The Magnet Recognition Program® Overview and Review of How Nursing Reference Center Supports Magnet Certification

Case Study — Torrance Memorial Medical Center Chooses Nursing Reference Center to Assist with Their Final Magnet Journey

Examples of How Nursing Reference Center Supports the 5 Magnet Model Components

Supporting All 5 Magnet Components

www.ebscohost.com/nrc
Nursing Reference Center (NRC) is a comprehensive reference tool designed to provide relevant clinical resources to nurses and other health care professionals. NRC provides the latest national guidelines and evidence-based information for benchmarking, whether process or outcomes-oriented. These drivers of excellence help to ensure continual improvement in clinical outcomes.

**What is Magnet Status?**

The Magnet Recognition Program™ was developed by the American Nurses Credentialing Center (ANCC) to recognize health care organizations that provide nursing excellence. Magnet designation is awarded by the ANCC to hospitals that satisfy a set of criteria designed to measure the strength and quality of their nursing practice.

Magnet status recognizes nursing excellence, including:

- Excellent patient outcomes
- High level of job satisfaction
- Low staff turnover
- Appropriate grievance resolution
- Involvement in data collection
- Nurses’ decision-making in patient care delivery
- Encouragement of advancing nursing practice education

**Why Magnet Matters**

Magnet-designated organizations report competitive advantages, including:

- Lowering employee turnover rates
- Increasing public confidence
- Creating a culture of empowerment, respect and integrity
- Reinforcing collaborative working relationships
- Boosting employee morale
- Increasing market share
- Attracting the highest-quality staff

**How Nursing Reference Center™ Supports Magnet Certification**

The Commission on Magnet created five model components to communicate the importance of Magnet organizations in shaping future changes essential to the continued development of the nursing profession and to quality outcomes in patient care.

Hospitals using EBSCO's Nursing Reference Center—the leading clinical database for nurses at the point-of-care—satisfy applicable JCAHO standards and help meet the criteria for ANCC Magnet program model components status.

<table>
<thead>
<tr>
<th>Magnet Requirement</th>
<th>Description</th>
<th>NRC Supports Requirement*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership</td>
<td>Hospital leadership committed to nursing excellence while fostering new ideas and innovations</td>
<td>✓</td>
</tr>
<tr>
<td>Structural Empowerment</td>
<td>Nursing staff is developed, directed and empowered to accomplish organizational goals and achieve desired outcomes</td>
<td>✓</td>
</tr>
<tr>
<td>Exemplary Professional Practice</td>
<td>Establishment of strong professional nursing practice utilizing the latest available, evidence-based information</td>
<td>✓</td>
</tr>
<tr>
<td>New Knowledge, Innovation, Improvements</td>
<td>Includes new models of care, application of existing evidence, new evidence and visible contributions to the science of nursing</td>
<td>✓</td>
</tr>
<tr>
<td>Empirical Quality Results</td>
<td>Compares nursing and workforce outcomes, patient and consumer outcomes and organizational outcomes to quantitative benchmarks</td>
<td>✓</td>
</tr>
</tbody>
</table>

* See back cover for examples of how Nursing Reference Center supports the 5 Magnet model components

**About Nursing Reference Center (NRC)**

Nursing Reference Center is a comprehensive reference tool designed to provide relevant clinical resources to nurses and other health care professionals. NRC provides the latest national guidelines and evidence-based information for benchmarking, whether process or outcomes-oriented. These drivers of excellence help to ensure continual improvement in clinical outcomes.

**Nursing Reference Center Offers:**

- Nearly 3,000 Quick Lessons and Evidence-Based Care Sheets to transfer education into knowledge
- Point-of-care drug information, patient education, best practice guidelines, detailed medical illustrations, the latest medical news, legal cases, research instruments, unique point-of-care reference books, etc.
- Nursing practice & skill documents and skill competency checklists help nurses achieve proficiency in new or updated procedures
- More than 700 Continuing Education modules supporting nursing standards of practice
- Ability to link to an organization’s CINAHL® database subscription—including CINAHL® with Full Text and CINAHL® Plus with Full Text—for direct access to the latest research articles, journals and other primary literature

1American Nurses Credentialing Center Magnet Program
Torrance Memorial Medical Center Case Study—Path to Achieving Magnet Status with Nursing Reference Center

Torrance Memorial Medical Center is a locally-governed, 401-bed non-profit medical center in Southern California whose purpose is to provide quality health care services to neighboring communities. For the past four years, Torrance Memorial has been working toward its ultimate goal: Magnet designation.

Identifying Hurdles to Achieve Magnet Status

Torrance Memorial took the first steps to achieving Magnet status in 2006 when it performed a “gap analysis.” The gap analysis provided a baseline measurement that clearly and specifically established just where the organization was in relation to the specific Magnet principles and standards. The results of the gap analysis revealed three items that would prevent Torrance Memorial from becoming a Magnet-designated facility:

1. The total number of certified nurses did not meet the benchmark
2. Lack of a shared decision-making structure (shared governance)
3. A need for nursing research and evidence-based practice

Addressing Gaps and Taking Steps toward Magnet Status

1. Increasing the number of certified nurses at the bedside

In order to increase the number of certified nurses to meet the Magnet benchmark, the Torrance Memorial professional development council promoted national certifications, and the medical staff provided support for conference attendance and review course reimbursements. In addition, an Evidence-Based Practice/Nursing Research Fellowship program was created to show nurses how research, evidence-based practice and innovation can contribute to excellent empirical outcomes in a professional practice culture.

Because of the professional development council’s initiatives, the number of certified nurses has risen from 11% to 23% over the past 2 years.

2. Create a sustainable shared governance structure

One of the deficiencies identified in the gap analysis was the lack of a formalized shared decision-making structure. With the help of an Interdisciplinary Team that included employees from every area of the hospital—including pharmacists, nurses, physicians and many others—Torrance Memorial was able to create a sustainable shared governance structure.

With the formulation of the hospital’s Interdisciplinary Team, Torrance Memorial’s shared governance structure was born. Not only do they now have a total of 45-department Operations Councils, but their model was highlighted in a recent ANCC publication, Guide for Establishing Shared Governance: A Starter’s Toolkit, as a best practice.

3. Establishing nursing research and evidence-based practice with Nursing Reference Center

In an effort to take Torrance Memorial through the final steps of the Magnet process, Nurse Researcher Linda Lillington, RN, DNSc looked for an online, comprehensive clinical resource for nurses that was evidence-based, available at the point-of-care and aligned with Magnet requirements and The Joint Commission.

EBSCO’s Nursing Reference Center (NRC) was chosen because it is evidence-based, supports Magnet certification requirements, and includes drug, patient education and skill/procedures information, as well as CEUs. In addition, NRC offers free remote access, is user-friendly, and comprehensive on-site training is available for all staff.

With the addition of NRC, Torrance Memorial has the evidence-based reference tool that will help the medical center to achieve Magnet designation. In addition to fulfilling Magnet requirements, providing NRC has not only enhanced the clinical team’s knowledge, but it has also sparked innovative ways to produce positive patient outcomes.

Road to Designation—and Better Patient Outcomes

The decision to endorse NRC as the information resource of choice for nursing and allied health professionals clearly reflects a commitment to clinical excellence and advocacy for patients and staff. Best practices in patient care and safety, as well as access to the primary literature from the world-renowned CINAHL database—a virtual library—further demonstrate this commitment.

The initial Magnet application of intent was submitted on August 24, 2009, and Torrance submitted their web-based documentation to the Commission on Magnet on February 1, 2011. The Commission will review their documentation and decide how the organization scores in the area of Excellence. From that point, they will be notified within 60 days if their organization qualifies for a site visit. “We expect this to occur sometime in May 2011,” said Maricarmen Luhrsen, RN, BSN. “A three-day site visit from Magnet surveyors will follow. The Commission on Magnet will come to verify if what we have submitted in our document is, in fact, enculturated in our organization. Within 30 days (June/July 2011) of the site visit, we will be notified if we have achieved the gold standard for nursing—Magnet designation.”

“Nursing Reference Center aligns nicely with Magnet and Joint Commission requirements. I was particularly impressed with the rigorous process used to develop the evidence-based practice resources. The practice setting is continually challenged to provide care based on the best evidence. I feel confident that the content in Nursing Reference Center meets this requirement.”

– Linda Lillington, RN, DNSc
Nurse Researcher, Clinical Education
Torrance Memorial Medical Center
Component 1: Transformational Leadership

Key Concepts: Culture of work environment, leadership, values and norms, knowledge, staffing, appraisal, communication, learning environment, professional practice models

NRC Provides: Clinical Resource of Choice—A Commitment to Excellence, Best Practices

Component 2: Structural Empowerment

Key Concepts: Structural empowerment, teaching and role development, job satisfaction, organizational decision making, nursing autonomy, shared governance

NRC Provides: Clinical Assessment Tools, Evidence-Based Care Sheets

Component 3: Exemplary Professional Practice

Key Concepts: Empirical outcomes, quality improvement, culturally competent care, nursing standards, nursing skills, professional practice models, diversity, patient rights

NRC Provides: Individualized Plan of Care, Recognized Standards of Practice, Skills

Component 4: New Knowledge, Innovation, Improvements

Key Concepts: Evidence-based practice, sources of knowledge, lessons, continuous quality improvement, medication nursing implications

NRC Provides: Evidenced-Based Quick Lessons, Drug Information

Component 5: Empirical Quality Results

Key Concepts: Outcomes, guidelines, quantitative outcome requirements, benchmarks

NRC Provides: Nursing Turnover Impacting Outcomes, Benchmarking/Quality Improvement