used in the search included *peer reviewed, written in the English language, published between 2003 and 2013, written and published in the United States, and research-based*. Database exclusions included *articles not pertaining to nurse retention and articles whose title or abstract doesn't pertain to the PICO question*. Exclusion criteria for the hand search included *articles older than 2007, title of article and/or abstract lacks relevance to the PICO question, and international studies*. On critical appraisal of the resulting seven articles, five were deemed pertinent to the PICO question.



CENTRA

www.centrahealth.com • 1.877.MDLINK1
1920 Atherholt Rd., Lynchburg, VA 24501

Centra is a nationally recognized award winning nonprofit healthcare system serving central and southside Virginia with more than 6,000 healthcare professionals, three hospitals, numerous specialty centers and programs and a network of over 150 primary care physicians and medical and surgical specialists. Two of Centra's hospitals, Lynchburg General and Virginia Baptist, achieved Magnet™ designation 2005 and were re-designated in 2010.

Children's Mercy Hospitals and Clinics

2401 Gillham Road, Kansas City, MO 64108
1-800-698-4790 • www.childrensmc.org
390 Beds

Children's Mercy Hospitals and Clinics offers expertise and innovative research in nearly every pediatric subspecialty and surgical area, and has been ranked by *U.S. News and World Report* in all 10 specialties measured.



Children's National Health System

111 Michigan Ave, NW, Washington, DC 20010
202-476-5397

Sharon Livingston, MA, BSN, RN • slivings@childrensnational.org
www.childrensnational.org

283 Beds

Level IIIC NICU; Level I pediatric trauma center; Critical Care Transport Teams; We are a Magnet recognized facility; Our NICU, CICU and PICU received the Beacon Award for Critical Care Excellence; Regional referral center for cancer, cardiac, orthopaedic surgery, neurology, and neurosurgery patients.

Children's National Health System, located in Washington, D.C., is a proven leader in the development of innovative new treatments for childhood illness and injury. Consistently ranked among the top pediatric hospitals in America, Children's physicians and nurses have been serving the nation's children for more than 140 years. For more information about Children's National Health System, visit www.childrensnational.org.



VCU Health System

1250 E. Marshall St.
Richmond, VA 23298
804-628-0918 • www.VCUHS.jobs
Gale Rose • grose@mcvh-vcu.edu
865 Beds

Level 1 Trauma Center; nearly 200 Specialty areas, to include Hume-Lee Transplant Center, Stroke Center, Massey Cancer Center, Harold F. Young Neurosurgical Center, Evans-Haynes Burn Center, Pauley Heart Center and the Children's Hospital of Richmond at VCU.

VCU Medical Center is an internationally-recognized, Magnet®-designated regional referral center on the forefront of health care, providing the most progressive treatments and medical technology available. In 2012 and 2013, we were recognized by *U.S. News & World Report*® as a #1 Hospital in Virginia. And in 2013, named Virginia's first, and only, Level 1 Pediatric Trauma Center by the American College of Surgeons.

The Magnet Recognition Program®
recognizes healthcare organizations
for quality patient care, nursing excellence,
and innovations in professional
nursing practice.

**2014 National Magnet
Conference® will be held**
October 8-10
in Dallas, Texas

www.anccmagnetconference.org

Results

Critical analysis of the literature confirmed that Magnet designation correlates to positive work environments and nurse satisfaction, both of which may influence nurse retention. Our analysis found:

- a positive work environment that meets the RN's basic needs can influence nurse satisfaction, which relates to nurse retention
- support and reimbursement of continuing education and career development decrease a nurse's intent to leave her or his current position
- Magnet designation isn't a requirement for positive effects on an organization's work environment and nurse satisfaction
- Magnet facilities can't afford to become complacent about maintaining a positive work environment and nurse satisfaction.

Environmental factors that contribute to a positive work environment and increased nurse satisfaction included:

- safe, effective patient care
- good relationships with coworkers and patients
- opportunity for professional growth
- overall support for nurses
- nurse recognition programs
- strong leadership
- effective collaboration between nurses and physicians
- nurse autonomy.

A common feature among Magnet organizations is promotion of employee education, including career-development programs and payment for employees' continuing education. Organizations with these programs were found to have higher nurse satisfaction rates and less intent to leave.

Also, an organization doesn't necessarily need Magnet designation to achieve a positive work environment and nurse satisfaction. By incorporating Magnet characteristics, organizations can increase the quality of the workplace environment.

In addition, facilities can't afford to grow complacent after obtaining Magnet status. Instead, they should continuously improve the work environment and maintain the overall goals of the Magnet program to ensure the nursing work environment continues to be positive.

Application of findings

Hospitals can form nursing taskforces to explore positive work environments. Topics of focus may include factors contributing to nurse burnout and turnover, collaboration among healthcare team members, and ways to implement Magnet-like

characteristics even if the organization doesn't have Magnet designation.

Nurse leaders are instrumental in creating healthy work environments and thereby can influence nurse satisfaction. To help retain nurses, leaders should take measures to ensure nurse autonomy, decrease nurse constraints, practice good communication skills, and collaborate as healthcare team members—and encourage staff nurses to do the same. To increase nurses' intent to stay with an organization, leaders should create recognition programs and support employee education.

Nurse attrition can cause large monetary losses for an organization; replacing a nurse who has left can cost about \$64,000. Attrition also leads to loss of nursing mentors and may compromise patient care.

Once an organization achieves Magnet designation, it must maintain Magnet principles to ensure nurses stay in their current positions and don't leave to pursue other employment. Hard work by leaders and nurses to ensure Magnet principles remain in place can save the organization money.

A chief limitation for this evidence-based project was lack of research articles specific to the PICO question: *How does nurse retention in acute-care hospitals with Magnet designation compare to nurse retention in non-Magnet hospitals?* So the most apparent need for future nursing research in this area is to investigate the influence of an acute-care hospital's Magnet or non-Magnet designation on nurse retention. Research also is needed to explore how hospitals without Magnet designation can achieve and maintain Magnet-like characteristics. Finally, research should be done to examine how high nurse retention on particular units can be replicated hospital-wide.

Although nurse retention can be attributed to Magnet-like characteristics, organizations that find the cost of obtaining Magnet designation prohibitive can still achieve Magnet-like characteristics. They should focus on promoting a positive work environment and ensuring nurse satisfaction to retain nursing staff. ■

Visit www.AmericanNurseToday.com/Archives.aspx for a list of selected references.

Mellisa Renter is a nurse educator at Kaplan University in Omaha, Nebraska. Anna Allen is a staff nurse in the emergency department at Rapid City Regional Hospital in Rapid City, South Dakota. Anne Thallas is nurse supervisor of the pulmonary service line at Children's Hospital & Medical Center in Omaha, Nebraska. Linda Foley is director of the MSN Program at Nebraska Methodist College in Omaha. (The evidence-based project described in this article was completed as a capstone project in the college's MSN program.)

Replacing a nurse
who has left can
cost about **\$64,000.**



Call for Manuscripts

American Nurse Today, the official journal of the American Nurses Association, invites you to consider submitting an article for publication.

American Nurse Today is a peer-reviewed journal providing a voice for today's nurses in all specialties and practice settings. Packed with practical information, it keeps nurses up-to-date on best practices, helps them maximize patient outcomes, and enhances their careers.

If you're considering writing for us, please review our author guidelines at <http://www.AmericanNurseToday.com/AuthorGuidelines.aspx>. The guidelines will help you identify an appropriate topic and learn how to prepare and submit your manuscript. Following these guidelines will increase the chance that we'll accept your manuscript for publication.

Before starting to write, send us an email query to confirm that your topic fits our editorial needs. Articles undergo peer review before a publication decision is made.

If you haven't written before, please consider doing so now. Our editorial team will be happy to work with you to develop your article so that your colleagues can benefit from your experience.



MAGNET AD INDEX

Centra Health	35, 39
Children's Mercy Kansas City	37, 39
Children's National Medical Center	36, 39
VCU Health System	37, 39

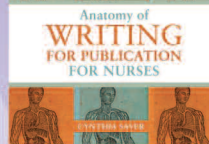
For advertising information please contact: Tyra London, Associate Publisher, at 215-489-7000 x 117, or: tlondon@healthcommedia.com.

From the Honor Society of Nursing,
Sigma Theta Tau International:

Anatomy of Writing for Publication for Nurses



Hailed as the most comprehensive, up-to-date book for nurse writers today.



Writing for public consumption can be a daunting challenge – whether it's for a blog, a research paper, a journal article or a book.

Yet, it's a valuable skill to master for nurses who wish to contribute to their profession's growth. This new book takes you through the journey of moving past the barriers on to becoming a published author.

www.nursingknowledge.org

PUBLISHED BY:
Sigma Theta Tau International
Honor Society of Nursing

DISTRIBUTED BY:
nursing KNOWLEDGE
International