Welcome to the first edition of the Magnet Newsletter. This newsletter is designed to share information about the Magnet program with all nurses the Mount Sinai Medical Center. Mount Sinai was designated as a Magnet hospital for the first time in 2004 and re-designated in 2009 after meeting the rigorous standards outlined by the American Nurses Credentialing Center (ANCC). The process involves the submission of several volumes of documentation demonstrating evidence of standard compliance. This is reviewed by the Magnet Commission and if it demonstrates sufficient evidence of compliance, a survey is then scheduled. The re-designation survey in 2009 at Mount Sinai was conducted for three days, and while focused on nursing practice, staff of all disciplines in every area of the hospital participated. We were notified in March, 2009 that we had been re-designated. This is achieved by only a small number of hospitals in the United States.

So, many ask, what is Magnet exactly? To explain, it is best to start with a brief history. In 1983, The American Academy of Nursing’s Task Force on Nursing Practice in Hospitals surveyed 163 hospitals in the U.S. to ascertain what factors created an atmosphere that attracted and retained nurses. Of the 163 hospitals, 41 demonstrated “magnet” characteristics that attracted and retained nurses. These characteristics came to be known as the “Forces of Magnetism.” The 14 forces included quality of care, autonomy, and professional development, to name a few.

In 2007, in response to changes in healthcare, the ANCC conducted a study in which a statistical analysis of surveyor scores was done and the result was a clustering of the sources of evidence into over 30 groups. The 14 Forces of Magnetism were grouped into five components (Transformational Leadership, Structural Empowerment; Exemplary Professional Practice; New Knowledge, Innovations & Improvements, and Empirical Outcomes) which form the basis for the Magnet Model. Currently, there are over 87 sources of evidence under these components. In the written documentation and the survey, each of these sources of evidence is evaluated.

The Magnet Recognition Program is a rigorous and ongoing process of achieving and improving nursing excellence. Magnet organizations must now demonstrate that quality outcomes exceed the norm over 50% of the time. It is no longer enough to have processes in place – we must show that these processes are effective. Being designated a Magnet hospital means we are meeting the highest standards we have in the nursing profession. It is reason to be proud and reason to continue to practice at this level in every area of practice.

Did You Know?

• The Magnet Conference for 2012 will be in Los Angeles this year. The dates are October 10 -12. Register early!
• The ANA National Nurses week is being celebrated at Mount Sinai April 30 – May 7. Traditionally, Nurses Week is celebrated around the May 12th birthday of Florence Nightingale, the founder of modern nursing.

If you want to make suggestions or comments to the newsletter send to magnet.newsletter@mountsinai.org
Carol Porter began her career as a nurse working in NJ while raising a family of three children. She was a bedside nurse in emergency and trauma care. After becoming a manager in a couple of different NY hospitals she joined Mt Sinai as Senior Director in 2004. Her specialties were bioterrorism preparedness, hazmat and critical care and trauma. She filled in as interim VP of Nursing when her predecessor, Tom Smith left.

Many of you know her from Nursing rounds, Pain rounds and the monthly meetings with the LBU and directors. Dr Porter has a strong belief that success should be recognized and appreciated, and that we should all take time out of our busy days to ask ourselves, “why was this day worthwhile?” She believes that the bedside nurse influences the patient’s experience, fellow nurses and the hospital as a whole. She believes that nurses are empowered to create change and act autonomously.

Dr. Porter values education and is proud of our certification and tuition benefits. This reimbursement program is evidence of strong support for nurses’ educational pursuits. She recognizes the importance of our ongoing clinical competency in a high tech academic environment. She supports research and Evidence Based Practice (EBP) endeavors. Dr Joyce Fitzpatrick and Dr Emerson Ea are available part time to assist and provide resource for the staff nurses. She has an ongoing relationship with nurses from other countries. Even as we were speaking, a group of nurses from Hong Kong were spending the month at Mount Sinai. While nurses from other countries are learning from us, they are also teaching us how they practice and how to approach our diverse clients in a more culturally sensitive way. Her magnet vision is not only hospital and community based, but global.

When asked what message she would want to deliver to the nursing staff, Dr. Porter replied that she would want us to know, “We are leaders in quality care 24 /7. One person can have an enormous impact and we all have the power to create meaningful, compassionate experiences for our patients. It’s the little things that make a difference”.

She gave a personal example of how, as a trauma nurse, she had initiated the participation of family in critical/ code situations. This practice gave her families the opportunity to feel a part of the experience and in many cases, a chance to say goodbye. This was an innovative idea at the time (1980’s) and led to the inclusion of family centered care in her whole unit.

She feels that our prime focus for improvement at this time should be cultivating patient satisfaction. The nursing department and institution as a whole need to better understand the patient’s perceptions of their experience. We need to more successfully share strategies that work. We need to create an environment of more effectual teamwork. “We are only as strong as our weakest link”. A return to basics is a beginning strategy. Reviewing our fundamental nursing practices and paying attention to detail; like line and drain sites, diabetic foot inspection, mouth care and bathing technique may result in a decline in sepsis rates and an improvement in the patient’s perception of quality.

Dr Porter is proud of a staff she calls dynamic and excellent. The Magnet experience speaks to continual improvement and the journey to Excellence. My impression was that this is also her personal philosophy.

Acknowledgments to Maria Benzan, administrative assistant, without whom this interview could not have taken place.
I interviewed the manager and some nursing staff members to find out how they accomplished this achievement.

Their journey together began when Ann Clampet became Nurse Manager a little less than two years ago. The KP5 staff had been operating without a permanent Clinical Nurse Manager for many months. Their morale was low and they were not working together as a team. Ms. Clampet noted that the patient satisfaction scores had dropped.

Ann’s strategy was multifold. She began to hold regular staff meetings in which she encouraged identification of issues pertinent to patient satisfaction and came up with initiatives to address them. These included problems related to the environment, efficiency in the flow of operations and communication among staff.

Weekly staff meetings give her staff the message that they are included, their ideas and contributions are valued and allow for education and dissemination of information. It was at these meetings that staff first learned about the HCAHPS, Press Ganey scores and reimbursement issues pertinent to patient satisfaction.

The environmental issues of the unit are many. The building is old. There are communal showers for a population who may be struggling with body image issues postpartum. Many patients tour the floors in preparation for the birth experience. When they see KP5 they frequently express concern about the accommodations. Fortunately, Pat Sterner, the lactation consultant, reminds them not to focus on the environment, but on the wonderful nursing care and the cohesive, compassionate staff who will make their child bearing experience memorable.

Ann examined efficiency issues, encouraging family centered care, best practices and communication enhancement. Her valuing of staff input led to the creation of shower caddies so the women wouldn’t have to juggle bottles, soap and towels traipsing to the showers. They even get flip flops.

Hourly rounding helps meet patient needs faster and more consistently. They have also added anticipatory rounding, that is, they keep a cart handy with frequently requested items like sanitary napkins and ice packs. Some long term antepartum patients often decide to return to KP5 for their postpartum stay.

Communication has improved with adding Vocera and having all staff participate in AIDET training. The values of excellence in patient care are the expectation for all. The higher patient satisfaction scores reflect the dedication, improved morale, teamwork and compassionate care given by the KP5 staff.

KP5 Members interviewed were:
Ann Clampet, CNM;
Joanne Valladarez, RN;
Alicia Lankford, RN,
Mary Vitale, RN;
Leah Mclaughlin, RN;
Pat Sterner, RN, MSN, IBCLC Lactation Consultant;
Rovena Desmarattes, RN
Mind, Body and Spirit

Sylvie Jacobs

In the spirit of magnet nursing, I want to share with you a personal belief which will reinforce your own practice or introduce a way to help you enhance your nursing practice. Taking time out of each day to reflect on gratefulness can improve your physical and emotional health, strengthen your relationships and our community as a whole and can improve coping in crisis situations.

The things we can take for granted; our organs of perception, our ability to feed, clothe and shelter ourselves and our loved ones, even our awakening this morning are things to be thankful for. To get yourself started, begin a journal, document five things you can feel grateful for each day. Soon it will begin to be habitual and with this shift you should start to feel happier, energized and more connected.

Simple? Yes. Easy? No. To be diligent about observing your thoughts and honest about how they are affecting your experience takes courage and a reversal of habits. But it’s the beginning of being aware and being willing to grow.

You may find yourself wanting to express your gratitude to those around you. William Arthur Ward said: “Feeling gratitude and not expressing it is like wrapping a present and not giving it”. Conversely, you may find yourself wanting to express your anger, impatience or annoyance with those around you. During these times I would urge you to pause, flip it to what the moment might be teaching you and find a better way to say what it is you really want to convey.

An attitude of gratitude can elevate, inspire, energize and transform. Thank you for listening.

Global Outreach, Community Service

Submitted by Sylvie Jacobs, RN, BSN, CPAN

I was invited to attend a meeting with Pat Matos DNP, RN, Magnet Program Director and Director of Nursing in Psychiatry and four Nurse Managers from Hong Kong hospitals: Ms Leung, Ms Ha, Ms Chong and Mr Lau. They were visiting Mt Sinai to learn about our nursing practices. This meeting was to share our experience and educate them as to the process of attaining Magnet accreditation.

Dr Matos began by referring us to the ANCC Magnet website and shared her copy of the application manual. She reviewed Magnet standards and components; Transformational Leadership, Exemplary Professional Practice, Structural Empowerment, New Knowledge, Innovations and Improvements, and Empirical Outcomes.

Examples of empirical outcome measurement tools are: Nurse Satisfaction surveys, Patient Satisfaction Surveys and Nurse Sensitive Indicators such as pressure ulcer prevalence. Press Ganey surveys for Patient Satisfaction scores, online training, AIDET and customer satisfaction training were brought up as ways to measure and improve patient satisfaction. Pat shared her own implementation of a customer satisfaction program used by other companies with consistently high customer satisfaction success, such as Disney and Marriott. She knows they make a difference because after the training the patient sat scores improved.

We discussed the Magnet principle of Shared Governance in which staff and management work together to achieve goals. An example of this is how we arrived at our decision to accept and implement Relationship Based Care as our Professional Nursing Practice Model. The meetings between Dr Joyce Fitzpatrick, Magnet Champions and staff nurses led to the adoption of Relationship Based Care.

“Magnet Champions” were mentioned as Mt Sinai’s most valuable Magnet resource by Dr Matos. We are the group of nurses who have been invited to pool our professional standards, dedication and love for nursing to help elevate the professional practice in Mt Sinai. She described our monthly Magnet meetings and the Champion’s role to return to their areas of practice to share the information with fellow staff, manager and director. We shared the experience of attending a Magnet Conference; the mass numbers of nurses from around the globe who attend and positive energy and power one feels there. The next one is in Los Angeles in October and the group was encouraged to attend.

Pat shared that her largest obstacle in implementing the Magnet process in Mt Sinai was communication. The sheer size and number of employees makes it difficult to reach everyone.

Finally the discussion came to cost. We learned that the application and survey fees alone were a large expenditure. Mr. Lau asked how he could justify spending large sums of money to his superiors. The answer was that the value of improving patient care and attracting and retaining quality nurses is priceless.
Red Carpet Worthy
by Chris Seidler, RN

From the New York Times to AM New York, this time of year we are reading all about MVPs, Grammy and Oscar winners. In the spirit of the award season, it seems that we should take a moment and roll out the Red Carpet for one of our own right here in Mount Sinai’s Department of Nursing.

So... the envelope please...the New York Times Tribute to Nurses Award goes to... Janet Johnson, ACNP, ANP-BC, nurse practitioner in Cardiology at Mount Sinai Heart.

On December 12, 2011, Janet received the New York Times Tribute to Nurses Award for Education. For those unfamiliar with this award, it was established by the New York Times as an opportunity to recognize contributions to the field of nursing in several categories: Leadership, Education, Research, Innovation, and Service to Community. The award recipients are highlighted in a special section of the New York Times Magazine.

I know Janet well professionally, but wanted to sit down and personally discuss her accomplishment. This was a chance to learn more about Janet and understand what got her to where she is today. In the New York Times Magazine Janet says, “If you love nursing, you must share the gift of knowledge with other nurses.” Since she received this award for education, knowledge is where we start.

Why do you believe that nursing education and knowledge are important?
J: [Education] is part of advanced practice and I feel that we have to take responsibility for our own expertise.

How did you get started in the education of nurse practitioners?
J: It was really through one of my previous managers. She came up with the initial idea of having a nurse practitioner symposium. The nurse practitioners really liked the idea and this manager was able to take a step back and really let it become a nurse practitioner designed symposium. We take the responsibility for the conference planning, organization and content.

Janet says that the nurse practitioners collaborate very closely to ensure the success of each event. The most recent symposium was held in November 2011 at the New York Academy of Medicine and was attended by more than 450 people. Many of the lectures and panel discussions were conducted by Mount Sinai’s own nurse practitioners.

After such success, I asked Janet what she planned to do next. To my surprise, her reply was not “going to Disney World.”

So what is next in your busy schedule and what projects do you have in the works?
J: I am working with a Dutch Nurse Practitioner students program. The students are sponsored for job shadowing with nurse practitioners here at Mount Sinai. The NPs will share their experiences with us and we will share our knowledge and experiences with the students. This will create a true international educational experience. We plan to write a publication about the experiences working together.

I am also busy working with a fellow NP to put together an Evidence-Based Practice skills course. We anticipate the course to be started this April. Initially, the course will be for Advanced Practice Nurses but our plan will be to open the course at a future point to all Nurses. You definitely should sign up!

With all of her great ideas and forward thinking in the education of nurses, I really wanted to know what if anything she would like to see changed about nursing education here at Mount Sinai.

Do you have a recommendation for something about the education of nurses that you would like to see changed?
J: I think that there should be more on –the-unit direct nursing education. Nurses should join in physician rounding and there should also be conduction of monthly in-services on each unit that focus on the particular specialty of care in the unit.

After all of the time spent understanding her contributions to nursing education, it was time to get down to the fun parts, the festivities and her experience receiving this award.

Did you see the New York Times Tribute to Nurses Award as recognition of your best accomplishment?
J: Yes, this along with the Excellence in Nursing Practice Award I received here at Mount Sinai during Nurses Week. The Nursing Excellence Award was special because it was my fellow colleagues in Nursing and Medicine who nominated me for the award.

Thank you to Janet Johnson for your mentoring of nurses, for taking the time to contribute to this article, and for always striving to make our profession better.

I wish we could put a red carpet out in front of Mount Sinai for you every day.