

UPMC
Nursing

Pathways to Excellence



Message from the Chief Nursing Officer

Formulas for creating cultures of excellence have been around for decades. Examples include the Baldrige National Quality Award, *Fortune 100* Best Places to Work, the American Nurses Credentialing Center Pathways to Excellence Program, and the evidence-based Magnet Recognition Program®. Each of these formulas involves strong, value-driven leaders who are passionate about developing a culture where the workforce is highly developed, staff are rewarded for their excellence, and systems and programs support the highest quality patient care. Culture is often described as “the way we work,” and changing a culture takes years.

In this particular issue, we honor our first Magnet hospital, UPMC St. Margaret. The leadership at UPMC St. Margaret — David Martin, president, and Susan Hoolahan, chief nursing officer and vice president of operations — partnered with their leadership team on this adventure of growth and learning more than five years ago. Their goal was to build on the existing community commitment and create a new culture focused on continuously improving the quality of the workforce and services to patients and families. Their work has achieved results: patient and staff outcomes that have earned the highest honor given to a hospital for nursing. UPMC St. Margaret has joined the ranks of the 5 percent of U.S. hospitals designated as Magnet, putting itself in the company of Mayo Medical Center, Cleveland Clinic, and M.D. Anderson Cancer Center. UPMC St. Margaret, we are proud of you!

Pamela Klauer Triolo, PhD, RN, FAAN
UPMC Chief Nursing Officer



The Journey Through the Eyes of UPMC St. Margaret's CNO

We are honored that UPMC St. Margaret has achieved Magnet status designation. There are many people whose day-in and day-out activities have enabled us to reach this pinnacle, but this is just the first step and our education process is ongoing

Our journey started five years ago. We were faced with some daunting challenges, such as more than 100 RN vacancies, high turnover, and some process and patient care concerns. To address these issues, we turned to the Magnet program because research has demonstrated that true Magnet environments have higher patient satisfaction, better patient outcomes, lower turnover, and higher staff satisfaction.

Our Professional Practice Council (PPC), nursing leadership, and staff made a pact to support and lead the journey toward Magnet designation. The PPC's voice has had a significant role in improving patient care and our professional practice environment by using the results of our annual nurse satisfaction survey. The PPC has worked with nursing leadership to develop a culture that lives and breathes the 14 Forces of Magnetism. This journey is not a short one, nor is the road straight, but instead it is one that has had sharp bends and mountains to climb.

I wish everyone could have experienced the positive airflow that surrounded the conference hallway during the Magnet visit. Our organization glowed with immense pride. The engagement of multiple departments was amazing, and the energy was contagious. The forces embraced us, and we embraced the forces. The never-ending journey of Magnet results in nurses excited about nursing.

I hope you enjoy reading our Magnet journal experiences and will call upon us as you work on your Magnet journey and pathway to excellence.

Susan Hoolahan, RN, MSN, CNEA-BC

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UPMC Nursing Vision

UPMC Nursing will create the best patient experience, nationally and internationally, through the selection, development, retention, and reward of the highest-performing nurses, while creating systems and programs that create consistency and excellence in patient care.

The Magnet Journey

What It Takes To Become a Magnet Hospital

Becoming designated as a Magnet hospital is a long journey with a goal of a cultural transformation and a focus on excellence in everything that we do. Senior leadership begins the journey by making a commitment to build essential components to a thriving culture where each and every staff member contributes to the journey to excellence. Decisions are made in every moment and every interaction that support a culture of transformational leadership, structural empowerment, exemplary professional practice, new knowledge, and innovations with measurable results.

Though this journey begins with senior leadership, it must be lived at all levels of the organization by all members of the health care team. Building the culture involves:

- shared leadership structure where staff have a voice and are accountable for practice and decisions
- leaders acquiring advanced degrees
- staff nurses achieving specialty certification and pursuing higher degrees
- evidence-based practice hardwired into the clinical environment
- fully evolved voice and impact of the staff nurse

Most nurses describe a Magnet environment as the way practicing professional nursing should be.

When hospitals seeking Magnet status have at least one year of documentation they write a report detailing the structure, process, and outcomes that fall into the criteria for excellence. If the report is appropriately constructed and approved by the American Nurses Credentialing Center staff, the report is passed on to an appraiser team. The appraisers review the documents and score them. If the score is high enough, the appraisers schedule a site visit. If the score is not high enough, the process ends.

At the site visit, appraisers are looking for evidence to support what was written in the documents. They follow the strands of the cultural development down to the point of care. Magnet hospitals live a culture of excellence, and staff can articulate their practice to appraisers. Following the site visit, the criteria are scored and sent to the Commission on Magnet to be reviewed. Approval comes after review by senior nursing leaders, as well as a public member and other key national leaders. Health care settings are compared against the best of the best. Magnet designation requires redesignation every four years.

did you
know?

Magnet Fact

The Commission on Magnet recognizes 316 health care organizations in 43 states and the District of Columbia, as well as one each in Australia and New Zealand, for their excellence in nursing service.



Escort Team, from left: Judith Tinelli, BSN, RN, ONC; Mary Kochick, RN; Shirley Brandon, BSN, RN; Steve Gardner, BSN, RN, CEN; Jessie Graff, BSN, RN, CMSRN, and Linda Zsolcsak, BSN, RN

Developing a Magnet Culture at UPMC St. Margaret

One of the first things we did was appoint a Magnet program director. The program director and I educated everyone from the front line staff to the board room about the Magnet program and our intent to use this model as a framework to create and sustain a professional practice model with quality patient outcomes. We attended Magnet conferences, read research, and started down the road. This education process never ends. We constantly provide updates and new information regarding the Magnet program at all levels in the organization. Our staff champions serve as a resource and educator to their departments.

The best way to describe the structure, process, and outcomes necessary for a Magnet culture is through the building blocks, which we have used as a roadmap along the way.

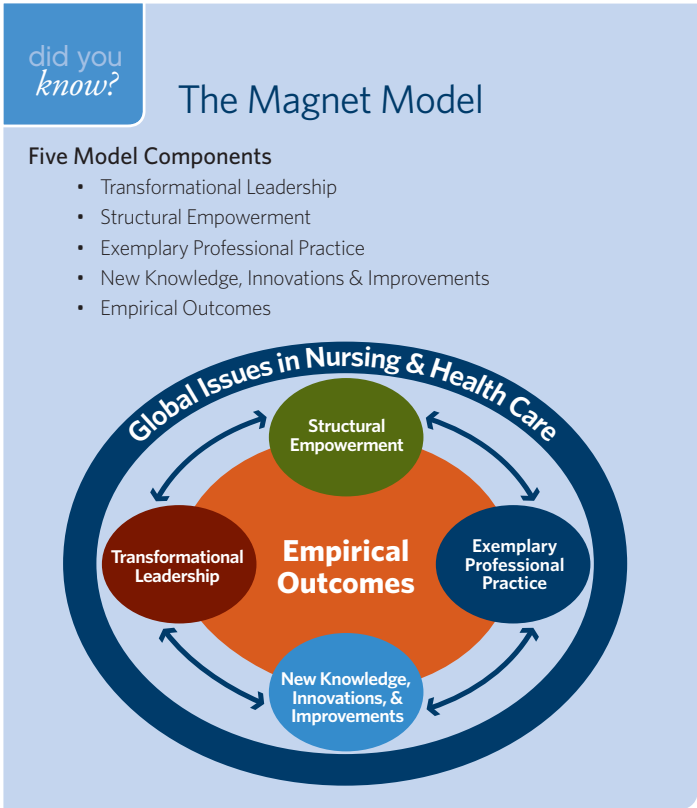
Magnet Building Blocks

- **Strong visible leadership at all levels** — Increase accessibility of leaders through “no-meeting days.”
- **Active shared governance** — Empower front-line staff to engage in the decision-making process, in order to achieve improved clinical outcomes, greater accountability for practice, staff satisfaction, and efficiency.
- **Accountable and autonomous nursing practice** — Our professional staff nurses are leaders. Our participative management style fosters autonomy and decision-making at the point of care.
- **Team work with peer review** — Nurses at all levels participate in the peer review process. Peer observations are critical contributions to the personal growth, team work, and maintenance of patient care excellence.
- **High marks on clinical and operational scorecards** — The Magnet program has an expectation that facilities meet all regulatory standards and are leaders locally and nationally in quality and safety. We are leading others in programs such as Care Transitions, and smart rules within the eRecord to improve patient care outcomes and have been recognized nationally for this work.

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- **Evidence-based practice (EBP) and research** — Gap analysis identified a need for the integration of EBP and research, so the hospital created the Evidence Based Research Council and the EBP Council. We have nine IRB-approved nursing research studies, three IRB quality nursing studies, and two pending IRB submissions. We are in process for publishing our research outcomes.
- **Performance systems that support professional practice** — Igniting a passion for lifelong learning has been a key in our journey. We developed pathways for LPN to RN and RN to BSN and MSN through partnerships with local universities. BSN cohorts have increased the number of BSN prepared nurses to 40 percent in just three years. Our goal is 55 percent within the next two years.
- **Consistent patient care delivery model** — The Transformational Model for Professional Practice in Health Care Organizations provides a framework to support professional practice, patient care, and the processes needed to adapt patient-centered care delivery models to meet unique unit-level patient needs.
- **High customer satisfaction for patient, staff, and physicians** — Nurses are well positioned to lead the process of achieving high customer satisfaction. They understand that time is valuable and the work environment is challenging, but patients’ needs must be front and center.
- **Create national best practice** — A Magnet culture shares best practices and lessons learned. The Magnet program has provided a framework through the 14 forces to put structures, processes, and outcomes in place that are the right thing to do for our patients and staff.

Susan Hoolahan, RN, MSN, CNEA-BC



Magnet Model Elements	UPMC Corporate Nursing Strategy
Transformational Leadership	Unit Leader Task Force Contemporary Issues in Nursing: Tools for Managers Leadership Development Intensive Talent Management Review Nursing Leadership Talent Round Up Minority Nurse Talent Round Up
Structural Empowerment	Nursing Clinical Career Pathway Corporate Shared Governance Council Safe Hours Worked Policy Academic Service Partnership Council Nurse Health & Wellness Steering Committee Education Task Force Recruitment Task Force Nursing Annual Report Redesigned Nursing Website <i>UPMC Nursing Pathways to Excellence</i> newsletter
Exemplary Professional Practice	Nursing Clinical Career Pathway Patient Care Delivery Model Graduate Nurse Residency Program Summer Student Nurse Internship Program National Summer Student Nurse Internship Program Monthly Nursing Grand Rounds Vital Staffing Nurses Week Celebration
New Knowledge, Innovations & Improvements	Beckwith Innovation Awards Nursing Clinical Career Pathway Attributes of Successful Nurse Managers Research Study Gallup NurseInsight Selection Research Study
Empirical Outcomes	UPMC Chief Nursing Officer Dashboard UPMC System Quality Scorecard (includes hospitals that participate in NDNQI) Strategic Labor Management H-CAHPS Consolidated Patient Safety Reporting

The Journey Journal

Earning Magnet status requires many hours of hard work by many different people. Here are some thoughts from nurses at UPMC St. Margaret on their journey. *Read more entries on the Nursing Infonet page, <http://nursing.infonet.upmc.com/journal.htm>.*

Preparing for the Magnet Site Visit 10/30/08 - 12/14/08

The call came from Tina, senior magnet program analyst for the Magnet program, informing us that we are being granted a site visit. This was followed by an email with confirmation of the site visit dates, authorization to begin correspondence with the appraisers, along with several documents: site visit expectations, travel guidelines, hotel information, and formats for public and staff notice. The anxiety and panic starts to set in....where do we start...Here....

Get the public notice posters and the staff notice email completed, posted and sent by November 10. Arrange to have the public notice on the UPMC web site and in two newspapers. Arrange the three requested conference calls with the CNO and MPD. *(Breathe)* Arrange their lodging (with conference room); be sure there are restaurants close by; arrange flights and transportation from the airport and daily to and from the hospital. Secure needed conference rooms. Participate in conference calls to review the agenda, negotiate, and modify meeting and time allotments. Assign escorts and meet with them to discuss responsibilities and get their ideas and input for “the process.” *(Breathe)* Create template and collate all schedules for meal random selections and send to team leader. Review selections when returned for any duplication or necessary change. Notify staff and their leadership they have been selected so they can make arrangements to be

there. *(Breathe)* Invite community members to the designated meeting and make them aware of the open session time as well in case they are unable to attend the Community and track their responses for seating purposes. Meet with nursing administrative secretary and the assistant to the CNO. Together we meet with catering to arrange meals for meetings and escorts, as well as refreshments in the conference room area while they are in the building. Arrange a room for their home base. *(Breathe)* Meet with environmental services for conference room set-up and timing. Keep everyone aware of what is happening and updates to the agenda. Determine who will be designated as the lead for each of the meetings on the agenda and have them contact who will be participating and schedule practice sessions (became known as “the mock”, which due to the time of year turned into song, “Mock Around the Clock” and “Jingle Bell Mock” — laughter is a great stress release). Prepare talking points for every meeting based on your assignment. Determine what posters we have or need to place in the rooms during the different meetings as another way to demonstrate our accomplishments. *(Breathe)* Make sure all these meetings and members are documented on lists and begin preparing the sign-in sheets as requested (in alphabetical order), create name cards for each member to be placed in alphabetical order and place these materials in envelopes with date, name of meeting, and time in order. (Thank all the secretaries who get this done.) And remember to *BREATHE*. Put all the envelopes and posters in the pre-arranged (forgot to mention this) “war room” in the conference area. Attend “mock sessions,” re-do talking points. Remember the entire time to share, share, and share. Everyone needs to know what is happening and where we are at any given time. *(Breathe)*

Jacqueline Stogoski, MSN, RN; Beth Wislie, administrative secretary

Professional Practice Council Meeting

I had a voice today. I was very nervous, what are they going to ask me? Will I have the answers they are looking for and will I be able to say something that will make a big impact on what they had to document for the committee to review? I really think today I made that impact. I know working in a great place helps me love what I do and guarantees my voice will be heard and I know I can make a difference.

Participating in Professional Practice Council keeps me involved, and I learn in ways that make a difference every day. Our staff thrives on helping our patients and this showed as people spoke from their heart about why they loved it here and why they stay. The energy from the meetings was refreshing and renewing after speaking with the surveyors. I know I experienced it. We all work hard as a team to make UPMC St. Margaret a special place. This commitment shows in everyone, in every department. When the surveyors asked, “What is so special to you about UPMC St Margaret?” I quickly replied, with no hesitation, “I can walk down the hallway and speak to most people by name. It’s not a job, it’s a family. We all need each other to make this place the best, and this is why I feel we are a Magnet culture.”

Rebecca Venesky, BSN, RN

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UPMC
Nursing

History of Magnet

1983

The American Academy of Nursing’s (AAN) Task Force on Nursing Practice in Hospitals conducted a study of 163 hospitals to identify and describe variables that created an environment that attracted and retained well-qualified nurses who promoted quality patient, resident, and client care. Forty-one of the 163 institutions were described as Magnet hospitals because of their ability to attract and retain professional nurses. The characteristics that seem to distinguish Magnet organizations from others became known as the “Forces of Magnetism.”

1994

After completing a pilot project that included five facilities, the University of Washington Medical Center in Seattle became the first ANCC-designated Magnet organization.

December 16, 2008: Day Two

Magnet Champion Breakfast – 7 a.m.

My role in the Journey to Excellence is Magnet champion. During the site visit, the Magnet champions would meet with Kathy (lead surveyor) on day two at a breakfast. I was very nervous and wondered how I was going to answer the questions asked. What if my mind goes blank in mid-sentence? What if I choke on my food? What if there was uncomfortable silence? Well, I was pleasantly surprised. When I entered the room, Kathy was already seated at the head of the table. She greeted us in a very friendly and informal manner. Seeing all of my peers also put me at ease. I remembered what our Magnet coordinator, Jackie Stogoski, told us again and again, “Speak from the heart, that’s all you have to do.” That simple thought put me at ease. Kathy created a friendly atmosphere and my mind didn’t go blank in mid-sentence. There were definitely no uncomfortable silences! Kathy just wanted to hear our stories — that’s all. I have to say that if this meeting was a test, then it was the easiest test I have ever taken. You see, I knew the answers to the questions already; they were in my heart.

Bev Poremba, executive secretary, emergency department

December 17, 2008: Day 3

Nursing Education Meeting

As educators we are usually comfortable speaking in front of many groups; however, being asked to participate in a session with the Magnet survey team as the audience was a different experience for us all. Initially you could feel the nervous anticipation in the room. But once questions were asked of each educator, our response became one. We were then more relaxed, sharing what we do everyday: helping our nurses grow professionally. As we told our stories about orientation, providing continuing education for the staff, mentoring, and our community involvement, the atmosphere in the room was one of camaraderie and exuberance! I know our surveyor felt it too!

Diane Corr, MEd, RN, Nursing Education

The End of the Site Visit

It’s all a blur. The support we witness from the community session, the medical staff, and the ancillary departments during the open session; all of it touches our very soul. We can see firsthand that UPMC St. Margaret is truly a Magnet hospital! It just can’t get any better than this (but we continue to try). The private sessions are open to all staff. The line grows to share personal stories of special appreciation for the environment our administration has created for the nursing staff. All of the escorts are witnessing this sensation. We have accomplished what we set out to do: to demonstrate that we live and work in a Magnet environment day-in and day-out. “HERE WE GO MAGNET, HERE WE GO! HERE WE GO, MAGNET, HERE WE GO!” Yes, we even demonstrated our little cheer and dance for the surveyors as we bid them farewell.

Linda Zsolcsak, BSN, RN

did you
know?

Magnet Fact

Approximately 5 percent of all health care organizations in the United States have achieved ANCC Magnet Recognition® status.

Nursing Leaders’ Thoughts on the Journey Experience

Preparing for our Magnet journey has been the best experience that I have had working at UPMC for the past 22 years. The excitement and energy that was felt during our journey was amazing. When I first met the lead appraiser, she commented that the Magnet accreditation process is a lot of work. I told her that it was not work for us at UPMC St Margaret; it is what we do every day.

Mary Barkhymer, MHA, RN, CNOR Surgical Services



Retention Committee Members

Surveyors, at front of table, from right: Kathleen Murray, MSN, RN, CAN; Nancy Ballard, MSN, RN, and Sharon Lee, MSBA, RN, CNAA

From right: Mary Barkhymer, MHA, RN, CNOR; Carol Blehi, RN; Shirley Brandon, BSN, RN; Leeann Cerimele, MHR; Iris Douglas, MPM; Donna Dzvonick, RN; Jolynn Gibson, MSN, RN CDE; Bev Poremba, executive secretary; Wendy Watson, MS; Beth Wislie, administrative secretary, and Lisa Yourish, BSN, RN

Before I started my job at UPMC St. Margaret 2 ½ years ago the term Magnet was virtually a foreign concept to me. I had heard the terminology before and had read a little about what being a Magnet hospital meant but did not truly understand what Magnet designation truly meant and represented until I came to work at UPMC St. Margaret. The entire Magnet journey has been exciting, challenging, and rewarding. Preparing for our open house was a fantastic experience. Walking through the departments and seeing the displays of all of the staff efforts from the recent year was stimulating! The bulletin boards reflecting the hard work, improved patient outcomes, and dedication of the staff make me so proud to be a member of the team at UPMC St. Margaret.

Traci Fick, MSN, RN Emergency Department

How the Magnet Journey has Impacted Practice

Our original gap analysis identified the importance of a flat organizational structure, one key to a true shared governance structure. Nursing leadership must be connected to the point of care—the bedside clinician and the patient. I applied for and was selected as the staff nurse representative for the Nursing Leadership Council. My role is to be the voice of the staff nurses and I share their perspectives at the meetings. I am the bridge between staff nurses and nursing leadership. I have written two articles for the *UPMC St. Margaret Nursing Education Newsletter*, which highlights this role and the accomplishments of our Nursing Department. These articles highlight the resources, support, and empowerment our leadership provides for nurses. Nurses thrive in the correct infrastructure and Magnet is about preventing fragmentation and proactively addressing problems. Magnet cultures are integrated and patterned, they are inter- and intra- disciplinary and collegiality is the norm. Magnet is about not only examining the structure and process, but evaluating and measuring the outcomes. Magnet is a dynamic environment, supported by a visionary leader. That is what you see at Nursing Leadership Council.

Judith Tinelli, BSN, RN, ONC

Preceptor Recognition Event at Penguins Game

On Feb. 8, UPMC's Center for Nursing Excellence and Innovation hosted eight preceptor nurses and their guests at the game between the Pittsburgh Penguins and the Detroit Red Wings. These preceptors, participants in the Graduate Nurse Residency Program, were nominated by the graduate nurses they mentor as outstanding, caring, and compassionate role models.

The winning preceptors were:

Linda Byrns, UPMC Braddock
Susan Oner, UPMC McKeesport
Paula Hobbs, UPMC Presbyterian
Dorie McKelvey, UPMC Presbyterian
Sherry Swatchick, UPMC Presbyterian
Pattie Gabriel, UPMC Shadyside
Maria Miladinova, UPMC Shadyside
Kathleen Duggan, UPMC St. Margaret

Congratulations to these preceptor nurses for their tireless support and dedication to our current and future nurses. We recognize and applaud them for their commitment to nursing.

what's
new

Healthy Lifestyle Survey

Calling all UPMC Nurses — the System Professional Practice Council wants to hear from you.

The American Heart Association held its Pittsburgh Heart Walk on Oct. 11, 2008, at Heinz Field. Sixty-six members of the UPMC Nurses Team took many healthy steps together for this event, and raised \$1,715 for the American Heart Association.

In order to plan future healthy workforce events that would interest you, we request that you complete a brief questionnaire. Please visit the link below to complete this questionnaire by March 30.

Thanks for your interest and support of these healthy workforce activities.

http://www.surveymonkey.com/s.aspx?sm=hr8zaFJfuuHLMgx7Va1wKg_3d_3d

did you
know?

Magnet Fact

Goals of the Magnet Program

The Magnet Recognition Program® focuses on advancing three goals with each applicant and designee:

- promoting quality in a setting that supports professional practice
- identifying excellence in the delivery of nursing services to patients and residents
- disseminating best practices in nursing services

Nurses Week

The annual UPMC Nurses Week event is coming soon, April 28 through 30. Among the many exciting events sponsored by the UPMC Center for Nursing Excellence and Innovation (CNEI) are an electronic poster session showcasing the exceptional work being done by UPMC nurses, featured podium presentations, and our annual nursing recognition awards.

CNEI will again sponsor these four awards:

- Rising Star in Clinical Practice
- Champion of Nursing
- Leading with wisdom
- Legacy of Nursing

You are invited to nominate one or more of your colleagues to recognize their individual achievements and to honor their many contributions to nursing. Don't delay! Nominations for all awards close March 16. Nomination materials can be found on the nursing Infonet page.

Can't attend the Nurses Week event? The featured presentations and posters will be available on the nursing Infonet page approximately two weeks after the event.

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