SHARING THE WEALTH,  
COLLABORATING ACROSS STATE LINES

Session #C853  
2015 ANCC Magnet Conference®  
October 8, 2015 @ 3:45pm

Lynne Hancock, MSN, RN, NE-BC  
Project Manager,  
Patient Care Operations  
Boston Children’s Hospital

Angela Creta, DNP, RN, CNL, NE-BC  
Director, Professional Practice  
Innovation/Magnet  
The Miriam Hospital

Diane Hanley, MSN, RN-BC, EJD  
Director, Professional Practice, Quality and Education  
Boston Medical Center

Ann McLaughlin, BSN, MBA, RN, NE-BC  
Director, Magnet, Nursing Quality and Professional Practice  
Southern New Hampshire Medical Center

OBJECTIVES

 Evaluate the value of networking with Magnet® Program Director (MPD) colleagues

 Describe challenges faced by MPDs and how networking with peer MPDs assists in achieving Magnet Designation

 Identify strategies to enhance collaboration with organizations that have achieved ANCC Magnet Designation®

BOSTON CHILDREN’S HOSPITAL

 Boston, Massachusetts  
  • Founded 1869  
  • 2008 Initial Magnet Designation  
  • 2012 Redesignated  
  • Largest major pediatric tertiary care facility in the Northeast  
  • 397 Inpatient Beds  
  • 47 Ambulatory clinics (primary care and specialty)  
  • 4 Satellites and a community health center  
  • 204 Specialties  
  • Ranked first or second Children’s Hospital by U.S. News & World Report’s for 20+ years  
  • 5,737 RN FTEs
THE MIRIAM HOSPITAL
- Providence, Rhode Island
- 1998 Initial Magnet Designation
- April 2015 5th Designation
- 247 acute care beds
- 473 RN FTEs

SOUTHERN NEW HAMPSHIRE MEDICAL CENTER
- Nashua, New Hampshire
- 2006 Initial Magnet Designation
- 2011 Redesignated
- August 2015 submitted third document
- 188 acute care beds
- 282 RN FTEs

BOSTON MEDICAL CENTER
- Boston, Massachusetts
- On the Journey!
- Largest provider of trauma and Emergency Services in New England
- New England’s largest Safety Net Hospital
- Greater than 1 million ambulatory visits annually
- 1500 RN FTEs
COMBINED EXPERIENCE

- 4 Manuals
- 10 Documents
- 10 Site Visits

“To Boldly Go Where No Man Has Gone Before”
HISTORY

NEW ENGLAND MAGNET NETWORKING GROUP

- Grassroots effort
- June 2004 - 7 hospitals met
  - MPDs, staff nurses, directors, and CNOs
  - Mission established
  - Create a forum for networking and colleagues and exchanging ideas to navigate Magnet journey
  - 2008 mentorship provided to group in Maine

MISSION

Create a forum for networking and colleagues and exchanging ideas to navigate Magnet journey

2008 mentorship provided to group in Maine

ARTICLES OF ORGANIZATION

- Established in 2005
- Reviewed and revised in 2016
- Co-Facilitators
  - One facilitator from a Magnet Designated organization, and one from a non-Magnet organization
  - Responsibilities:
    - Set meeting dates and build agendas in collaboration with members
    - Ensure rotation of meeting site
    - Communicate/distribute meeting agendas, minutes and other pertinent information

WHO IS IN THE GROUP?

- Twenty healthcare organizations across three neighboring states
  - Members
    - Nurse representatives from New England health care organizations interested in or actively involved in the Magnet Recognition Process
    - No term limits
  - 50% are ANCC Magnet Designated
  - 45% have designated or re-designated while participating in MPD Networking Group
### WHO IS IN THE GROUP?

- Types of Organizations
  - Urban and Rural
  - Community Hospital
  - Medical Centers
  - Specialty Hospitals
  - Ambulatory Specialty
- Variation in MDP role
  - Associate Chief Nurses
  - Directors
  - Project Managers/Coordinators

### MEMBERSHIP SAMPLE

<table>
<thead>
<tr>
<th>Hospital</th>
<th>State</th>
<th>Number</th>
<th>Beds</th>
<th>Type of Hospital</th>
<th>Magnet Year</th>
<th>Designated MDP Role</th>
<th>MPD Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berkshire Medical Center</td>
<td>MA</td>
<td>350</td>
<td>Community</td>
<td>Yes</td>
<td>2005</td>
<td>Vicki Sperlonga, BS, M.Ed, RN, NE-BC</td>
<td>Director, Clinical Development</td>
</tr>
<tr>
<td>Boston Children's Hospital</td>
<td>MA</td>
<td>397</td>
<td>Children's/Academic</td>
<td>Yes</td>
<td>2008</td>
<td>Lynne Hancock, MSN, RN, NE-BC</td>
<td>Program Manager, Patient Safety and Quality Improvement, Nurse Educator</td>
</tr>
<tr>
<td>Boston Medical Center</td>
<td>MA</td>
<td>500</td>
<td>Academic</td>
<td>No</td>
<td>N/A</td>
<td>Diane Hanley, MSN, RN-BC, EJD</td>
<td>Director, Professional Practice, Quality and Education</td>
</tr>
<tr>
<td>Brigham and Women's Hospital</td>
<td>MA</td>
<td>390</td>
<td>Academic</td>
<td>No</td>
<td>N/A</td>
<td>Rosemary O'Malley, MSN, MBA, RN, NE-BC</td>
<td>Associate CNO</td>
</tr>
<tr>
<td>Brigham and Women's Faulkner Hospital</td>
<td>MA</td>
<td>150</td>
<td>Community</td>
<td>No</td>
<td>N/A</td>
<td>Helene Bowen Brady, M.Ed, BSN, RN, BC</td>
<td>Program Manager, Professional Development</td>
</tr>
<tr>
<td>Brigham and Women's Faulkner Hospital</td>
<td>MA</td>
<td>150</td>
<td>Community</td>
<td>No</td>
<td>N/A</td>
<td>Helene Bowen Brady, M.Ed, BSN, RN, BC</td>
<td>Program Manager, Professional Development</td>
</tr>
<tr>
<td>Catholic Medical Center</td>
<td>NH</td>
<td>239</td>
<td>Community</td>
<td>No</td>
<td>N/A</td>
<td>Cynthia Cohen ,RN, MSN, CNL, RN-BC</td>
<td>Director, Nursing Professional Development, Practice Standards, and Magnet Coordinator</td>
</tr>
<tr>
<td>Dana-Farber Cancer Institute</td>
<td>MA</td>
<td>N/A</td>
<td>Ambulatory Specialty</td>
<td>Yes</td>
<td>2005</td>
<td>Colleen West, MN, RN, CPHQ, NE-BC</td>
<td>Director, Center for Clinical and Professional Development</td>
</tr>
<tr>
<td>Elliot Health System</td>
<td>NH</td>
<td>299</td>
<td>Community</td>
<td>No</td>
<td>N/A</td>
<td>Karen Richards, DNP, RN, NE-BC</td>
<td>Executive Director, Professional Practice</td>
</tr>
<tr>
<td>Exeter Hospital</td>
<td>NH</td>
<td>99</td>
<td>Community</td>
<td>Yes</td>
<td>2013</td>
<td>Elizabeth McFadden, BSN, RN, CCRN</td>
<td>Nursing Quality and Accreditation Coordinator</td>
</tr>
<tr>
<td>Hallmark Health System</td>
<td>MA</td>
<td>180</td>
<td>Community/Syst.</td>
<td>Yes</td>
<td>2014</td>
<td>Donna M. Roe, DNP, ARNP, BC, CEN</td>
<td>Associate CNO and Magnet Program Director</td>
</tr>
<tr>
<td>Lowell General Hospital</td>
<td>MA</td>
<td>295</td>
<td>Community</td>
<td>Yes</td>
<td>2016</td>
<td>Susan Santore, MS, RN, NE-BC</td>
<td>Director, Professional Practice and Magnet Program Coordinator</td>
</tr>
<tr>
<td>Memorial Hospital</td>
<td>RI</td>
<td>350</td>
<td>Community</td>
<td>Yes</td>
<td>2009</td>
<td>English Group, ODF, RN, CHN, NE-BC</td>
<td>Director, Professional Practice</td>
</tr>
<tr>
<td>New England Baptist Hospital</td>
<td>MA</td>
<td>98</td>
<td>Geriatric Specialty</td>
<td>Yes</td>
<td>2015</td>
<td>Tricia Ide, MS, RN</td>
<td>Senior Director, Quality, Safety &amp; Patient Experience</td>
</tr>
<tr>
<td>Roger Williams University Hospital</td>
<td>RI</td>
<td>75</td>
<td>Ambulatory Specialty</td>
<td>No</td>
<td>N/A</td>
<td>Sandra H Lowrie, MS, RN</td>
<td>Magnet Program Coordinator</td>
</tr>
<tr>
<td>Providence Hospital</td>
<td>RI</td>
<td>500</td>
<td>Community</td>
<td>Yes</td>
<td>2008</td>
<td>Susan Dyer, MS, RN</td>
<td>Director, Accreditation, Clinical Flows &amp; Prevention</td>
</tr>
<tr>
<td>Rhode Island Hospital/Hasbro Children's Hospital</td>
<td>RI</td>
<td>719</td>
<td>Academic &amp; Children's</td>
<td>No</td>
<td>N/A</td>
<td>Sandra H Lowrie, MS, RN</td>
<td>Magnet Program Coordinator</td>
</tr>
<tr>
<td>South Shore Hospital</td>
<td>MA</td>
<td>378</td>
<td>Community</td>
<td>Yes</td>
<td>2009</td>
<td>Donna Chase, MS, RN</td>
<td>Director, Accreditation, Clinical Flows &amp; Prevention</td>
</tr>
<tr>
<td>Southern NH Medical Center</td>
<td>NH</td>
<td>188</td>
<td>Community</td>
<td>Yes</td>
<td>2006</td>
<td>Ann McLaughlin, MBA, BSN, RN, NE-BC</td>
<td>Director, Magnet, Nursing Quality and Professional Practice</td>
</tr>
<tr>
<td>Winchester Hospital</td>
<td>MA</td>
<td>229</td>
<td>Community</td>
<td>Yes</td>
<td>2003</td>
<td>Mary Beth Lourenco, MS, RN, NE-BC</td>
<td>Director, Quality and Patient Safety and Magnet Program Director</td>
</tr>
</tbody>
</table>
WHAT IS THE PURPOSE?

- Establish common ground
- Provide ongoing mentorship and support
- Broaden knowledge base of members
- Dissemination of best practices
- Group structure has evolved based upon membership feedback and needs (nimble)

WHY DO WE MEET?

- Promote value of networking
- Share common experiences
- Mentor colleagues
- Improve Nursing Practice

WHERE AND WHEN DO WE MEET?

- Meetings
  - 3 times per year (Winter, Spring, Fall)
  - 10am - 2pm
- Rotate among participating organizations, voluntary basis
- Role of hosting hospital
  - Provide directions to host site
  - Provide a room to hold approximately 30 people
  - Provide copies of handouts if needed
  - Capacity for conference calling
  - Refreshments
2014-2015 Meetings Sites
- New England Baptist Hospital (non-Magnet)
- Hallmark Health System (Magnet)
- South Shore Hospital (Magnet)
- Exeter Hospital (Magnet)
- Boston Children's Hospital (Magnet)
- Fall 2015: site set Brigham and Women's Faulkner (non-Magnet)

WHEN AND WHERE DO WE MEET?

AGENDA ITEMS

- Standing Items
  - Welcome and intro
  - Each organization provides updates on current state in their journey
  - Review of Frequently Asked Questions (FAQs)—changes etc.
  - Review of problematic Sources of Evidence (SOEs)
  - Learnings from the Magnet Office
    - Individual questions asked and responses
  - Recent site visits experiences and lessons learned

AGENDA ITEMS

- Transformational Leadership
  - Leadership Structures
    - Use of ACNO title/role
    - MPD role in relation to other RN leader roles/structures
  - Structural Empowerment
    - Structures and processes what and how to implement
      - Shared governance
      - Peer review
    - 80% BSN by 2020
    - RN hire policies
AGENDA ITEMS

- Exemplary Practice
  - RN satisfaction tools (pros/cons)
  - Patient satisfaction tools (pros/cons)
  - Clinical Outcomes-meaasure
- New Knowledge
  - RN research structures
- Other
  - Regulatory changes
  - Mass BORN/ Use of CNS title

SPEAKERS

- Patricia Reid Ponte RN, DNSc, FAAN, NEA-BC
  - Past chair of the Magnet Recognition Commission
  - New Magnet Manuals
  - 2008 Magnet Model
- Magnet Consultants
  - Interpretation on new sources of evidence
  - Tips to writing to the new manual
- Fall 2015 meeting
  - Q and A with Magnet Analyst

SHARING BEST PRACTICES

- Interpretation of source
  - What the source actually asking
  - Potential examples for evidence
- Structures and processes
  - What and how to implement
  - Shared Governance structures
  - Peer Review
- Champion Engagement
  - Between cycles
  - Maintaining momentum
- Document
  - Sharing of electronic formats/design etc.
  - Writing team structures
  - Timeline
SHARING BEST PRACTICES

- How to display data
- Share organizational documents
  - Job descriptions
  - Charters
  - Quality plans
  - Needs assessment
- Define strategies to enhance effectiveness of MPD
  - Templates to organization SOEs
  - Project plans

SHARING

- Give and take
- Go back and forth and build on information
- Provides mechanism for disseminating best practices
- How to make adjustment and refinements as needed
- Share the playbook to success

CHALLENGES FACED BY MPDS

- Finding a mentor for the Magnet Program Director role
  - Lone wolf
  - Not in dedicated MDP role
  - Bring information back to organization and make changes
  - Building/Maintaining a Magnet culture and infrastructure
- Underestimating time/support needed to be successful
  - Takes time to build credibility
- Others think they know more/but they don't really know what is needed
CHALLENGES FACED BY MPDS

- Preparing a document for submission
- Interpreting Sources of Evidence (SOEs)
- Examples to meet the SOE(s)
- Empirical Outcomes – What can I say?
- Preparing for a site visit
- The waiting game

STRATEGIES TO ENHANCE COLLABORATION

- Maintain open environment
- Share personal experiences
- Balance between giving and taking
- Go back and forth and build on information discussed previously
- Celebrate individual achievements/milestones
- Ask tough questions
- Recognize every voice
- Setting meeting agendas
- In discussions

HOW TO USE NETWORKING IN MAGNET DOCUMENT

- OOS-Learner Assessment
  * MPO Learning opportunity
- TL2-Advocating for resources for organizational goals
  * Time/financial support to attend meetings
- SE4EO-Improve knowledge and skills of organization
  * Bringing back information back to organization
- New Knowledge (look at SOEs)
  * Integrate evidence-based practice and research into clinical and operational processes—How have other organizations done this with their PPM
Mentorship and support

Seasoned MPDs
- Always something new to learn—problem solving SOEs
- Help shift paradigm/need to change
- Hear new/fresh perspectives on process—rejuvenates
- Pass it forward

New MPDs
- Real time advice
- Perspectives from a variety of seasoned MPDs
- Help you breathe
- Lets you know/confirms on the right path

On the Journey to Magnet Excellence® MPDs
- Advice from others who have gone before
- How to set up structures and process
- Knowing group is there to provide support

Thinking about it
- How to build needed infrastructure
- Belief that organization can implement changes, work toward and achieve Magnet status

“MAGNET-ISMS”
- Share freely, steal shamelessly.
- So it is written, so it will be.
- Takes a Village
- No Homicide, No Suicide
- A Magnet is:
  - RCN
  - Hospital
  - Department
  - Disease
CONTACT INFORMATION

- Lynne Hancock
  Lynne.hancock@childrens.harvard.edu
- Angela Creta
  acreta@lifespan.org
- Diane Hanley
  Diane.Hanley@bmc.org
- Ann McLaughlin
  Ann.Mclaughlin@snhhs.org