



Magnet Toolkit for Nurse Leaders

James A. Haley Veterans Hospital
2004



Another Florida Hospital Achieves **Magnet Status**

NURSING / VA hospital earns award

◀ From Page 1

Janzen found her niche.

"You could really take care of people who needed care whether or not they could afford it," she said. "Philosophically, the VA was a good fit for me."

Janzen, who has been a visitor throughout most of her career, said she likes being part of a team-care concept. She is working with nursing staff, medical students, resident staff physicians at the hospital on Bruce B. Downs Blvd.

"I've always been about a way to suggest or change here," she said.

That's one reason she did the paperwork for the Magnet award.

"I knew we had a real chance of winning," she said.

The process included a series of questions and

"We had to compare our hospital with criteria that included the quality of care, staff recognition programs, patient care outcomes and educational opportunities," Janzen said.

here and that's what really stands out," she said.

The corridors of the VA hospital — one of the busiest in the system — bustle with residents in white coats, nurses in colorful scrubs, patients in wheelchairs and

Tampa veterans' hospital earns national nursing award

NORTH TAMPA — The James A. Haley Veterans' Hospital receives a prestigious award for nursing excellence.

By JUDY SILVERSTEIN GRAY
Tribune correspondent

Sandra Janzen was a candy striper at age 12. She said she loved the interaction with patients and knew instantly that nursing was the right career choice.

The daughter of farmers, she was the first in her family to attend college.

Nearly 39 years later, Janzen is the associate chief of staff for nursing at the 577-bed James A. Haley Veterans' Hospital, which has received national recognition for nursing excellence.

On Tuesday, the Tampa hospital's nursing staff was presented with the Magnet Nursing



CANDACE C. MUNDY/Tribune photo

Sandra Janzen, standing left, associate chief of staff for nursing at the James A. Haley Veterans' Hospital, was recently presented with the Magnet Nursing Service Award.

Service Award for acute care.

"We're the first VA hospital in the country to win the award and one of only 29 hospitals in the country to achieve this recognition," Janzen said.

During the nursing shortage of the 1980s, the American Academy of Nursing conducted a study that looked at the characteristics of hospitals unable to retain nurses. By the early 1990s, that program developed into a recognition program to honor nurses.

It was 24 years ago when Janzen first sought employment in the VA system, in St. Cloud, Minn., she said.

Vietnam-era veterans returning home were reluctant to visit the VA because of the stigma attached to their military service, she said. But at the neuropsychiatric hospital where she worked,

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Overview of Toolkit

- Transforming the Culture
- Conducting a Self-Assessment
- Analyzing Gaps
- Planning Structure and Process
- Anticipating Costs
- Writing the Application
- Preparing for Site Visit
- Celebrating Success
- Maintaining Magnet



Transforming the Culture

- Journey
- Leadership support
- Grassroots involvement
- Resources
- Interdisciplinary commitment not just Nursing



Conducting a Self-Assessment

- Online readiness tools from ANCC
 - Organization Self- Assessment for Magnet Readiness
(www.ana.org/ancc/magnet/orgready.pdf)
 - Staff Nurse Self-Assessment to Determine Readiness to Pursue Magnet Recognition
(www.ana.org/ancc/magnet/selfassess.pdf)
- Consider staff surveys and focus groups
- Developing databases, sources of data and performance results
- Consultants



Analyzing Gaps



- Compare current performance with self-assessment
- Identify gaps and prioritize actions related to forces of Magnetism
- Develop action plans to achieve higher performance levels
- Evaluate completion of actions and results





2023
Clinical Pharmacy

2023
Clinical Pharmacy

2023
Clinical Pharmacy

INFORMATION DESK



Planning Structure & Process

- Structure
 - Magnet Coordinator
 - Staff Support
 - Teams
 - Resources



Planning Structure & Process

- Process

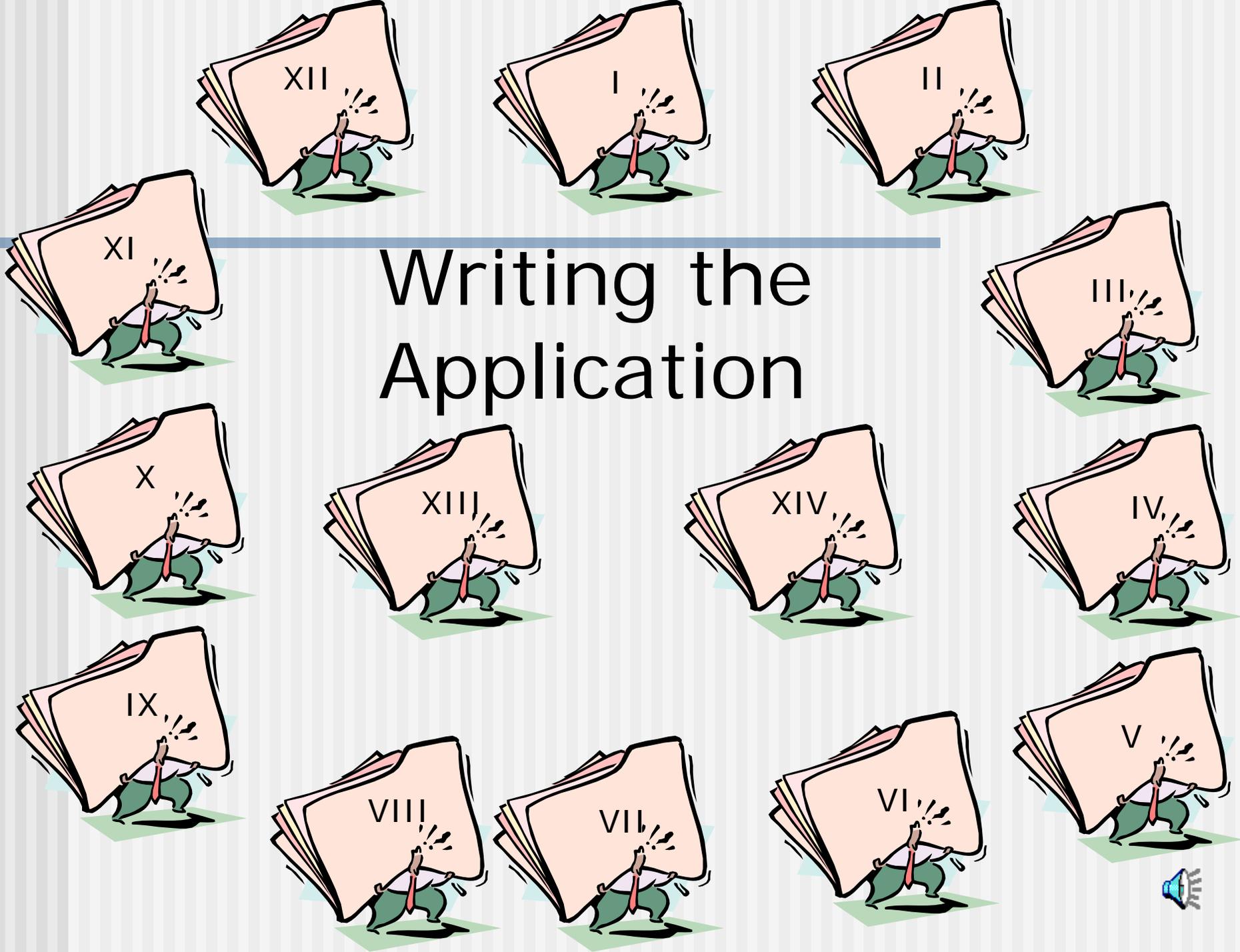
- Defining processes
- Timing of application with other activities
- Coordinating team meetings
- Completing and submitting application
- Educating and communicating with staff



Anticipating Costs

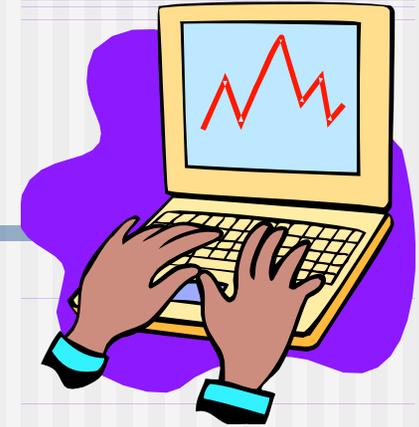
- Application
- Surveyor Honorariums
- Site Visit
- Celebrations
- Staff
- Database fees
- Other





Writing the Application

Writing the Application "Tips"

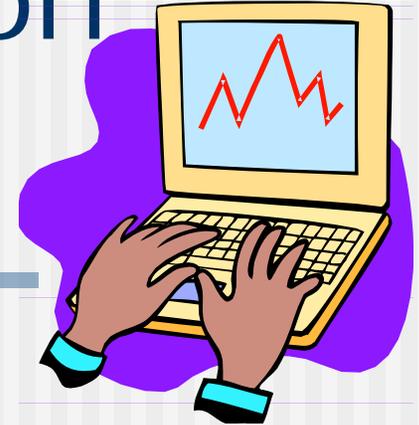


The Basics

- Review eligibility requirements and use as a checklist for completion.
- Review organizational requirements and use as a checklist for completion.
- Identify list of community references/ resources.



Writing the Application “Tips”



Team work

- Include a mix of managerial and clinical experts across the continuum of care.
- Prepare a calendar of meetings and topics.
- Develop a calendar to allow feedback time.
- Integrate the response into a single section reflecting multiple examples.



Writing the Application “Tips”



Format

- Use a standard format
- Provide a template in advance
- Submit all drafts and supporting documentation electronically
- Use a standard nomenclature



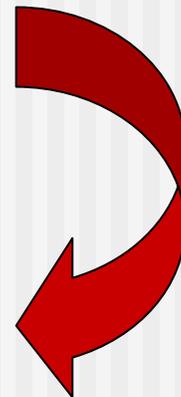
Example of Linking Supporting Documentation Exactly to Text

Text

- The Associate Chief of Staff/Nursing (ACOS/N) is the Chief Nursing Officer and provides the leadership and final oversight of the Nursing Performance Improvement (PI) Program ([Hospital PI Plan HPM 00-9](#)) ([Nursing PI Plan](#))

Supporting Documentation Titles

- [Hospital PI Plan HPM 00-9](#)
- [Nursing PI Plan](#)



Writing the Application “Tips”



Review/Edit

- Establish a “work room”
- Allow time to provide summary
- Review and edit the application
- Use mechanism to indicate edits/changes (“track changes”)



Writing the Application "Tips"

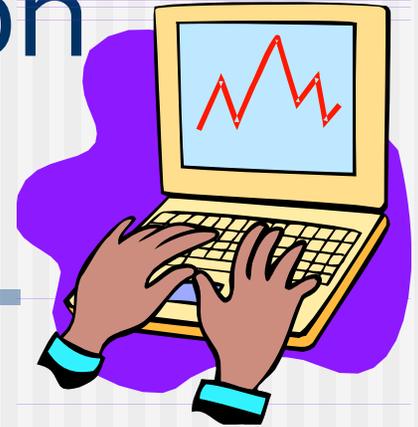


Manage the Process

- Limit the number working on the final application
- Develop a process of editing documents so that limited persons can modify



Writing the Application "Tips"



Organize the Process

- Establish folders to collect documents that support Nursing's use of the forces of Magnetism for future reference.
- Limit access to documentation notes and use "read-only" files.
- Develop an ongoing process for Magnet so that compliance is easily demonstrated.



Preparing for Site Visit

- Timeframes
 - Application to Site Visit
 - Questions from Surveyors
- Determination of site visit



Preparing for Site Visit

- What to expect
 - Surveyors
 - Length of Visit
- Organizational responsibilities
 - Access to files/records
 - Access to staff
 - Supporting documentation
 - Meetings
- Staff preparation
 - Education of standards and forces of Magnetism
 - Ability to answer surveyor questions



Site Visit

- Verify, Clarify, Amplify
- Staff Focused
- Emotional Experience
- Public Notice
- Agenda
 - Interviews
 - Unit Visits
 - Open Sessions



Celebrating Success



Celebrating Success

- Celebrate small successes
 - Decision to apply
 - Completion of application
- Celebrate milestones
 - Site Visit
 - Magnet Designation
- Involve all staff across the organization
 - Interdisciplinary
- Make it visible
 - Internal
 - External
- Make it fun





Magnet Designation 2001



Maintaining Magnet

- New responsibilities
 - Role model
 - Mentor for other organizations
 - Guidance on inquiries
- Database maintenance
- Ongoing system to collect information and examples for reapplication
- Research
- Active community involvement



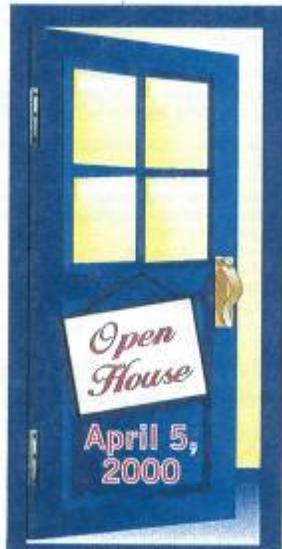
Nourishing the Culture

- Communicating with staff
- Educating on forces of Magnetism
- Hiring the right leaders
- Acknowledging achievements
- Continually evaluating and improving



*"Step Up
To Success"*

**Nursing Service
James A. Haley
Veterans' Hospital**



13000 Bruce B. Downs Blvd.

Tampa, FL 33612

(813) 972-7559



*"Unwrap Your
Potential..."*

*& Give Yourself the Gift
of an Exciting Career*



*Second Annual
Nursing Service Open House
April 4, 2001*

James A. Haley Veterans' Hospital
13000 Bruce B. Downs Blvd.
Tampa, Florida 33612
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*"Live up to a
Higher Standard..."*



*Third Annual
Nursing Service Open House
April 11, 2002*

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Summary

- Our experience and lessons learned
- Evolution of the process
- Magnet is not a destination but a journey

