


**MATHER**  
JOHN T. MATHER MEMORIAL  
HOSPITAL



**CREATING A  
NURSING INSTITUTE  
FOR  
KNOWLEDGE TRANSLATION  
AND  
INNOVATION**

ANCC National Magnet® Conference  
Atlanta, Georgia  
2015

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**Presented By:**

- Marie Mulligan MSN, RN, NEA-BC, CNOR  
Chief Nursing Officer
- Brandy Feliu BSN, RN  
Magnet® Program Director
- Judith Moran-Peters DNSc, RN, NE-BC, RN-BC  
Coordinator-Nursing Research and  
Professional Development

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**John T. Mather Memorial Hospital:**




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## The Magnet® Vision:

### Magnet® organizations...

"Serve as the fount of knowledge and expertise for the delivery of nursing care globally."

"Solidly grounded in core Magnet® principles, flexible and constantly striving for discovery and innovation."

"Lead the reformation of healthcare; the discipline of nursing; and care of the patient, family and community."

*The Commission on Magnet® Recognition  
(2014 Magnet® Application Manual)*

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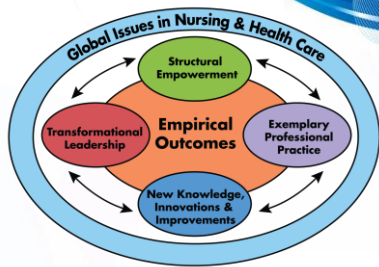
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## Magnet® Model:



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## Magnet® Model Component:

New Knowledge, Innovations  
and Improvements (NK)

- NK Magnet® Component has 6 Standards in 3 Categories: Research, Evidence-Based Practice and Innovation.
- 4 (66%) NK Standards require Empirical Outcomes (EO).

### NK Includes the "Forces of Magnetism":

# 6 Quality of Care (Research/EBP, Ethics, and Patient Safety).

# 7 Quality Improvement (Quality Infrastructure).

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## NK Component: 8 Key Constructs...

### Magnet®-recognized Organizations:

1. Conscientiously integrates EBP and Research into clinical and operational processes.
2. Educates nurses about EBP and Research, enabling them to appropriately explore the safest and best practices for their patients and practice environment to solve problems and generate new knowledge.
3. Published Research is systematically evaluated and used.

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## NK Component: 8 Key Constructs...

### Magnet® -recognized Organizations:

4. Nurses serve on the board (ie., IRB) that reviews proposals for Research.
5. Knowledge gained through Research is disseminated to the community of nurses.
6. Have established evolving programs related to EBP and Research.

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## NK Component: 8 Key Constructs...

### Magnet®-recognized Organizations:

7. Infrastructures and resources are in place to support the advancement of EBP and Research in all clinical settings.
8. Targets for research productivity are set with participation and leadership from nurses in a multitude of research activities within the framework of the practice setting.

(2014 Magnet® Application Manual, pp. 55)

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## HOW ?

- How do Magnet® -recognized organizations operationalize and integrate the 6 NK Standards and the 8 NK Key Constructs into the culture of Nursing practice environment(s)?

### Evidence shows the following:

1. **Barriers to Research** are identified and overcome.
2. **Essential elements** are present.

(Ingersall et al., 2010; Barrett, 2010 & Black, 2015)

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## Barriers to Research:

- **Over 25 years of extensive research identifying Barriers and Essential Elements for Nursing Research.**

Barriers to Research Utilization Scale.  
(Funk, Champagne, Wiese & Tornquist, 1991)

### Most Common Barriers:

1. Lack of strong, visionary nursing leadership.
2. Lack of infrastructure (structures and processes to support and advance the Nursing Research agenda).

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## Growth of Centers for Nursing Research and EBP:

- **New Magnet® Model (2007):**  
Became the turning point that accelerated the creation of "Research Centers" to promote Nursing Research and EBP initiatives.

These "Centers", some virtual and some real, have different titles, but...their **Ultimate Goal** is the same:  
**to conduct scholarly activities (Research and EBP) that improve the quality of nursing practice and patient care outcomes.**

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## “Centers” for Nursing Research and EBP:

1. Ignite and Maintain a “Spirit of Scientific Inquiry” among nurses.
2. Identify “Opportunities for Improvement” (clinical practice, management and education).
3. Challenge the “status quo”....based on application of evidence (scientific findings/knowledge in professional literature) and innovative nursing practices.
4. Develop an empirical basis by which to measure the extent of the practice change achieved by nursing interventions.
5. Demonstrate, disseminate and celebrate the high quality nursing care and patient care outcomes achieved in their organizations.

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## Identity of “Nursing Research Centers” @ Magnet®-Recognized Organizations:

Center for Nursing Research  
and Quality Outcomes

Department of Nursing Practice,  
Education and Research

Center for Nursing Innovation  
and Quality Outcomes

Center of Nursing Excellence

*Nursing Institute for Knowledge  
Translation and Innovation*

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## Characteristics of “Nursing Research Centers” In Magnet®-recognized Organizations:

- Visionary
- Constantly Evolving
- Comprehensive/  
Inclusive in Nature
- Outcomes-driven
- Empirically-grounded
- Innovative  
(Novel/Unique)
- Creative
- Global/Diverse
- Interdisciplinary

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### Visionary Nurse Leader:

- Cornerstone of Magnet®-recognized organizations.
- Impetus behind the creation of “Centers for Nursing Research”.
- Champion of the “Spirit of Scientific Inquiry” that characterizes Magnet® nurses.

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Marie Mulligan MSN, RN, NEA-BC, CNOR  
Chief Nursing Officer

*The Magnet® Journey and  
Building the Foundation  
for Nursing Research at  
John T. Mather Memorial Hospital*

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### Setting:

#### John T. Mather Memorial Hospital...

- 248-beds, Urban Setting
- Community-Teaching Hospital (2014)
- Founded in 1929 (85 years)
- Not-for-Profit
- Located in Port Jefferson on Long Island in New York State
- Clinical site for 15 Nursing Programs
- Centers of Excellence (Stroke, Breast & Bariatric Surgery)
- 4 Star Rating from CMS (HCAHPS)...one of only two hospitals among the 22 hospitals on Long Island, N.Y.
- ***Magnet®-designated in 2013***

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## John T. Mather Memorial Hospital:




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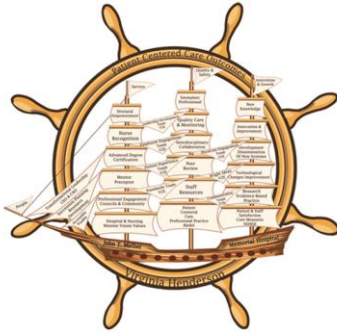
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## Voyage To Excellence




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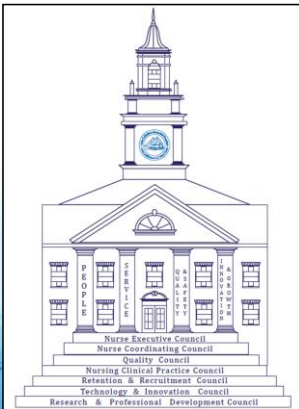
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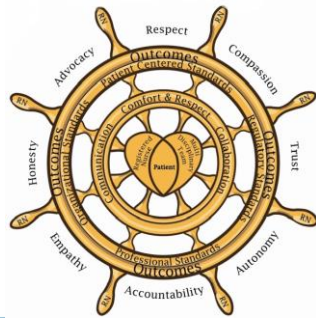
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## Nursing Practice Model




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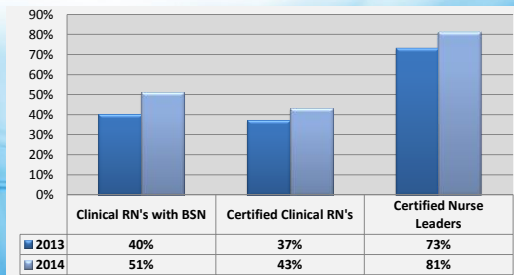
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## Nursing Department:

- 450 Clinical RNs




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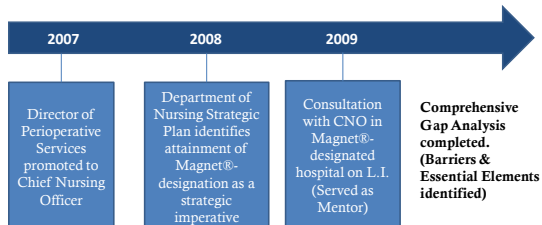
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## The Magnet® Journey:




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## Barriers To Nursing Research Identified and Overcome:

### Barriers identified:

1. Lack of Knowledge (Education)
2. Interest/ "Buy In" (Motivation)
3. Finance/Budget
4. Recruitment of Talent
5. "Creating and Sustaining the Dream"
6. Time Management
7. Keeping the Journey "On Track"

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## The Magnet® Journey:

- 2010-2013 Magnet® Infrastructure...
- **Essential Elements:**
  - Magnet® Program Director (full time)
  - Statistician (part time)
  - Nurse Researcher (per diem)
  - Magnet® Motivators (Clinical RNs)

**2012:** Brandy Feliu BSN, RN, Clinical Educator, takes a lead role in writing Magnet® documents.

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## The Magnet® Journey:

**April 2013:** Magnet® Site Visit

### **June 2013 Magnet®-designation granted**

- Marie Mulligan MSN, RN, NEA-BC, CNOR, CNO recognized as an exemplar in Transformational Leadership for visibility and accessibility to nursing staff.

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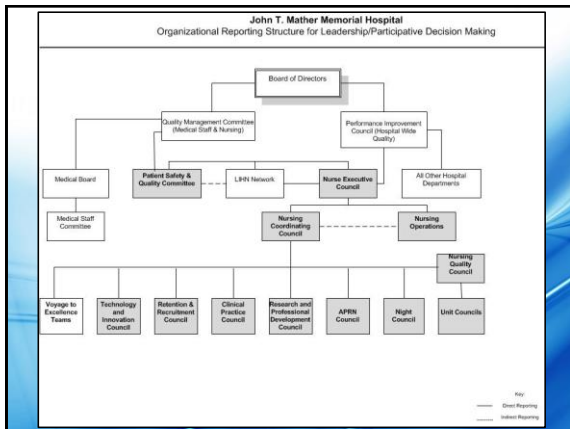
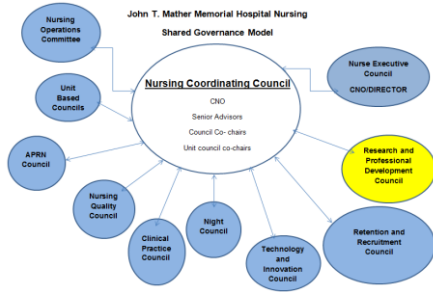
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Brandy Feliu BSN, RN  
(MSN in Nursing Education 9/15)  
Magnet® Program Director

*Coordinating The Journey To  
Excellence*  
(ANCC, 2011)

## Magnet® Program Director:

- Many organizations seeking Magnet® designation create a position and hire a Magnet® Program Director (MPD).
- Other organizations assign MPD functions with another job description, such as:
  - ⇒ MPD and V.P. for Nursing Professional Development and/or Nursing Quality

No matter the scope of the MPD role... to be successful certain professional attributes, responsibilities and requirements must be present.

(NOTE: Research on the role of the Magnet® Program Director has not been conducted).

(ANCC, 2011)

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## Magnet® Program Director:

### Characteristics/Attributes:

- Organized
- Detailed-Oriented
- Able to Multi-Task
- Energetic
- Enthusiastic
- Self-Directed
- Self-Confident
- Diplomatic
- Politically Savvy

(ANCC, 2011)

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## Magnet® Program Director:

- Skills Set:
  - Project Management
  - Quality/Performance Improvement
  - Education and Curriculum Development
  - Research Development and Implementation
  - Verbal, Written and I.T. Skills
  - Public Speaking and Persuasion
  - Conflict Management
  - Team Facilitation

(ANCC, 2011)

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### Magnet® Program Director:

- Facilitate all aspects of the Magnet® application and submission process.
- Create periodic Magnet® Journey status reports and present at various meetings in a variety of settings to a variety of attendees.
- Review and interpret Magnet® Program components and communicate these findings to team members.
- Facilitate an **interdisciplinary approach** to problem-resolution and communication to promote the delivery of high quality healthcare.
- Maintain a **spirit of inquiry** utilizing EBP findings and research methodologies to improve care delivery.

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### Magnet® Program Director:

- Understand and support **nursing shared governance** and decision making.
- Understand and articulate the process of operational and capital **budget** allocations.
- Understand **nursing-sensitive quality indicators** and participate in PI Council.
- Assist and support nursing leadership in creating and sustaining a **culture of nursing excellence**.
- **Role model** personal and professional growth by continuing your education and obtaining professional certification in an area of specialization.

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### Autonomy, Responsibility Accountability and Authority:

#### Magnet® Program Director...

- Reports directly to the CNO
- Clear delineation of responsibilities and scope of autonomy
- Clear, measurable accountability milestones and time lines
- Authority to make process decisions
- Member of Nurse Executive Council/Leadership Team
- Authority over team for processes (and outcomes)

(ANCC, 2011)

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Judith Ann Moran Peters  
DNSc, RN, NE-BC, RN-BC  
Coordinator-Nursing Research  
and Professional Development

*Creating The Nursing  
Institute for Knowledge Translation  
and Innovation*

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### Coordinator of Nursing Research/Professional Development:

- Judith Moran-Peters DNSc, RN, NE-BC, RN-BC  
BSN D'Youville College (Buffalo, N.Y.)  
MSN Boston College (Boston, MA.)  
DNSc University of California  
(San Francisco, CA.)

43 years of professional experience in a wide range of  
clinical, teaching and leadership roles.

12 years leadership experience in L. I. Hospital designated  
Magnet® three consecutive times (Coordinated NK  
Component of Magnet® documents)

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### Establishing the Role...

- Role created in May 2014.
- Started in July 2014.
- Part time (0.6)
- Focus on operationalizing Magnet® Component: New  
Knowledge, Innovations and Improvements (NK).  
6 Standards (Research, EBP and Innovation)  
8 Components  
Conducted Needs Assessment.  
Identified Key Responsibilities of Role.

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## Coordinator of Nursing Research/Professional Development:

### **Key Responsibilities:**

- Advocate
- Teacher/Coach
- Mentor
- Consultant
- Researcher

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## Key Responsibilities:

### **Advocate:**

1. Enthusiastic and verbal supporter of nursing research and EBP.
2. Builds confidence and competence in nurses.
3. Supports the meaning and importance of the Magnet® Recognition Program.

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## Key Responsibilities:

### **Teacher/Coach:**

1. Teaches nurses HOW to evaluate current nursing practice based on evidence. (ie., professional literature, empirical data)
2. Educates nurses about NR/EBP.
3. Coaches nurses engaged in all phases of nursing research and EBP.
4. Provides editorial assistance.

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### Key Responsibilities:

#### **Mentor:**

1. Teams with nurses to support and guide scientific inquiry, research and EBP activities.
2. Provides educational opportunities and resources for nurses.
3. Includes nurses in learning activities.

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### Key Responsibilities:

#### **Consultant:**

1. Serves on nursing, as well as, interdisciplinary councils, committees and task forces to advance the nursing research/EBP agenda.
2. Participates in community health activities to educate the public about nursing research and EBP aimed at wellness promotion, etc.
3. Meets with CNO and Magnet® Program Director to assess compliance with Magnet® standards.

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### Key Responsibilities:

#### **Researcher:**

1. Collaborates with nurses in conducting IRB-approved nursing research as Principal Investigator or Co-Investigator.
2. Maintains own body of work as Nurse researcher and scholar.

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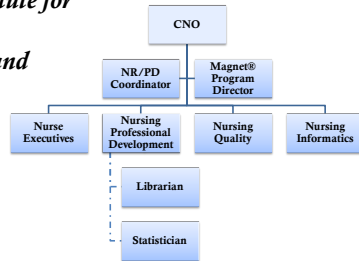
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## John T. Mather Memorial Hospital

### *Nursing Institute for Knowledge Translation and Innovation*



## Key Terms Defined:

- **Knowledge Translation**...is a "process of moving what was learned through research into actual application of such knowledge in a variety of practice settings and circumstances." (Sudsawad, 2005, pp. 5)
- Over 30 Planned Action (Knowledge Translation) Theories and Models.
- **Innovation**... "a novel set of behaviors, routines and ways of working that are directed at improving health outcomes, administrative efficiency, cost effectiveness or user's experience and are implemented through planned change." (Greenhalgh RG, 2004 in 2014 Magnet® Application Manual, pp. 68)

## Nursing Institute for Knowledge Translation and Innovation:

### **Essential Elements:**

#### **Primary:**

1. Visionary (Authentic) Leadership:  
CNO and Nurse Leadership Team
2. Support from CEO and Board of Directors
3. Budget (Financing)
4. Mission/Values/Purpose (Strategic Plan)
5. Table of Organization
6. Metrics/Goals
7. Internal Experts (Faculty/Mentors)
8. Educational Classes
9. Educational Space/Facility
10. Nursing Research Council



## Nursing Institute for Knowledge Translation and Innovation:

### Essential Elements:

#### **Secondary/Support:**

- |                                     |  |
|-------------------------------------|--|
| 1. Institutional Review Board (IRB) | 8. Graphic Designer.                   |
| 2. IRB Membership (RNs)             | 9. External Experts.                   |
| 3. Librarian.                       | 10. Academic Research Partnerships.    |
| 4. Statistician.                    | 11. Newsletters/Annual Report.         |
| 5. Grant Writer.                    | 12. Nursing Research Guide (Intranet). |
| 6. Secretarial Support.             | 13. Scholar's Lecture Series.          |
| 7. Editorial Support.               | 14. Fellowship Program.                |

(Ingersoll, 2011)

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## Achievements:

- Advanced the "Spirit of Scientific Inquiry" among nurses at all levels and in all clinical specialties.
- Increased number of IRB-approved Nursing Research Studies and EBP Projects completed and presented at local, regional and national conferences.
- 3 abstracts accepted for podium presentations at the 2015 ANCC National Magnet® Conference in Atlanta, Georgia.
- Improved attendance at Magnet® Nursing Councils (Nursing Research and Professional Development).

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## Reflection on Nursing:

**Virginia Henderson (1897-1996)**

20<sup>th</sup> Century Florence Nightingale

*"Nurse(s) should have knowledge to practice individualized human care and should be a scientific problem solver."*

(Nursing Component of Nursing Need Theory, 1978)




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