Case Report #4513

Nursing Excellence Project: Case Study for an Acute Care Hospital

**Case Overview**

**Facility Overview:** A 500+ bed acute care hospital located in the Northeast. The facility has over 25,000 inpatient visits, 5,000 births and 100,000 outpatient visits.

**Case Presentation**

At the time of partnership with HealthLinx the organization had established a document submission date less than seven months away. The CNO was experienced with the culture of nursing excellence required for Magnet designation. The MPD did not have experience in the MPD role. At the time of partnership the organization was not outperforming in all areas of Patient Satisfaction. A Parallel Run (simultaneous implementation of NEAP and NEPM) was required due to very short timeline.

**Outcome:** Successful Magnet® designation.

**Aim/Client Goals for Engagement**

**Client Project Goals**

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<td>1.</td>
<td>Address knowledge gaps in 2014 Magnet® expectations</td>
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<td>2.</td>
<td>Identify gaps in nursing practice and culture of nursing excellence</td>
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<td>3.</td>
<td>Identify missing evidence, and data</td>
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<td>4.</td>
<td>Submit Magnet® documents by the deadline</td>
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<td>5.</td>
<td>Successful Magnet® designation</td>
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**Process**

The HealthLinx Outcome Driven Process was implemented with a Nursing Assessment and Plan (NEAP) in late October 2014. Strengths, opportunities, and risks were identified. In November; 2014, an action plan was developed for a focused effort to move forward with desired deliverables.

In November 2014 the Nursing Excellence Project Management Plan (NEPM) for submission of Magnet® document in June 2015 was implemented. The six-month plan included determining the best examples to demonstrate the culture of nursing excellence, writing, content editing, copy editing, and publishing the electronic document.

- 3-Day Project Launch, 2014 Magnet® manual review and SOE Alignment November 2014
- 2-Day SOE Writers Intensive January 2015
- 2-Day SOE Writers Intensive March 2015
- 1-Day Virtual Writers Intensive April 2015

The document was submitted on time in June 2015. The organization was notified in September 2015 that their document was accepted and a site visit was scheduled for October 2015.

Magent® designation was successfully achieved in December 2015.

**Challenges**

Based on the Nursing Excellence Assessment and the very short timeline for document submission, several risks were identified that could not be resolved prior to document submission, including underperforming Nurse Sensitive Indicators.

- The organization was requested to provide additional documentation for seven SOEs, to be submitted 3 days prior to site visit.
A Supplemental NEPM plan was developed to address the request.
All documents were submitted by deadline.

**Key Takeaways/Lessons Learned**

1. A thorough, in-depth assessment of the culture of nursing excellence that identifies challenges and risks, and action plans for addressing the risks, is essential for an organization seeking Magnet® designation.
2. For organizations seeking initial Magnet® designation, the assessment and identification of risks should drive the timeline for the Magnet® Journey.
3. A Key Strategy for success is a partnership with HealthLinx Nursing Excellence Solutions. This partnership provides discipline and focus on nursing excellence strategies to accomplish the best possible outcomes. These outcomes are essential to sustaining an organizational culture of excellence and to future Magnet® designations.

**Project Timeline**

- **October 2014:** Organization’s initial contact with HealthLinx to discuss Magnet® Journey. Organization committed to a June 2105 document submission date.
- **November 2014:** HealthLinx Nursing Excellence Project Manager conducted a half-day no-cost, no-obligation Planning Summit to plan and prepare the organization for the path ahead to achieve its goals, and to determine whether a partnership would be mutually desirable?
- **November 2014:** HealthLinx conducted a two-step Nursing Excellence Assessment and Plan (NEAP)
- **November 2014:** HealthLinx launched the Nursing Excellence Project Plan (NEPM), based on the NEAP.
- **December 2014-June 2015:** The NEPM was implemented.
- **June 2015:** The Magnet® document was submitted on time.
- **December 2015:** The Organization successfully achieved Magnet® designation.

**Client Testimonial / Feedback**

CNO: We are tremendously appreciative of our extended family at HealthLinx. Every team member graciously shared their expertise, knowledge and dedication in a way that reflected an unrelenting commitment to our success. Heartfelt admiration and thanks.