

## **Multiple Magnet® Designations Case Study Avera McKennan Hospital, Sioux Falls, SD**

Since its initial Magnet designation in 2001, Avera McKennan Hospital stays abreast of changes in Magnet standards and works to ensure it is meeting or exceeding them. The greatest impact of its four Magnet designations is the increased pride that nurses share for achieving such a distinct honor. Nurses demonstrate this pride in their commitment to professional growth and development, as well as active engagement in decision-making on unit practice councils and the hospital's Nurse Governance Council.

Sustaining a Magnet culture is now a nursing strategic goal that includes a dedicated Magnet Program Director, mandatory attendance at the annual Magnet Conference, and a focus on evidence-based practice (EPB). Every nursing unit must complete and present a minimum of one EBP at the hospital's semi-annual Nursing Research Day.

The Magnet journey has driven Avera McKennan to achieve several other key strategic goals, as well. Chief among them, a complete revision of its Nurse Practice Model. Nursing leaders and staff collaborated to research, design, and implement the new model over a two-year period. Nurses from all units and levels engaged in the process, providing input into the preliminary design and final product. As a result, they embrace the practice model, which is now an integral part of the hospital's culture.

Another area of success is the rising rate of BSN-prepared nurses. Avera McKennan's hiring practices now require that all new graduate RNs be BSN prepared, and a BSN is preferred for experienced nurses. Current employees are strongly encouraged to pursue a BSN and all new hires in unit supervisor or nurse educator positions must have one. Consequently, the percentage of BSN-prepared RNs is now 66%, up from 57% just two years ago. Rates are projected to increase to 70% in 2017. Certification rates are higher, too. At the time of the hospital's initial designation, 15% of RNs were nationally certified. Now, more than 43% hold certifications.

Pursuit of Magnet standards sparked important quality initiatives, including medication safety improvements and a reduction in central line-associated bloodstream infections (CLABSI). A multidisciplinary team that included nurses from all levels developed structures and processes to improve the accuracy of patient identification, enhance caregiver communication, and improve the safety of medication administration. The hospital now maintains a better than 90% scan rate at the point of medication administration. In addition, the severity of medication errors has declined at a statistically significant rate.

In 2011, the hospital joined the national On the CUSP program to eliminate CLABSI among transplant oncology and adult ICU patients. Nurses helped create, pilot, revise, and implement

staff education and process changes. In the first year, CLABSI rates decreased 93% in ICU and 25% in Oncology Transplant. Hospital-wide CLABSI rates decreased 25%.

Avera McKennan's nursing leaders offer this advice to others contemplating the Magnet journey: keep a laser-like focus on Magnet standards and be proactive to ensure your organization is meeting them. Attend the annual Magnet Conference to stay up to date, learn best practices, and ignite an organization-wide passion for Magnet.

**About the Magnet Recognition Program®**

The Magnet Recognition Program® recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice. Consumers rely on Magnet designation as the ultimate credential for high quality nursing. Developed by the American Nurses Credentialing Center (ANCC), Magnet is the leading source of successful nursing practices and strategies worldwide.