

The appraisers will also meet in numerous **forums with staff nurses** to learn about what attracted them to MGH, and, why they stay. For example, they will want to learn more about the **Clinical Recognition Program** – the advancement program that recognizes clinician’s acquisition of clinical expertise. They will want to speak to **new graduate nurses** to learn about what strategies are in place to facilitate their transition from academia into practice.

They will also meet with the **Hospital Senior Leadership (including members of the Board of Trustees) Physicians and Community Leaders** to hear about their perspectives of Nursing and nursing practice at MGH.

“As a nurse, I strive to provide excellent care and maintain the highest quality of life for every patient. Effective communication and educating patients and families empowers them to make informed decisions.”  
*Kathryn Sabo, RN (White 10, Medicine)*

#### Who will be involved in the site visit?

Staff from throughout MGH will have an opportunity to interact with the appraisers in a number of forums scheduled throughout the site visit. Appraisers may speak with any member of the MGH community. All employees should have a basic understanding of the Magnet recognition process and be able to describe how their department works in collaboration with nursing.

The appraisers will attend meetings of the **Collaborative Governance** structure – the communication and decision-making structure of Patient Care Services. Through the committees that comprise collaborative governance, clinicians have input into key decisions that impact their practice and quality of work life.

#### Characteristics of Magnet Hospitals include:

- Concern for patients and families is our #1 priority
- Nurses identify the hospital as a supportive place to work
- Visible and accessible nursing leadership
- Autonomous and empowered clinicians
- Delivery of quality nursing care as rated by patients and staff
- Strong and collegial nurse-physician relationships and communication
- Delivery of interdisciplinary patient-and family-centered care

#### How do MGH nurses describe a Magnet hospital?

“We know that MGH has met a high standard for clinical excellence in patient care and is known world-wide for this.” *Matt Sullivan, RN (IV Therapy)*

“Honor, prestige and autonomy.” *Kristen Kowalski, RN (Ellison 16, Medicine)*

“Magnet means there are great development opportunities for nurses which creates better care for patients.” *Lindsay Flynn, RN (Ellison 6, Orthopedics)*

“Establishes a confidence in the staff with the patients and families.” *Kelly Browning, RN (Ellison 9, CICU)*

“Gives caregivers a sense of pride.” *Jill Woods, RN (Vincent OB/GYN, MGH West)*

“Improves evidence-based practice.” *Barbara Cashavelly, RN (Cancer Center)*

Magnet status implies the very best in nursing care – which in turn implies that the institution attracts and keeps the best in the nursing profession. *Donna Hanson RN, NP (Emergency)*

#### How is the final decision made to award Magnet recognition to an organization?

After conducting the site visit and reviewing written documentation, the appraisers will submit a report to the ANCC’s Commission on the Magnet Recognition Program. Word of the decision will come after the Commission reviews MGH’s report at its next regularly scheduled meeting.



MASSACHUSETTS  
GENERAL HOSPITAL

NURSING

## Magnet Hospital Re-designation Visit

Magnet Hospital Designation is the highest recognition the American Nurses Credentialing Center grants to healthcare organizations for excellence in nursing practice.

#### What is a Magnet Hospital?

In the early 1980s, there was a severe nursing shortage in the US. Nationally conducted research studied the characteristics of hospitals that were able to withstand the shortage. Because of their ability to **attract** and **retain** nurses, these hospitals were termed “Magnet Hospitals.”

#### How does one become a Magnet Hospital?

In 1993, fourteen “Forces of Magnetism” were drafted and a certification program was created based on the characteristics identified in the Magnet Hospital research. This prestigious program is administered by the American Nurses Credentialing Center, (ANCC), the nation’s largest and foremost accreditation and credentialing organization. Hospitals undergoing Magnet Designation submit written evidence in support of their application and undergo an intensive site visit to determine if they meet the fourteen Forces of Magnetism and professional performance.

#### How many Magnet hospitals are there?

As of January 2008, there are approximately 265 Magnet Hospitals, which represents about 5% of the hospitals in the US. MGH was the first hospital in Massachusetts to attain Magnet Status.

On February 20-22, 2008, five Appraisers from the American Nurses Credentialing Center, (ANCC), a subsidiary of the American Nurses Association, will conduct a site visit at the Massachusetts General Hospital, (MGH).

### Why is being a Magnet Hospital important?

It is **important to our patients** because more than 20 years of research have shown that Magnet Hospitals have:

- Lower mortality and morbidity rates
- Shorter lengths of stay
- Higher patient and staff satisfaction scores
- Improved patient outcomes
- Interdisciplinary patient and family centered care

It is **important to our hospital** because it:

- Recognizes and rewards outstanding care
- Acknowledges the hospital's commitment to quality and safety
- Facilitates higher JCAHO accreditation scores
- Markets the hospital to patients and prospective staff as an organization with a strong nursing service – employer of choice

It is **important to staff** as it:

- Represents a practice environment where autonomy, control over practice and professional development are emphasized
- Encourages interdisciplinary working relationships
- Fosters collaborative decision-making
- Provides opportunities to participate in initiatives to improve the quality of patient care
- Reduces turnover and vacancy rates

“Day after day, with steadfast purpose and commitment, the nursing staff at MGH brings skill, compassion, hope and healing to patients and families. Nurses truly represent the heart and soul of the care that is delivered at our institution. Nurses also play an integral role in the on-going planning, decision-making, problem-solving, implementation and analysis associated with the work we do collectively.”  
*Peter L. Slavin, M.D., President*

### What are the 14 Forces of Magnetism?

1. **Quality of Nursing Leadership** – MGH nurse leaders are visionary and exemplify advocacy and support for patients, family and staff.
2. **Organizational Structure** – Our organizational structures are proactive and responsive to change.
3. **Management Style** – Nursing leaders create an environment for staff participation and recognition for the uniqueness of the individual.
4. **Personnel Policies and Programs** – Personnel policies, guidelines and programs are created with staff involvement and numerous administrative and clinical advancement opportunities exist.
5. **Professional Models of Care** – Our patient care delivery model is interdisciplinary patient-and family-centered care that honors the individual patient, respecting choices, culture, social context and specific needs.
6. **Quality of Care** – Positive patient outcomes are achieved by the partnership of nursing leadership and staff supporting quality of care as a priority.
7. **Quality Improvement** – Nurses actively participate in many initiatives that improve the quality of patient care delivered within the organization.
8. **Consultation and Resources** – MGH provides consultants, experts and advanced practice nurses to the nursing and support staff to support their practice.
9. **Autonomy** – Autonomous nursing care is built on knowledge, competence and professional expertise.
10. **Community and the Hospital** – The community we serve is embedded in the mission and values of our hospital.
11. **Nurses as Teachers** – MGH nurses incorporate teaching in all aspects of their practice.
12. **Image of Nursing** – Nurses are viewed as integral to providing quality patient- and family-centered care. Nursing remains one of the most highly respected professions.
13. **Interdisciplinary Relationships** - Mutual respect and collaboration are modeled among disciplines which creates strong and positive interdisciplinary relationships.
14. **Professional Development** – Our organization is committed to the professional development of nurses and other members of the health care team.

The Magnet Web page is accessed from the Patient Care Services website at <http://www.massgeneral.org/pcs>. Then simply click on the Magnet icon.



### What do the appraisers look for during the site visit?

- Interdisciplinary, patient- and family-centered care is demonstrated through practice
- Evidence that MGH values, supports, recognizes and rewards its employees
- Quality, safety and performance improvement initiatives
- Commitment to culturally-competent and sensitive care
- Strong and visible leaders at every level aligned with the institutional strategic goals
- Staff have a voice in decision-making regarding practice and quality of work life
- Robust employee development programs
- Strong presence outside of MGH – local, statewide and nationally

### What is the focus of the three-day site visit?

The site visit evaluates the hospital's performance on its continued ability to develop programs and initiatives that are enculturated throughout the hospital. It is an opportunity for staff to showcase the excellent care that is provided to patients and families at the MGH.

The appraisers will visit as many patient care units and practice areas as possible. These visits will **involve all members of the health care team, as well as, patients and families.**

The Magnet appraisers will want to hear about the unit's strategies on:

- Autonomy and control over practice
- Development and communication of the patient's plan of care
- Nursing care planning
- Continuity of care
- Orientation, mentoring and professional development
- Staffing decisions
- Interdisciplinary teamwork
- Evidence-based practice
- Nurse Sensitive Indicators and impact on practice
- Appropriate delegation
- Collaborative performance improvement activities