

The Magnet Model

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• OBJECTIVES

1. Identify the five components of the ANCC Magnet Model.
2. Describe how technology has influenced the professional practice environment.
3. Describe some ways nursing informatics as a specialty can support the achievement of magnet standards and emerging demands of professional practice.

• KEY WORDS

Transformational leadership
Structural empowerment
Exemplary professional practice

The nursing practice environment is being challenged to rapidly respond to internal and external demands. Value-driven, patient-centered healthcare outcomes across the continuum amid the landscape of increasing complexity of care are the requirement for today's delivery systems. New models of care are emerging that require empirical, evidence-based accountable care. These new models will not be accomplished, without the use and integration of informatics to track and quantify cost of care, improve the process and workflows of care, and more transparently communicate outcomes of care. Incorporating healthcare information technology and the expertise of nursing informatics into future models will ensure patient care is safer, more efficient and effective, and promote excellence in nursing practice. Nursing excellence is promoted and recognized through the American Nurses Credentialing Center (ANCC) Magnet Recognition Program. The Magnet Commission has defined a vision for Magnet organizations to serve as the fount of knowledge and expertise for the delivery of nursing care globally by striving for discovery and innovation to lead the reformation of healthcare and the discipline of nursing (American Nurses Credentialing Center, 2008, 2014). Sources of evidence

used to define and evaluate the organization's achievement of the magnet standards identify informatics and technology as necessary components of the structures and processes to achieve the anticipated benefits.

Essential elements for excellence in professional nursing practice are defined within the ANCC Magnet Recognition Program. The Magnet model defines five components that when fully disseminated and enculturated throughout organization create professional practice environments that yield positive patient, nurse, and organizational outcomes. The five components are **transformational leadership, structured empowerment, exemplary professional practice, new knowledge and innovation, and empirical outcomes** (<http://www.nursecredentialing.org/magnet/programoverview/new-magnet-model>). The essential elements are described along with the structures and processes known to develop professional nursing practice as a core competency and contribute to patient and provider outcomes for organizational effectiveness. The Magnet Model informs nursing informatics practice to serve as a driver to practice excellence. Nursing informatics fully enculturated in the practice environment supports development of

high performing nursing organizations, clinical practice in addition to most importantly, supporting the ability to define, measure, and report outcomes at an individual, department, population, or organizational level. The following paragraphs will define the specific domains defined within the ANCC Magnet Recognition Program Magnet model and describe the influence and relationship between practice and informatics.

TRANSFORMATIONAL LEADERSHIP

Transformational leadership can be defined many ways. The ANCC Magnet Model defines the transformational leader as one who develops a strong vision for the practice and creates an environment where nurses at every level has a voice to advocate for resources, fiscal, and technology, to support their practice. The transformational nurse leader articulates a future vision where patient care is supported and accelerated through access to information and interoperability of the technology. The patient care vision supports the alignment of people, process, and technology. The leader is accountable to assure the provision of the highest quality of care, which positions the chief nurse executive to serve as the organization's executive project sponsor for the implementation of technology solutions and electronic health record. Most importantly, the nurse leader is responsible for the strategic nursing platform, which requires reformation of our care delivery systems and relationships between and among providers, patients, and community.

A strategic vision for practice that is supported by informatics promotes the development of innovative approaches to care by improving the work of the nurse through improved access to information and opportunities and new ways for the nurse to communicate and interact with other providers and the patient. The use of informatics science to drive the design of new models and roles for nursing practice requires a different set of skills and competencies for nursing leaders.

All health systems today are being influenced by the growth in technology. One of the sources of evidence organizations must be able to demonstrate is the work of the nursing leader and department in strategic planning. Specifically, how the nursing mission, vision, strategic and quality plans aligns with the overall organization's strategic goals. This plan must demonstrate the structure and processes used by nursing to improve efficiency and effectiveness. Without the strong influence of informatics, organizations would struggle to meet this standard. Many

organizations use their strategic information technology initiatives as evidence of their effort in this aspect of the magnet standards.

For organizations to achieve successful implementations of health information technology there must be leadership buy-in and sponsorship and engaged nurse executives. It is now widely acknowledged that the implementation of a clinical IT solution is a clinical project requiring the vision and commitment of clinical leadership. The nurse executive is a key stakeholder in the IT implementation to ensure the alignment with the strategic vision and plan for the professional nursing practice. In this role, the nurse executive is also a champion to positively influencing acquisition, implementation, and adoption of IT within the organizations.

The American Organization of Nurse Executives (AONE) has included informatics in its recent update of competencies for nursing executives. The competencies will support the application of informatics to create a new way of thinking and defining practice excellence. The competencies AONE has developed include guiding principles for nurse executives which serve as a tool for nurse executives as they engage in IT initiatives within their organization. AONE first addressed technology with the development of the AONE Guiding Principles for Defining the Role of the Nurse Executive in Technology Acquisition and Implementation (AONE Guiding Principles for Defining the Role of the Nurse Executive in Technology Acquisition and Implementation, American Organization of Nurse Executives, 2007, 2009). Advancing that work they also developed AONE Guiding Principles for the Nurse Executive to Enhance Clinical Outcomes by Leveraging Technology (American Organization of Nurse Executives, 2009).

The role of the Chief Nursing Informatics Officer (CNIO) has emerged to support and help translate the science of informatics for all nursing roles. Associated with a specific set of standards for practice in the ANA Scope and Standards for Nurse Informatics, the CNIO role provides a partner to the role of the chief nurse executive. The partnership described by Swindle and Bradley describes an engagement between the roles where the CNIO provides direction and oversight for clinical informatics programs aligned with the vision for practice and operations led by the CNO (Swindle & Bradley, 2010). The area of informatics provides a dimension within our profession for ongoing professional development. The field of informatics is recognized as a dimension for professional growth in nursing. The incorporation of informatics expertise into organizational structures will support

the alignment of our people, processes, and technology. Leveraging technology to support the alignment of practice and operations will lead to more creative and successful solutions to improve workflow, and process changes that improve communication and care coordination to improve outcomes.

STRUCTURAL EMPOWERMENT AND EXEMPLARY PROFESSIONAL PRACTICE

The voice, autonomy, and decision-making authority of direct care nurses are at the core of the structural empowerment and exemplary professional practice components of the ANCC Magnet model. Structural empowerment is evidenced through flat, flexible organization where the flow of information is fluid between the bedside and leadership. Improvements in practice settings and nurses' involvement in decision-making groups are critical.

In defining shared governance structure organizations may choose to include informatics across various councils to ensure the efforts and activities evaluated by the council consider how technology can play a supporting role. In others, the organization may additionally create an Informatics Council, including representation from multiple disciplines, where aspects of the IT implementation and adoption are reviewed and agreed upon. The involvement of nurses at all levels in these councils and the integration of information technology within the activities of the councils supports the key aspects of structural empowerment within the Magnet program.

Magnet organizations are required to demonstrate improvements in practice settings across the continuum that have occurred as a result of the use of data and information. Examples of this may include the use of technology to identify patients at risk for pressure ulcers, clinical summaries designed as hand-off tools, and alerts to ensure core measures are addressed in a timely manner. Selection and use of technology that supports practice promote structure and process components defined in the magnet framework. The changes to workflow process that improve care support the evidence of how those structures and processes result in improved outcomes that can be measured and reported.

Exemplary professional nursing practice within the magnet framework is supported through a professional practice model and care delivery system that delineate the role of the nurse as a fully accountable provider responsible for care that is patient centered, safe, effective,

efficient, and equitable. Inter-disciplinary collaboration within magnet facilities demonstrates the need for collegial and respectful alignment of all disciplines focused on the needs of the patient. This requires new methods to support inter-disciplinary planning, communication, and coordination. In addition, this will require the effective use of information systems and technology to support clinical care planning, execution, and documentation. The effective use of informatics to improve inter-disciplinary care communication and coordination positions the care team to respond to the growing need to increase patient involvement in their own care.

At the core of achieving exemplary professional nursing practice is the ability to monitor care for effectiveness by having access to data to analyze and evaluate against national benchmarks and respond to improve. There are standards designed to evaluate how nurses investigate, develop, implement, and systematically evaluate standards of nursing practice. This requires evidence that nurses are using a data-driven approach focused on outcomes to evaluate their practice on a regular basis. Technology influences improvements in workflow and care processes associated nursing informatics transcends the areas defined within exemplary professional nursing practice: inter-disciplinary care, privacy, security and confidentiality, culture of safety, and quality-of-care monitoring and improvement. There are many specific patient care initiatives (restraint use, falls, pain) that Magnet organization's use to demonstrate their efforts and each organization is required to provide evidence that demonstrates how information systems and technology used to support clinical care is integrated and evaluated. Magnet organizations are expected to outperform mean or median benchmark performances and to lead the creation of a new delivery system through continuous improvement and research efforts. The use of technology to provide access to information through dashboards and business intelligence will assist in the development of new knowledge that will support new care delivery models based on exemplary practice.

With the new models of care evolving to support the shift toward accountable care technology will be a tool that can help providers coordinate care across settings with the increasing utilization of health information exchanges. Organizations will leverage their technology investments to engage patients and families within the community and to connect them with providers in an effort to address care delivery as well as health and wellness. Exemplary practice will increasingly be about care of the patient where they are connecting them to care across the continuum.

NEW KNOWLEDGE, INNOVATION, AND EMPIRICAL QUALITY OUTCOMES

The demand for exceptional performance and continuous improvement requires Magnet organizations to integrate the current evidence into practice. Nurses at the bedside drive and champion the adoption of new practices in an effort to provide the best care for their patients. The impact of technology to support the use of evidence and decision support at the point-of-care is powerful. The use of data and evidence to drive improvements in care can be found throughout magnet organizations. It is, in part, due to the nurse's involvement in decisions related to technology and information systems that lead to these improvements in care. There are many areas where technology can be used to support improvement in care coordination and outcomes such as medication reconciliation, provider order entry, and transition of care management. The magnet framework supports an environment of creating and applying new knowledge to create the future.

Organizations must demonstrate activities to support research and innovation and that nurses are involved with the design and implementation of technology to enhance the patient experience and nursing practice. Nurses play a critical role in system design, selection, implementation, and optimization of information technology and through this work will impact patient safety and quality. Their involvement will influence the acceptance and adoption of technology to fully allow for the support of informatics, a driver of quality of care, and enhanced patient outcomes. Informatics will be critical as hospitals and health systems attempt to leverage their electronic medical records to respond to and achieve the "meaningful use" criteria to receive incentives. Nurses across care settings and roles must be better equipped to understand information technology process to fully optimize to meet the needs of clinicians and patients. Magnet standards unified with the informatics objective to improve nursing practice through the use of technology provide a compelling transformative nursing agenda. Magnet organizations are poised to lead this effort as demonstrated by their ongoing commitment to practice excellence.

Pathway to Excellence

The ANCC Pathway to Excellence program is a program which recognizes a positive nurse practice environment. Pathway to Excellence evolved from the former Texas Nurses Association's Texas Nurse Friendly Hospital initiative. Under the ANCC Pathway to Excellence program

12 practice standards considered essential to a positive nurse practice environment provide the foundation. Like the Magnet program, as part of the process, organizations must demonstrate their ability to address these practice standards. The Pathway program focuses on improving the quality-of-care delivery and the professional satisfaction of nursing.

Exemplars in Practice

The ANCC's Magnet and Pathway to Excellence programs both highlight nursing excellence in the delivery of quality patient care. The ability to design, deliver, and innovate care organizations and the nursing department must have information technology as an integral component.

Exemplars where IT initiatives support the Magnet model:

- In addressing the Magnet model components around new knowledge, innovations, and improvements an organization established the goal of having their nurses provide evidence-based practice more consistently. Collaboration between the Nursing Practice Council, Information Technology, and Nursing Leadership fostered the strategy for greater adoption of evidence. After selecting an evidence-based content provider they completed analysis to begin populating their electronic health record with the evidence. Initially this began with the placement of links in the electronic health record where evidence would be most beneficial to the nurse and quickly advanced to specific notes and references to evidence-based practice for specific performance measures. Today, all patient plans of care have been developed using evidence-based content. Changes in practice, process, and IT have led to the successful adoption of evidence-based practice across the organization.
- In addressing Exemplary professional practice an organization developed intra-professional councils to drive IT and changes to IT. Utilizing their council structure including nursing and other disciplines they review aspects of care delivery and how to leverage IT to support those efforts. Nursing Practice Council reviews all documentation practices, including content and defines areas requiring updates and where technology can be used to support practice. The IT Nursing Steering Committee reviews all applications used by nursing across the health system. Nursing practice support

by information technology is able to monitor clinical performance so clinicians can see how they are doing and what is happening supporting changes and adjustments in clinical process as needed.

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