



Preparing Leaders To Transform Organizations Into Optimized, Energized Workplaces

### **For Quality- the Magnet Framework: Effective, Tested, Comprehensive**

Chief Nursing Officers (CNOs) have a natural interest in creating the healthy environments that will attract and retain the best clinicians. These are the staff who will consistently achieve high patient and organizational outcomes. The most efficient and effective approach uses an evidence based model to create the ideal practice environment. The recently revised (2008) Magnet Model is an evidence based framework that can be used to set the strategic direction for your patient care team. Implementing this approach may very well be the best use of your time as CNO or nurse leader.

The 2008 Magnet Model succinctly depicts the relationship among the 14 Forces of Magnetism (FOMs), which are evidence based elements related to a healthy work environment, conducive to the practice of professional nursing and excellent patient care. Extensive statistical analysis was conducted to reorganize the Sources of Evidence (SOEs, specific criteria that illustrate the intent of each FOM) and FOMs under five domains or components– 1) Transformational Leadership, 2) Structural Empowerment, 3) Exemplary Professional Practice, 4) New Knowledge, Innovation and Improvement, and 5) Outcomes.

The recently published *Application Manual: Magnet Recognition Program* (2008) provides detailed explanations with activities and programs to meet the intent of the five components and major categories. Hospital examples of evidence to demonstrate that the component has been met are unique and not prescriptive. For example, a major category under Transformational Leadership is Strategic Planning. The priorities of the plan are not prescribed; the nursing strategic planning team decides these based on needs, organizational priorities and the mission, vision and values of the facility. Three SOEs require structure and process explanations with examples to illustrate that the intent of the SOE was met. One SOE focuses on the outcomes achieved as a result of the plan.

Conducting a gap analysis using the Magnet framework is an excellent process that informs the CNO, nurse leaders and clinical staff of their strengths, weaknesses and opportunities. The framework provides direction and education for the participants in the gap analysis and subsequent planning processes. This information is based on more than 25 years of research on clinical work environments.

If you are interested in pursuing use of the Magnet framework and would like to partner with a facilitator with extensive experience in the Magnet process, please contact me at (602)538-2548. I would be honored to serve as your guide and partner to enrich your facility's clinical work environment. You may purchase the manual on the American Nurses Credentialing Center website at [www.nursecredentialing.org](http://www.nursecredentialing.org).

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