

# Gimme Five!

Achieving a World-Class Nursing Culture  
during Initial Magnet® Designation



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## Gimme Three!

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## Gimme Five!

### Objectives

- Describe 4 essential elements for achieving Magnet® Designation.
- Identify innovative methods to engage direct care nurses.
- Define the concept of *Magnet Champions*.
- Discuss the association between interventions and outcomes.



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## Gimme Five!


*This is our story...*

1958



**Texas Health**  
Arlington Memorial Hospital

2015



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## A community hospital...



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## Committed to those we serve...







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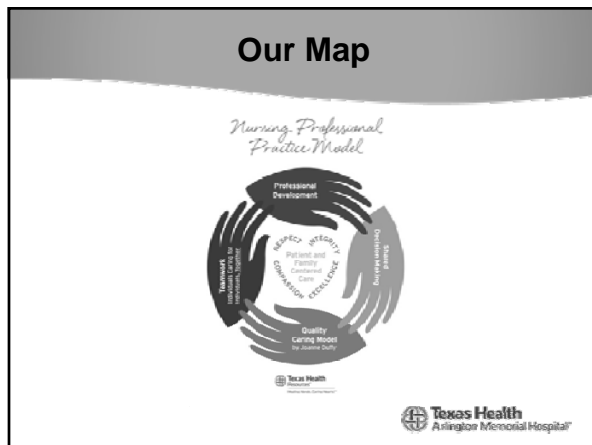
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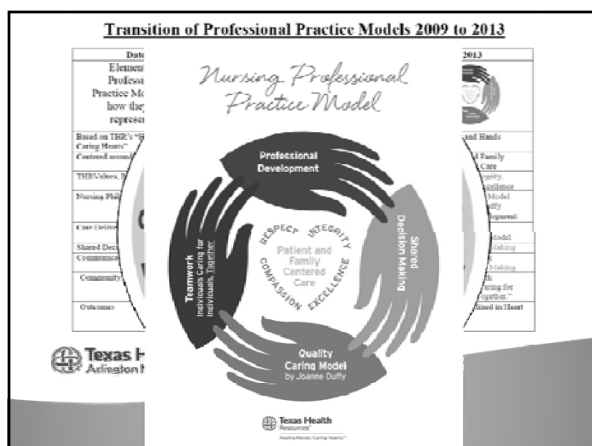
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Transition of Professional Practice Models 2009 to 2013			
Date Elements of Professional Practice Model and how they are represented	2009	2011	2013
Based on THER's "Holding Hands, Caring Hearts"	Hands	Heart and Hands	Heart and Hands
Centred around patient/family	Community, PATIENT, Family	Community, PATIENT, Family	Patient and Family Centred Care
THR Values, Positive Behaviors	Within the Hands	Within the Hands	Respect, Integrity, Compassion, Excellence
Nursing Philosophy	Within Hands Jean Watson Theory of Caring	Within Hands Jean Watson Theory of Caring	Quality Caring Model By Donna Dally Professional Development
Care Delivery System	Rotating in Spheres	Ribbon Around Heart	Teamwork Quality Caring Model
Shared Decision Making	Rotating in Spheres	Ribbon Around Heart	Shared Decision Making
Communication	Rotating in Spheres	Ribbon Around Heart	Teamwork Shared Decision Making
Community	Within the Star	Within the Star and Represented in Cards	Teamwork "Individuals Caring for Individuals Together"
Outcomes	Safety, Excellence, Quality, Efficiency, and Satisfaction	Safety, Excellence, Quality, Efficiency, and Satisfaction	Excellence Outlined in Heart



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**Patient and Family**

*Nursing Professional Practice Model*

**Patient and Family Centered Care**

RESPECT INTEGRITY  
COMPASSION EXCELLENCE

Professional  
Teamwork

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**Teamwork**

*Nursing Professional*

**Teamwork**  
Individuals Caring for  
Individuals, Together

Quality  
Caring Model  
For Lifetime Quality

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Arlington Memorial Hospital

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**Professional Development**

*Nursing Professional*

**Professional Development**

Quality  
Caring Model  
For Lifetime Quality

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Arlington Memorial Hospital

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# Shared Decision Making

*Nursing Professional*

Shared Decision Making

Quality Caring Model by Joanne Duffy

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# Quality-Caring Model

*Nursing Professional*

Quality Caring Model by Joanne Duffy

Quality Caring Model by Joanne Duffy

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# Our Map

*Nursing Professional Practice Model*

Professional Development

Quality Caring Model by Joanne Duffy

Patient and Family-Centered Care

Quality Caring Model by Joanne Duffy

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# Our Passport

Texas Health Arlington Memorial  
Shared Governance Councils



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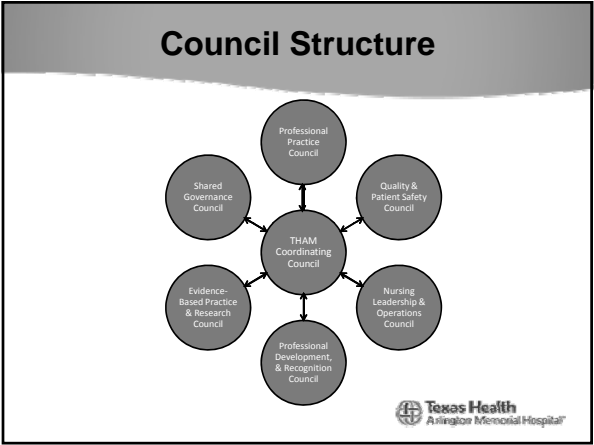
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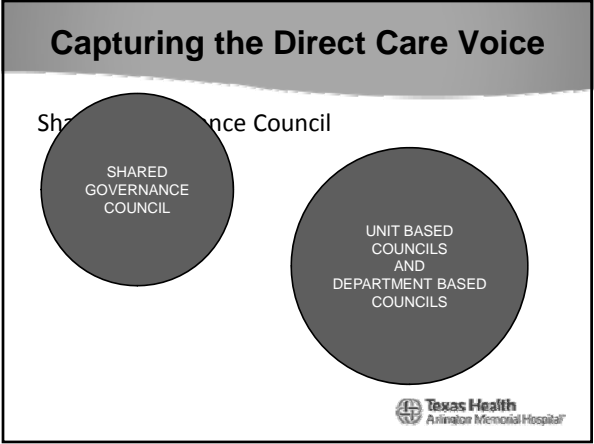
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## A word from our travelers...

- Vicki Caitlin, Chair of Nutrition Services DBC
- Christina Elliott, ICU UBC Chair
- Sherri Roberts, Emergency Services UBC Co-Chair
- Clyneia Fisher, Oncology Service UBC Co-chair




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## Journey to Nursing Excellence




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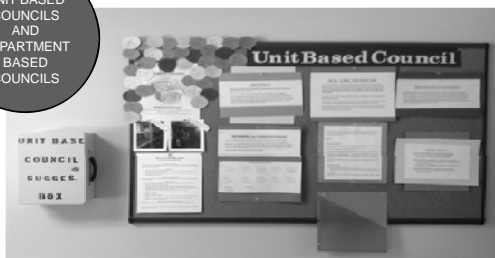
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## ICU Unit Based Council

UNIT BASED  
COUNCILS  
AND  
DEPARTMENT  
BASED  
COUNCILS




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**Our Itinerary**

Education  
and  
Marketing



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**PPM everywhere...**



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**Education and Marketing**



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## Recognize and Celebrate!



2014 Magnet Designation



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## Forever Changed

- The process of linking the PPM to actual nursing interventions changed the fabric of nursing at Texas Health Arlington Memorial.
- This culture change increased engagement and the awareness of the larger picture of excellence.
- Spilled over into our inter-professional relationships.



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## Forever Changed





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## The Tour Guides...

- Magnet Champions
  - Responsibilities:
    - Monthly meetings
    - PPM design/re-design and implementation
    - Magnet Banner and Newsletters
    - *Magnet ROCKS!* September 2012
    - Magnet story cards and activities
    - Partnered with UBC chairs
    - Monthly Magnet component education
    - *Journey to Nursing Excellence* boards




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## Magnet Banners - Newsletters

Banners and  
Our Mountain



Newsletter




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## Magnet Rocks! – September 2012




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## Magnet Story Cards




2013 Magnet Story Card Winner

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## Monthly Component Education




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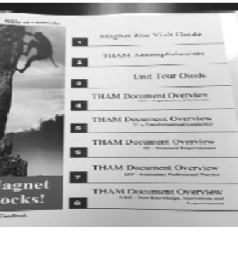
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## Magnet... Loud and Proud!

### Magnet Binders

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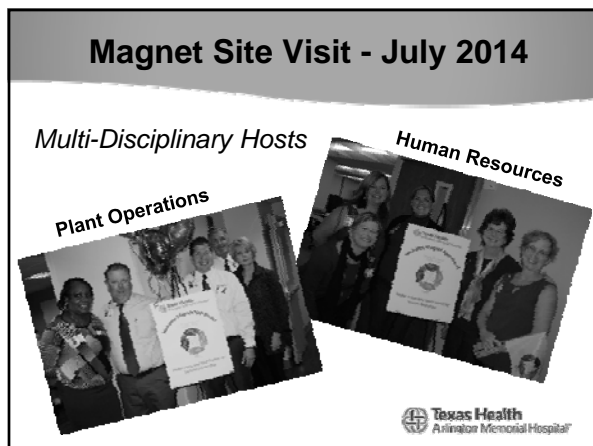
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### Magnet Site Visit - July 2014

**Appraiser  
Tour Guides**



Sunny  
Austin



Linda  
Vo



Kathy  
Wilson



Sally  
Torres



Ashley  
Zmolk



Kim  
Neely



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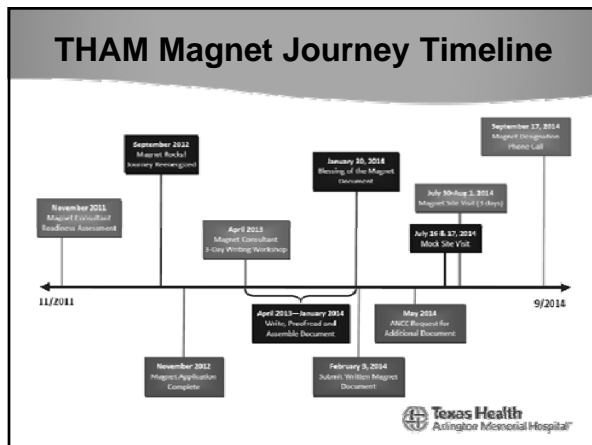
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### Transforming our Culture

- RN Satisfaction
- Certification
- Advancing Education
- Fall Rate Reduction



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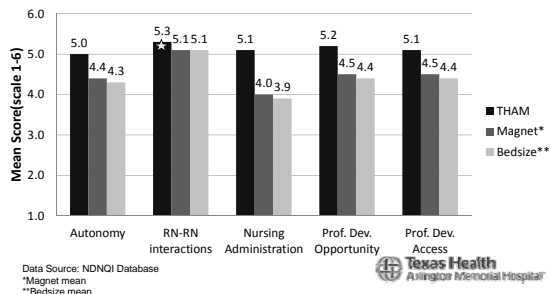
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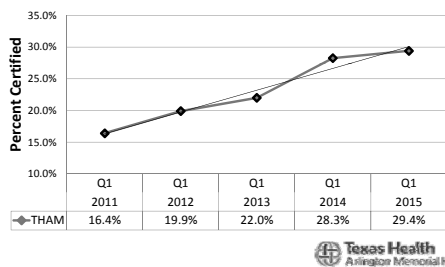
## RN Satisfaction

Texas Health Arlington Memorial  
2014 Job Satisfaction Scales-R



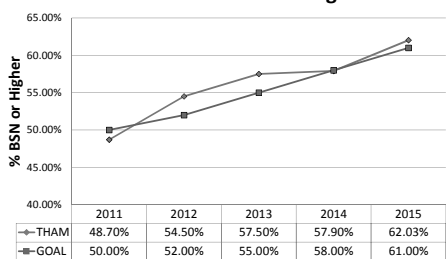
## RN Certification

Texas Health Arlington Memorial  
Certified RNs

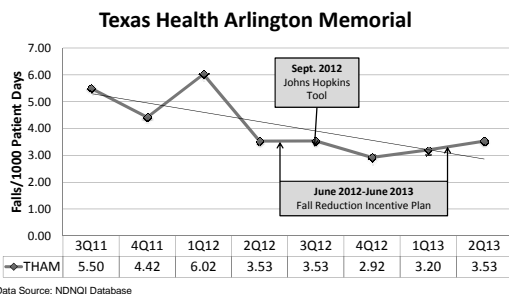


## Advancing Education

THAM RNs with BSN or Higher



## Fall Reduction



## Landmarks

### *Five Exemplars our 1<sup>st</sup> Time Out!*

- TL4 – Triad Leadership Model
- EP1 – Professional Practice Model
- EP25 – Meeting diverse patient needs
- SE11EO – Community Outreach
- EP3EO – RN Satisfaction



## Exemplar #1 Transformational Leadership

**TL4: Describe and demonstrate the process(es) that enable the CNO to influence organization-wide changes.**


- **THR Triad Leadership Model**  
CEO(Administrative) ↔ CMO(Medical) ↔ CNO (Clinical)
- Three members removing boundaries of job description.
- One unit in planning and operations.
- The executive with best skill set and experience leads the initiative.

Example:

CNO has organization-wide leadership of Service Excellence which spans all departments.








## Exemplar #2 Exemplary Professional Practice

**EP1: Describe and demonstrate how nurses develop, apply, evaluate, adapt, and modify Professional Practice Model.**

- Magnet Champions as direct care nurses were involved in:
  1. Professional Practice Model (PPM) design.
  2. Educating colleagues.
  3. Transitioning and aligning practice.
  4. Enculturating the PPM to daily practice.
  5. Preparing for the Magnet survey.

Dr. Joanne Duffy's Quality-Caring Model® selected by THR direct care nurses and Dr. Duffy presented her theory.




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## Exemplar #3 Exemplary Professional Practice

**EP25: Describe and demonstrate how the organization identifies and addresses disparities in the management of the healthcare needs of diverse patient populations. Include the role of the nurse.**

- Nurses identified no prenatal care for 45% of patients.
- Lack of prenatal clinics.
- Nurse-run Prenatal Clinic opened April, 2014.
- Target goal of 25 enrolled patients
- By July 2014, over 60 women receiving services.




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## Exemplar #4 Empirical Outcomes

**SE11EO: Describe and demonstrate the result(s) of the affiliations with schools of nursing, consortiums, or community outreach programs described in SE11.**

- "Healthy Heroes," a community outreach program.
- Partnership with local elementary school.
- Focus on healthy lifestyle.
- Five "hero" characters.
- Results: Overweight obese decreased from 24% to 17%.




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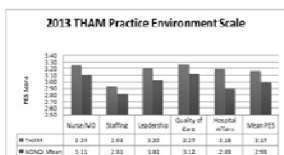
## Exemplar #5 Empirical Outcomes



EP3EO: Describe and demonstrate that nurse satisfaction or engagement data aggregated at the organization or unit level outperform the mean, median or other benchmark statistic of the national databased used. Include participation rates, analysis, and evaluation of the data.

- Outperformed the mean benchmark statistic for 5 areas.

Example:



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## SOUVENIRS

### The Things We Learned

#### Magnet Champions

- Every Unit
- DCN Participation/Empowerment
- Right People (enthusiastic unit leaders)



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## Souvenirs

#### Professional Practice Model

- Designed by direct care nurses
- Simple



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## Souvenirs

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## Souvenirs

Teamwork


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## Gimme Five!

**Review the Objectives**

- Describe 4 essential elements for achieving Magnet Designation
  - Professional Practice Model
  - Shared Governance
  - Education/Marketing
  - Magnet Champions
- Identify innovative methods to engage direct care nurses.
  - PPM theorist, design and education
  - Magnet Champions partner with UBC leaders
  - Intraprofessional Partnerships




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## Gimme Five!

**Review the Objectives**

- Define the concept of *Magnet Champions*.
  - Direct care staff
  - Enthusiastic & Engaged
  - Committed to Excellence
  - Promote Nursing
- Discuss the association between interventions and outcomes.
  - Shared Governance Culture => Improved RN Satisfaction
  - Recognition => Increase in professional development
  - Interdisciplinary Shared Governance => Improved patient safety



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## Gimme Five!


Achieving a World-Class Nursing Culture during Initial Magnet® Designation



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Magnet Phone Call – Sept. 2014

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