



Staff Nurse Perceptions of the Magnet Journey: Implications for Nurse Leaders

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Objectives

- The learner will be able to:
 - Describe staff nurse perceptions of the Magnet journey
 - Identify strategies to maintain nurse engagement in the Magnet journey

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SHARP Memorial Hospital

Recognition

- This study was funded through an intramural research grant from the Hahn School of Nursing and Health Sciences at the University of San Diego

Background & Study Significance

- Magnet Recognition Program ® was developed by the American Nurses Credentialing Center (ANCC) more than 20 years ago
- Origins were related to nurse recruitment and retention strategies
- Grown to now epitomize:
 - Outstanding patient care, quality and outcomes
 - Exceptional nurse practices
 - Empowered nurses
 - Supportive environment

Background & Study Significance

- Evidence continues to grow that Magnet designation leads to improved nursing and patient outcomes
- Numerous publications demonstrate organizational and cultural transformation during the time leading up to Magnet designation
- However, there are no published reports regarding the impact of this transformational process on staff nurses

Purpose

- The purpose of this qualitative study was to develop a broader understanding of the perceptions and experiences of registered nurses during the time leading up to Magnet designation. This period of time is commonly referred to as the “Magnet Journey”
 - It is during this time that organizational transformation occurs and an infrastructure is built to support and enhance professional nursing practice. The period of time varies from organization to organization

Research Design & Methods

- Qualitative methodology, using focus groups
- Setting
 - One community hospital and one health care system in San Diego County that were recently designated as Magnet
- Eligibility criteria
 1. Registered nurses working in one of the Magnet-designated organizations
 2. At least three years of full time or part time experience in the clinical setting
- IRB approval was obtained from each health care organization, and the University of San Diego prior to recruitment of subjects

Focus Group (FG) Procedure

- A total of eight FG sessions were conducted and digitally recorded – one hour, 8-10 participants
- Incentives included a selection of \$25 gift card
- Participants were consented, asked to complete a demographic data form
- An interview guide constructed by the researchers was used for consistency across all FGs.
- One researcher facilitated the group, one took field notes; the Research Assistant was also present taking notes and observing interactions

Demographic Data

Demographic	Data
Age of nurse	48.9
Number of years in position	8.3
Number of years with organization	12.6
Number of years as RN	21.4
Employment status	71% full time; 29% part time
Nursing Degree	60% BSN and above
Professional Certification	38% at least one certification
Council Participation	60% unit practice council

Data Analysis Process

- Transcripts of each focus group were independently read by researchers and coded
- Researchers met and reviewed codes, developed themes
- Validity confirmed through interviewer corroboration
- Themes and quotes placed in Word table by focus group date
- Themes reduced from 34 to 9

Collapsed Themes

- Relationships with leaders/CNO
- Magnet Continuum
- Professional Relationships
- Professional Development
- Staff Voice
- Resources/Supports
- Professional Accountability
- Magnet “slip-back”
- + Recommendations from nurses

Theme: Relationships with Leaders

- Subthemes
 - Relationships with leaders, directors and manager
 - Relationship with CNO
 - Connectiveness with administration
 - Recognition for accomplishments
- Quotes
 - “We could see the CNO coming to the floor and asking us whether we were doing okay and did we need any help.”
 - “I got a card from not the manager, but my manager’s boss...and it just tickled the heck out of me. And it made a huge difference in the way I looked at my bosses’ boss”

Theme: Magnet Continuum

- Subthemes
 - Journey
 - Site Visit
 - Designation/Status
- Quotes
 - “It was a journey and it took a lot of work from a lot of people”
 - “I was telling people to become nurses...it was fun again.”
 - “The reviewer was just great...anything we showed her, she was just really interested in it”
 - “I am proud to say we are a Magnet hospital”

Theme: Professional Relationships

- Subthemes
 - Interdisciplinary collaboration/efficiency
 - Communication
 - Physician relationships
 - Closer connection to hospital
- Quotes
 - “I think the interdisciplinary departments began to feel like they were part of the bigger picture because their stories were incorporated into Magnet”
 - “When an issue was identified that involved other departments, there was a lot more let’s get together a team...let’s look at the problem and identify a solution”

Theme: Professional Development

- Subthemes
 - Education
 - Formal academic education
 - Certification
 - Research
- Quotes
 - “There’s always education and new things, innovative things going on”
 - “I really like the addition of EBP and that it’s in our vocabulary now and it wasn’t before...there is a lot more research going on”
 - “Certifications were huge. Flexibility working with staff if they are going to school...now [managers] will bend over backwards if someone’s in school”

Theme: Staff Voice

- Subthemes
 - Staff involved
 - UPCs/PPCs
 - Councils/shared governance/decision making/communication
 - Congruent vision and goals
- Quotes
 - “The bedside nurse actually had the opportunity to look at different models of care...that was very beneficial to have input of what kind of theory or model they’re gonna want to practice under”
 - “...the nurses felt very empowered...that right away was one of the things that changed the most, that the decision making happened at the lowest level possible and the people doing the work have say in how they were doing the work”

Theme: Resources/Support

- Subthemes
 - New programs
- Quotes
 - “We have a lot of support like rapid response team, IV Team, and even the resources will help if you need. They’re always there for you”
 - “The resource nurse role on the units”
 - “...we have many more CNSs than we did...that’s made a huge difference to us- probably made the single biggest change in our department-you feel very very supported by her”

Theme: Professional Accountability

- Subthemes
 - Accountability
 - Professionalism
- Quotes
 - “(we have) better practice standards”
 - “(we are) doing best practice”
 - “People are held accountable.”
 - “I think it’s become more standardized- in whatever we’re doing, so that we get the best outcomes”
 - “Our goal is to always have the best outcome”

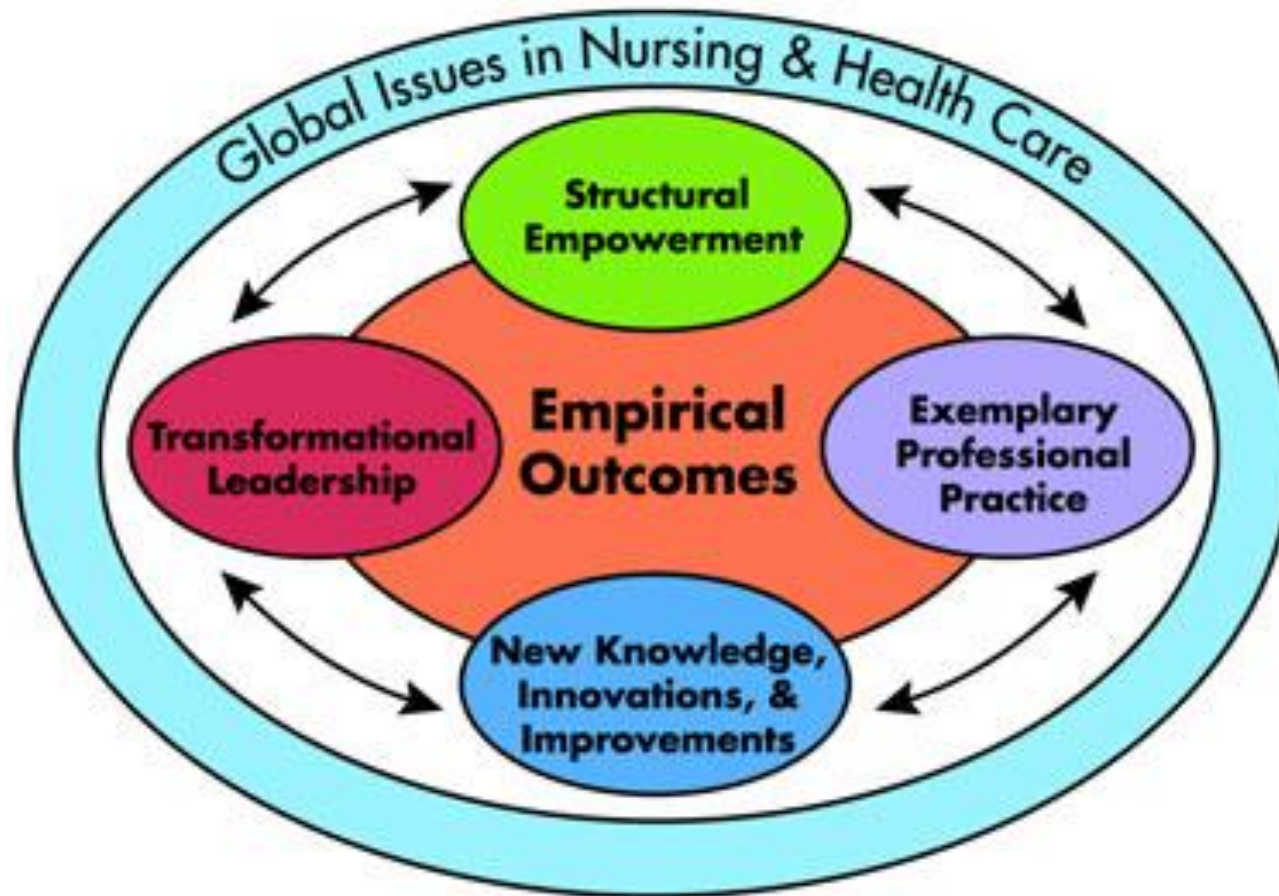
Theme: Magnet “Slip Back”

- Subthemes
 - Budget impact
- Quotes
 - “During the journey, you felt very much involved in what was happening and now it feels more like you are being told”
 - “I’ve seen a lot less participation after the journey was over”
 - “I think you build up expectations and I think it is worse to have expectations and then to have them not met, than just to not have the expectation at all”
 - “There was a slip back and forth (after Magnet)”

Theme: Recommendations from Nurses

- Quotes
 - “Get the staff to buy-in more” (about Magnet)”
 - “Make it more clear to staff nurses what it means to be Magnet...if it is something great, then of course we want to be part of it”
 - “It is a wonderful blueprint to get your organization on the right path for improving”
 - “It’s an opportunity to share with other hospitals about what is working”

Magnet Recognition Program®



Themes and Magnet Components

- Key themes emerged consistent with components of the Magnet Recognition Program© and examples include:
 - Transformational Leadership: exemplary relationships with the CNO and direct supervisor
 - Structural Empowerment: participation in councils and access to professional development opportunities
 - Exemplary Professional Practice: enhanced interdisciplinary relationships and autonomy
 - New Knowledge, Innovations, and Improvements: new research, EBP, and innovative practice

Results – Conclusions and Implications

- **Conclusions**
 - Overall, staff nurses emphasized the positive impact of Magnet designation on all stakeholders
 - A surprising finding was staff nurse concern about what occurred during the post designation period
- **Implications**
 - Results from this study offer guidance for Magnet Program Directors and others leading the Magnet Journey
 - Additionally there are implications for nurse leaders beyond the initial designation period about maintaining gains achieved during the journey

Suggested Strategies to Maintain Nurse Engagement

Leaders Leading	Frontline Nurses	Hospital Wide	General	Celebrate Reward	Tech
Rounding	Magnet Champions	Expos	Magnet DVD	Kick off party	Blog Twitter
Town hall meetings	Road shows & posters	Learning Center events	Magnet Passport	Celebration events	Intranet postings
Thank you's that exemplify Magnet	Huddle stories	Career Showcase	Magnet book show and tell	Contests with rewards – Magnet conference	Virtual posters

Limitations

- Researcher relationship with organization:
 - Inside knowledge of “facts”
 - Power relations
- Verbiage in questions suggestive of Magnet.
- Screening of participants – some had transitioned from staff to leader positions in the post designation period
- Recall – memory of the journey

Future Research/Direction

- Explore the phenomenon of slippage in the broader sense
- Examine the continuum of Magnet designation in the context of organizational change
- Explore the lived experience of the CNO through the continuum of Magnet designation and beyond
- Examine contextual factors between designation and re-designation – change in model, leadership (CNO), organizational variables

Additional Recommendations

- Consider using qualitative software
 - trialed Atlas

Questions?



Contact Information

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