

# Strengthening Nursing Leadership by Leveraging Magnet Standards and Baldrige Criteria: Lessons Learned

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# Objectives

- The Learner will:
  - Describe the similarities and differences between the Magnet and Baldrige programs.
  - Identify opportunities to apply concepts to one's own leadership approach.
  - Articulate how to achieve and sustain nursing excellence through the guidance of both the Magnet and Baldrige programs.

# Disclosure

- The speakers (Marjorie Maurer and Jeanette Rossetti) have no conflicts of interest and no commercial support and/or sponsorships.

# What is the Baldrige?

- A program established by Congress in 1987 to address increasing global competition; named after Malcolm Baldrige Secretary of Commerce (1981-1987)
- Evidenced based business model to become a world class organization with criteria spanning all industries
  - Non-prescriptive questions that focus on PROCESS and RESULTS
  - A disciplined approach to performance improvement
  - A framework for a systems view of performance management
- Voluntary re-designation within 5 years
- Process: Submission of application, site visit, and recognition with written feedback (opportunities for improvement)

# What Baldrige IS and IS NOT

IS NOT	IS
Just an award program	A diagnostic tool
A documentation exercise	A balanced organizational assessment
A prescription of how to operate	Increases discovery of what is needed in operations to become world class
A continuous improvement model	A catalyst for improvement
A substitute for strategy	A framework for prioritization, improvement, alignment of processes, and integration of activities to achieve the strategy

# Baldrige Criteria for Performance Excellence (CPE)



42 areas to address: 5 in the organizational profile, 30 in the 6 process areas and 8 in the results category. Represents over 178 questions.

[https://www.google.com/search?q=baldrige+for+leaders+core+values+image&rlz=1C5CHFA\\_enUS783US783&tbm=isch&source=iu&ictx=1&fir=dl76MdO2p-z5NM%253A%252CPXpUSISUJtbKcM%252C\\_&vet=1&usg=AI4\\_-kQk3Uhm1uS4fsyZWGNJM\\_EVQsla9Q&sa=X&ved=2ahUKEwiBk8zj-ZjiAhUFnawKHUcpDv8Q9QEwAHoECAkQBA#imgrc=dl76MdO2p-z5NM:](https://www.google.com/search?q=baldrige+for+leaders+core+values+image&rlz=1C5CHFA_enUS783US783&tbm=isch&source=iu&ictx=1&fir=dl76MdO2p-z5NM%253A%252CPXpUSISUJtbKcM%252C_&vet=1&usg=AI4_-kQk3Uhm1uS4fsyZWGNJM_EVQsla9Q&sa=X&ved=2ahUKEwiBk8zj-ZjiAhUFnawKHUcpDv8Q9QEwAHoECAkQBA#imgrc=dl76MdO2p-z5NM:)

# CPE based on 11 Core Values and Concepts

- Visionary Leadership
- Customer Focused Excellence
- Organizational Learning and Agility
- Valuing People
- Managing for Innovation
- Focus on Success
- Ethics and Transparency
- Management by Fact
- Societal Responsibility
- Delivering Values and Results
- System Perspective

# Process Scoring Guidelines for Categories 1-6: **ADLI**

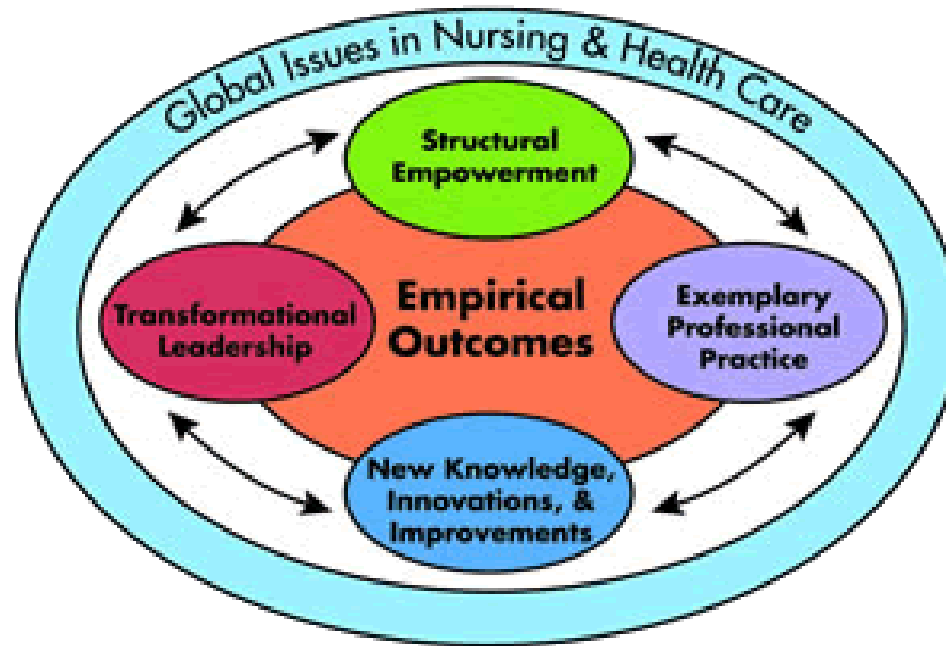
- **A**pproach: Systematic repeatable process
- **D**eployment: Applied consistently and used by all appropriate work units
- **L**earning: Evaluation of the approach, use of evaluation data, innovation, & sharing of innovations
- **I**ntegration: Aligned with organizational needs and plans, processes, actions across work units to support organizational wide goals



# Magnet Program Overview

- American Academy of Nursing Study (1983) studied 179 hospitals with high results for nursing recruitment and retention.
- 1993 The Magnet Recognition Program was created largely based on the original “forces of magnetism” found in the hospitals in the study.
- Magnet application process includes submission of application, submission of the document, site visit & recognition.
- Designations is for 4 years!

# Magnet Recognition Overview



<https://www.nursingworld.org/organizational-programs/magnet/magnet-model/>

# Magnet Achievement Requirement

- 51% of facility's units must out perform the mean in benchmark measures-more than 50% of the time
- Timeframe is within the most recent 8 quarters prior to the document submission ie., patient satisfaction
- RN satisfaction, survey results within 30 months of the document submission

# Common Characteristics of Magnet Hospitals

- Transformational leadership
- Highly engaged professional nursing staff through a professional governance structure
- Nursing excellence
- Innovations in professional nursing practice
- Top decile quality patient outcome

# Baldrige and Magnet Intersection

- Currently of the 22 Baldrige recipient healthcare organizations 11 are Magnet recognized
- Strengthened disciplined leadership
- Elevated professional nursing practice
- Sustained organizational success and results

# Similarities and Differences

	<b>Baldrige</b>	<b>Magnet</b>
Areas of Focus	Organization Wide	Nursing Services
Evaluation Process	ADLI and results	Review of narratives and empirical outcomes
Leadership	Focus on how do leaders lead Governance Structure Support of Community & Environment	Transformational Leadership (style) and Structural Empowerment (shared decision making) Focus on CNE
Strategic Planning	Systematic process focused on sustaining a competitive edge and innovation creation Detailed action plans with performance projections	Thread through transformational leadership, structural empowerment and exemplary professional practice

# Similarities and Differences (cont.)

	<b>Baldrige</b>	<b>Magnet</b>
Customer Focus	<p>Process to listen to voice of customer/key stakeholders</p> <p>Customer engagement, complaints and segmentation</p>	<p>Patient is the primary customer and patient feedback incorporated to improve patient care</p>
Measurement, Analysis & Knowledge Management	<p>Disciplined use of data</p> <p>Integrated into process for improvement</p> <p>Use of benchmark data</p>	<p>New knowledge, innovations and improvements</p> <p>Use of benchmark data</p> <p>NDNQI</p>
Workforce Focus	<p>Focus on entire workforce</p> <p>Capability and capacity</p> <p>Creation of health and safe work environment</p> <p>Cost control on key processes</p> <p>Reward and recognition</p>	<p>Focus on nursing</p> <p>Workplace safety</p> <p>Staffing and scheduling</p> <p>Collaborative relationships that support nursing practice</p> <p>Resources for advanced degrees and certification</p>

# Similarities and Differences (cont.)

	<b>Baldrige</b>	<b>Magnet</b>
Operations Focus	Address performance improvement process used ie., PDCA, LEAN Processes applicable to both patient care and business practices	Broad application to work systems, care model and model of care
Results	Display of data in levels, trends, comparisons and integration Looking for top decile world class results	Data displayed as empirical quality results/sources of evidence Use of specific benchmark data (falls)



# Lessons Learned

- Baldrige created a common language across the organization
- Sustaining excellence requires a different transformation than getting to excellence in the first place
- Strengthened nursing strategic plan through tighter alignment with the hospital's strategic plan
- Unifies and aligns-Breaks down silos between nursing and other departments
- ADLI framework provided a more disciplined approach to address nursing issues and offered greater predictability of result sustainment

# Lessons Learned (cont.)

- Inspired to become world class as we achieved breakthrough results
- Leadership team must be students of the criteria and all in to it's adoption
- Initially a lot of work to create and deploy approaches....then, BECAME the work
- It's a JOURNEY!

Perfection is unattainable but if we chase it.....  
we catch Excellence.

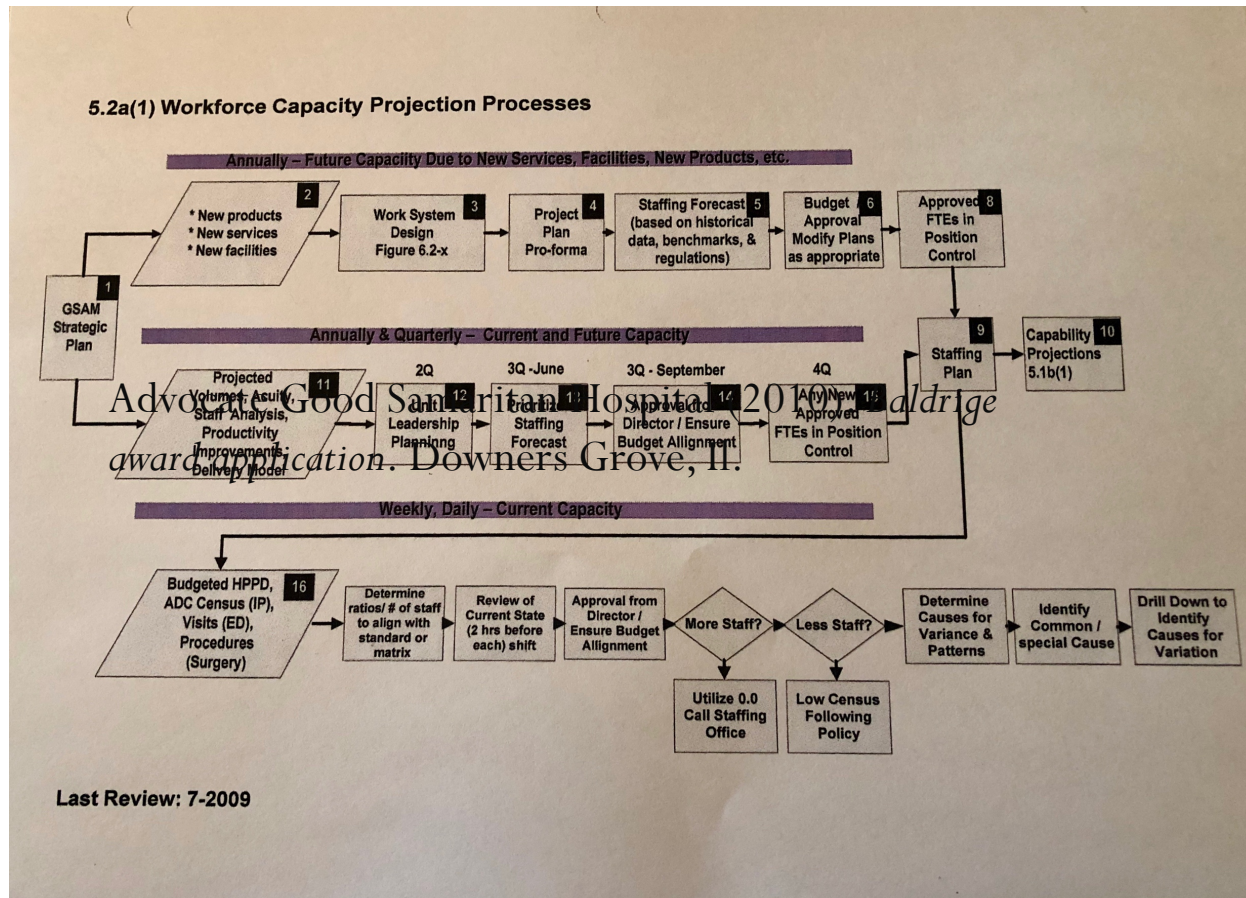
Vince Lombardi

Questions?

# References

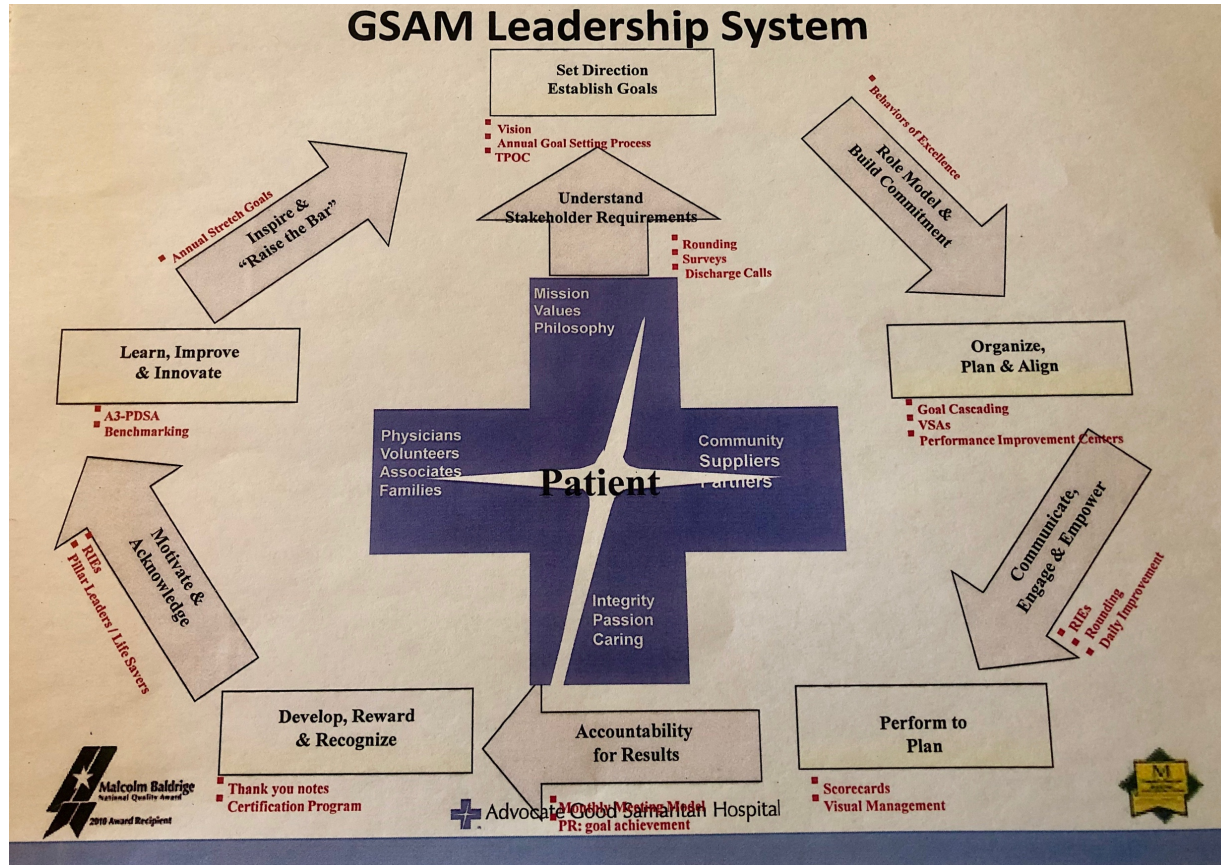
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# Addendum 1



Advocate Good Samaritan Hospital (2010). *Baldrige award application*. Downers Grove, IL.

# Addendum 2



Advocate Good Samaritan Hospital (2010). *Baldrige award application*. Downers Grove, IL.