

San Francisco General Hospital & Trauma Center

JOURNEY
TO



EXCELLENCE



Nursing Vision & Goals

Vision

- Create and sustain an environment of Nursing excellence based on compassion and respect

Goals

- Cultivate an environment at SFGH that supports professional practice
- Identify excellence in the delivery of nursing services
- Disseminate “best practices” in nursing services
- First employer of choice for nurses



MAGNET

Magnet designation is the highest level of acknowledgement healthcare organizations can obtain in recognition of

**EXCELLENT PATIENT
CARE**

MAGNET

- A program for nurses designed by nurses
- In 1983 , the American Academy of Nursing's Task Force on Nursing Practice in Hospitals reviewed 163 hospitals to see how they attracted and retained nurses
- 25% of these hospitals were so successful at attracting and retaining “the best and the brightest” that they were known as MAGNET hospitals
- The task force distilled the characteristics common to those facilities into the 14 “Forces of Magnetism”

MAGNET

- In 1990, the American Nurses Credentialing Center (ANCC) began the credentialing program to recognize Magnet hospitals
- In 1994, the first Magnet designation was granted to the University of Washington Medical Center in Seattle
- Now...383 hospitals from 45 States and the District of Columbia, as well as 4 international entities, 1 in New Zealand, 2 in Australia and 1 in Beirut Lebanon have been granted Magnet designation
- 20 of these are in California with many more in process



THE MAGNET HOSPITAL...

- Embodies concern for patient's and their care during the hospital stay
- Respects and values the professional staff nurse and the expert knowledge each nurse brings to the situation
- Promotes quality
- Supports professional practice
- Identifies excellence in the delivery of nursing services
- Identifies and disseminates best practices in nursing

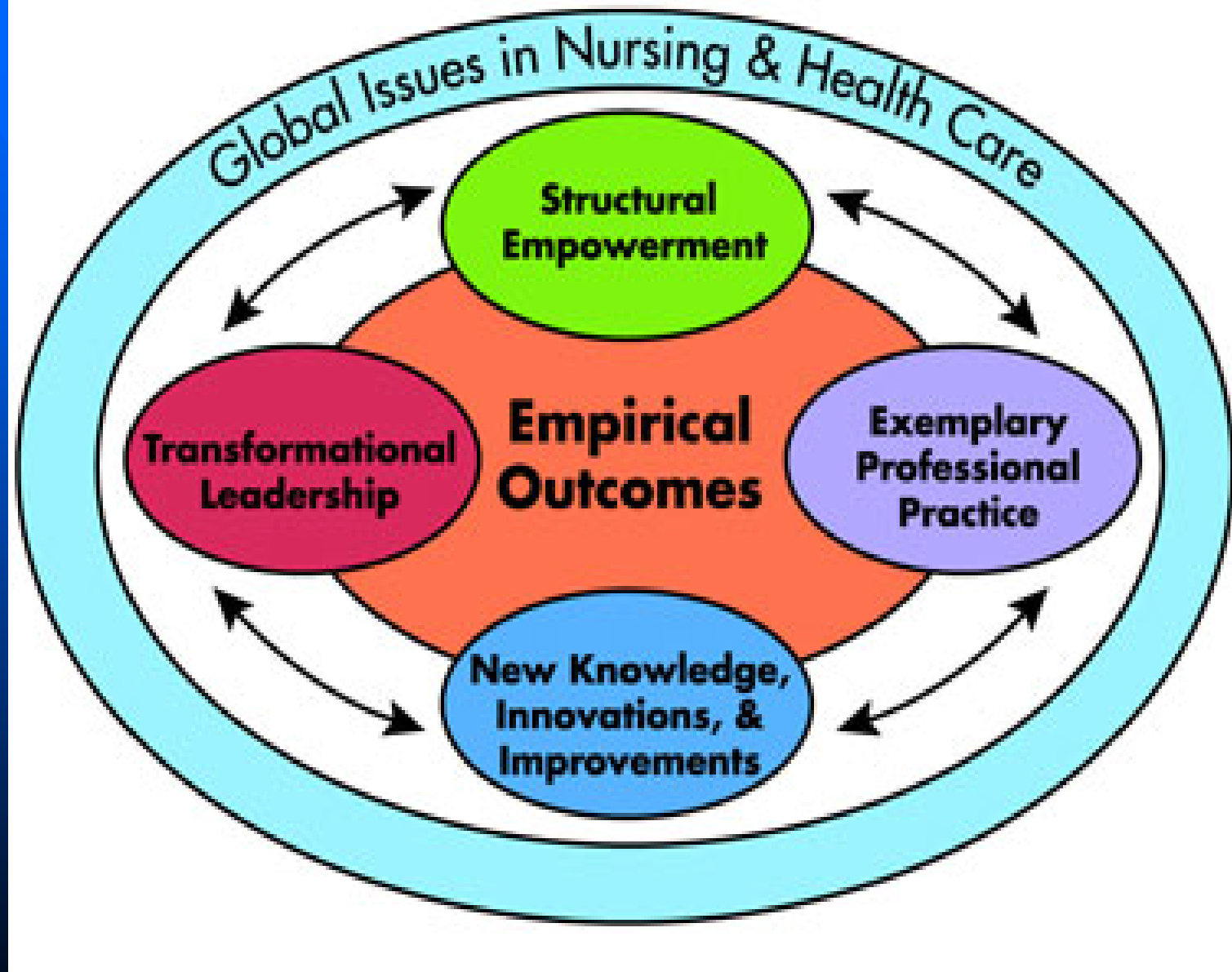
Research findings demonstrate that Magnet hospitals have

- Lower patient mortality
- Better patient outcomes
- Shorter hospital lengths of stay
- Greater retention of nursing staff
- Greater cost effectiveness

2009 Five Model Magnet Components

- Transformational Leadership
- Structural Empowerment
- Exemplary Professional Practice
- New Knowledge, Innovation, & Improvements
- Empirical Quality Results

Five Magnet Model Components



5 Model Components & the 14 Forces of Magnetism

MODEL COMPONENTS	FORCES OF MAGNETISM
Transformational Leadership	<ul style="list-style-type: none"> >> Quality of Nursing Leadership <i>Force #1</i> >> Management Style <i>Force #3</i>
Structural Empowerment	<ul style="list-style-type: none"> >> Organizational Structure <i>Force #2</i> >> Personnel Policies and Programs <i>Force #4</i> >> Community and the Healthcare Organization <i>Force #10</i> >> Image of Nursing <i>Force #12</i> >> Professional Development <i>Force #14</i>
Exemplary Professional Practice	<ul style="list-style-type: none"> >> Professional Models of Care <i>Force #5</i> >> Consultation and Resources <i>Force #8</i> >> Autonomy <i>Force #9</i> >> Nurses as Teachers <i>Force #11</i> >> Interdisciplinary Relationships <i>Force #13</i>
New Knowledge, Innovations, and Improvements	<ul style="list-style-type: none"> >> Quality Improvement <i>Force #7</i>
Empirical Quality Outcomes	<ul style="list-style-type: none"> >> Quality of Care <i>Force #6</i>

5 Model Components	SFGH Accomplishments
Transformational Leadership	Vision & philosophy of Nursing at SFGH, Leadership Academy, INLP, USF Clinical Nurse Leader, GAP Analysis, Nursing Newsletter, Town Hall Meeting
Structural Empowerment	USF Clinical Nurse Leader, Community outreach programs, Partnerships with Nursing Schools,
Exemplary Professional Practice	HPC, Magnet Champions, Specialty Certifications, NDNQI - RN Satisfaction Survey, Shared Governance, Positive Conversations – Lateral Violence
New Knowledge, Innovations, and Improvements	Evidence Based Practice Fellows, INLP / Sepsis Initiative
Empirical Quality Outcomes	Cal Noc Data , INLP cost analysis

SFGH Nursing Excellence Magnet Accomplishments

- 2002 – Research in action – 2 day Nursing Research Conference
- 2003 – Nursing Recognition – DAISY Awards, CALNOC – Nurse sensitive indicators
- 2004 – Development of Nurse Practitioner run services
- 2005 – Moore Foundation Grant – RN Internship Program, Nursing Work Environment Survey
- 2006 – Integrated Nurse Leadership Program (INLP)
- 2007 – Nursing Leadership & Staff attend annual ANCC Magnet Conference. Evidence Based Practice Fellowship, Clinical Nurse leader Program – SFGH Cohort 1, Nursing Leadership Initiative Program
- 2008 – Moore Grant Funding for Gap Analysis, Magnet Journey kick-off
- 2009 – Gap Analysis, Sepsis Initiative, Transforming Care at the Bedside (TCAB), RN Demographic Data, NDNQI National RN Satisfaction Survey, Nursing Newsletter, CNO Monthly Town Hall Meetings, Creation of a Nursing Vision & Philosophy, Designation of Unit/Service Staff Magnet Champions
- 2010 – Shared Governance Conference and formation of a Design Committee to create the SFGH Shared Governance Model , Positive Conversations , Leadership Development, ANCC – 2 day Medical/Surgical Certification Review Conference , Gannett on-line Certification Pearls Review
- 2011- Implementation of Shared Governance Model , Nursing Grand Rounds, Improve electronic communication (Microsoft SharePoint), develop a professional practice model that represents SFGH

Educational Accomplishments

N= 690	% Diploma	% Associate Degree	% BSN	% MS/PHD
SFGH	4 %	31%	47%	18%
National	10%	36%	49%	5%

Interdisciplinary Accomplishments

- Creation of the Acute Care for the Elderly Program (ACE Unit)
- Baby Friendly Certification
- Psychiatry – Restraint & Seclusion Reduction Initiative
- Creation of the Medical Emergency Response Team
- Collaboration with IS Dept to improve electronic communication

Next Steps

Future Magnet Initiatives

2011

- Develop and Implement Nursing Research
- Integrate Professional Peer Review at every level of Nursing
- Extend Shared Governance throughout using the Nursing council model
- Engage staff in development, dissemination and enculturation of a Professional Practice model

2012/2013

- ANCC Magnet Documentation Submission



Nursing at San Francisco General Hospital & Trauma Center

- SFGH Nursing Model
- 2011 – Leadership Program
- Nursing Research Program
- Professional Peer Review Program
- Quality indicators
- Shared Governance
- Mentoring at all levels

San Francisco General
Hospital & Trauma Center
Magnet Designation 20--