

Utilizing the Magnet Model to Lead Nursing Practice During COVID-19

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Utilizing the Magnet® Model to Lead Nursing Practice During COVID-19

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Introduction

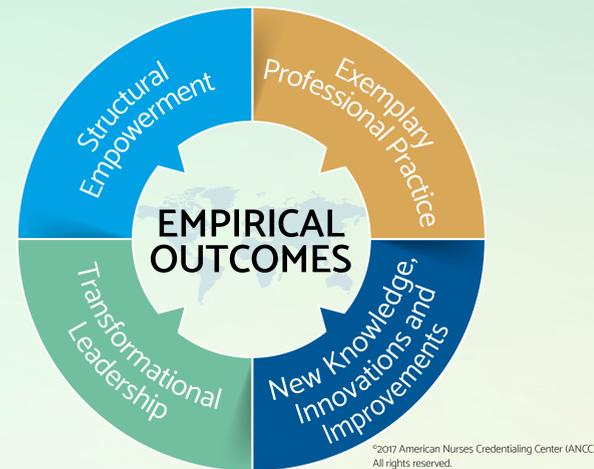
- During unprecedented events, nurse leaders require a strong framework to:
 - Embrace volatility
 - Adapt to change
 - Create the mission, vision and culture paramount in supporting nursing care delivery
- This presentation details how senior executive nurse leaders in a five-time designated Magnet® hospital utilized the Magnet Model® to successfully address challenges and drive organizational resiliency and recovery during a global pandemic.

Evidence

- Magnet hospitals are better positioned and better equipped to handle the challenges presented by the COVID-19 pandemic:
 - Magnet framework supports change and drives organizational success by empowering and promoting:
 - Transformational leadership
 - Strong interprofessional teams
 - Shared governance
 - High RN satisfaction
 - Transparency and trust (Lal, 2020)

Methods

GLOBAL ISSUES IN NURSING AND HEALTH CARE



| Structural Empowerment | Exemplary Professional Practice | New Knowledge, Innovations and Improvements | Transformational Leadership |
|---|---|---|---|
| <p>Ensured organizational transparency by:</p> <ul style="list-style-type: none"> Including staff at all levels in cascading huddles Providing access to electronic reporting dashboards Disseminating timely nurse leader communications Placing follow-up phone calls to discharged COVID patients | <p>Excellence in professional practice facilitated through:</p> <ul style="list-style-type: none"> Training and redeploying staff critical to care needs Supporting new staffing models Championing interprofessional collaboration | <p>Best practices encouraged and the generation of new nursing knowledge occurred by:</p> <ul style="list-style-type: none"> Implementing innovative technology to facilitate caregiver and patient/family communication Creating a virtual discharge nurse program to facilitate throughput and improve the patient experience Developing processes to streamline and enhance the functionality of the electronic health record (EHR) Supporting telehealth services in non-traditional locations Contributing to the body of scientific evidence by participating in several COVID-19 trials and the ANCC U.S. Clinician Well-Being study | <p>Transformational nurse leaders created:</p> <ul style="list-style-type: none"> Interprofessional division command centers Effective quality, safety and staffing plans to sustain operations and cultivate staff resiliency |

Outcomes

- 2.5% network fiscal year improvement in patient satisfaction scores (April-June 2020)
- Network improvement in May 2020 employee satisfaction scores in the categories of:
 - Innovation
 - Interprofessional relationships
 - Organizational environment
 - RN-RN teamwork
 - Collaboration
 - Resources and staffing
 - Senior management practices

Lessons Learned

- Leading during a pandemic is different from traditional disaster response/recovery
 - Need to remain ever-ready for disease resurgence
 - Workforce planning with a focus on nurse leader's (NL) being innovative and agile in responding to a protracted and variable crisis event
- Greater focus is needed on nurse well-being/resiliency/moral distress
- Change is often difficult
 - Implemented surge policies did not decrease electronic documentation time

Future Direction

- Strengthen nursing leadership competencies in order to navigate current and future challenges relative to crisis management and reducing health disparities/social determinants of health
 - Create a new vision for health care – focus on population health
 - Broaden scope of influence beyond nursing
 - Interprofessional collaboration and participation in the design of care delivery systems is imperative
- Expand NL technology competencies
 - Support the adoption of innovations (AI, virtual reality); have the potential to improve patient care while balancing quality/available resources
- Support nurse leaders in understanding validity, reliability, generalizability and relevance of data
 - Helps leaders make better decisions
- Disseminate new knowledge

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