Impact of Magnet®: Financial, Quality, Safety & Employee Engagement

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Hallmark Health System, Inc.

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Hallmark Health System, Inc.
Melrose-Wakefield Hospital

- 174 inpatient beds including:
  - Medical/surgical care
  - Mother/baby and special care nursery
  - Oncology/hematology
  - Inpatient psychiatric care
  - Bariatric surgery
Outpatient services including:

- Emergency care
- Cardiac care and catheterization lab
- Diabetes management and treatment
- Surgical Day Care and Endoscopy
Hallmark Health System

- Lawrence Memorial Hospital of Medford
  - 98 inpatient beds
    - Medical/surgical care

![Image of Lawrence Memorial Hospital of Medford](image-url)
Hallmark Health System

- Outpatient services including:
  - Emergency care,
  - Urgent care
  - Cardiology
  - Diabetes management and treatment,
  - Surgical Day Care and Endoscopy
  - Geriatrics/medical-psychiatry
  - Center for Weight Management and Weight Loss
  - Sleep Center
Hallmark Health System

1. Melrose-Wakefield Hospital
2. Lawrence Memorial Hospital
3. Stoneham Outpatient Campus
   - CHEM Center for MRI
   - CHEM Center for Radiation Oncology
   - Hematology and Oncology Center
   - Comprehensive Breast Center
   - Montvale PET/CT
4. Hallmark Health Medical Center, Reading
5. Malden Family Health Center
6. Hallmark Health VNA and Hospice
7. The Dutton Center/Adult Supportive Day Care
8. Hallmark Health Medical Associates
Hallmark Health System & Magnet

- Hallmark Health System achieved Magnet Designation in April, 2014 following a more than five year journey
- There is a business case for achieving and maintaining Magnet designation
1980 American Academy of Nurses study identified factors associated with attraction and retention of nurses

- 165 hospitals nominated
- 42 hospitals designated
- Identified as “Magnet” Hospitals given that they could attract and retain nurses
Historical Perspective

- 1990 American Nurses Association (ANA) Board of Directors approved a new Magnet Hospital Recognition Program
- 1991 American Nurses Credentialing Center (ANCC), a branch of ANA, assigned program oversight to the ANCC Commission on Magnet Recognition
- 1994 Pilot project (study) with 5 hospitals using new standards
Historical Perspective

2017

- 448 designated Magnet facilities in 45 states,
- 3 in Australia,
- 2 in Saudi Arabia,
- 1 in Canada and
- 1 in Lebanon
Magnet Trivia

- States with the most Magnet Hospitals
  - Illinois..............41
  - Texas..................35
  - Pennsylvania...........30
  - Ohio........................29
  - California..................33
  - New York.....................25
  - Florida......................22
  - New Jersey....................21
  - Virginia.....................20
  - Indiana........................14
  - Michigan......................12
  - Wisconsin.....................11
  - Massachusetts................9
Magnet Process

APPLICATION
- Submission of documents
- 2 years to complete the process

DOCUMENTATION
- Organization provides details
- Meet the standards
- 14 forces of magnetism

APPRAISAL & SITE VISIT
- Examine Documentation
- If it meets the program expectations
- Site visit is scheduled

NOTIFICATION
- Appraisers submit the final report
- ANCC decision
- Designation
Cost of Magnet

- **Time:**
  - Average of 4.25 years to attain Magnet status (Jayawardhana, 2014)

- **Expenses:**
  - ANCC fees
  - NDNQI costs
  - Document preparation
  - Site visit expenses
  - Annual estimate: $100,000 to $600,000 depending on size of organization
Cost of Magnet

- Other expenses:
  - Structural changes:
    - Shared governance meetings
    - Non-productive and administrative time and expense
  - Benefit expenses:
    - Certification support
    - Tuition reimbursement
    - Support for flexible scheduling
  - Investment in research
    - Support for evidence based practice
Cost of Magnet – The Positive

- Magnet designation is positively & significantly linked with inpatient revenues (RWJF, 2014)

- Estimated 3.89% increase in net inpatient revenue
Cost of Magnet – The Positive

- Revenue increase attributed to improvements in:
  - Nursing productivity
  - Patient outcomes with impacts on length of stay
  - Innovations in care
  - Improvements in nurse-sensitive aspects of care

- Improvement in expense control:
  - Reduced nursing turnover
  - Decreases in nursing vacancy rates
Hallmark Experience

- Estimated annual expense:
  - $50,000 which includes ANCC fees, NDNQI expense, research initiatives and document preparation
Hallmark Experience

Impact on achievement of BSN rates:
Hallmark Experience

- Impact on achievement of nursing certification rates:

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<th>Series1</th>
<th>% of Eligible Nurses Certified</th>
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Certified RNs
Hallmark Experience

- Impact on professional nursing practice
Quality Impact of Magnet

- Magnet hospitals have:
  - Fewer falls with injury
  - Lower risk of hospital acquired pressure ulcers
  - Decreased mortality rates
  - Shorter lengths of stay

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<th>Category</th>
<th>% w/ Risk Assessment</th>
<th>% w/ Risk Assessment Performed within Last 24 Hrs</th>
<th>% at Risk and had Fall Protocol</th>
<th>% Having Restraints in Use at Time of Fall</th>
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Note: Bold figures indicate a significant difference from the mean. Please see pl. *Comparative Information.* for complete explanation of this significance test.
Quality Impact of Magnet ~ Evidence

- Hospital acquired pressure ulcers Stage II or greater
  - Berquist: Risk 32% lower in Magnets P <0.001
  - Goode: Risk slightly less P <0.10
  - Mills: No difference P 0.282
Hallmark Experience with Quality

Wound care champion program implemented in 4th quarter of 2015 with wound care champions on every unit.

![Graph showing Prevalence of HAPU Stage II or Greater]
Hallmark Experience with Quality

Fall issue noted on the Medical and Surgical units during 1Q16. As a result the Falls Team was re-energized.
Employee Engagement and Magnet

- **Turnover**
  - Cost of turnover per RN is $42,000 to $64,000 (Advisory Board)
  - Cost estimated at 0.75 to 2 times the RN salary
  - Magnet

- **Vacancy**
  - Magnet vacancy 3.64% versus 8-16% nationally

- **Agency Use**
  - Cost estimated at additional $40-60 per hour differential for each position
Hallmark Experience with Employee Engagement

- Nursing turnover:
  - reduced from 12% to 8.6%

- Nursing vacancy:
  - reduced from 10% to 2%

- Nursing agency use:
  - reduced from $250,000 to $0
Hallmark Experience with Employee Engagement - Turnover

LMH Nurse Turnover (% FTE RN)

<table>
<thead>
<tr>
<th>% FTE RN Turnover</th>
<th>ICU</th>
<th>W2</th>
<th>S1</th>
<th>W1</th>
<th>ED</th>
<th>Endo</th>
<th>OR</th>
<th>PACU</th>
<th>Card Rehab</th>
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<td>10.17%</td>
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Avg. 9.29%
Hallmark Experience with Employee Engagement - Turnover

MWH Nurse Turnover (% FTE RN)

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<th>Med5</th>
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<th>Med6</th>
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<th>M/B</th>
<th>L/D</th>
<th>ED</th>
<th>Card/Endo</th>
<th>Endoscopy</th>
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Avg. 4.56% (System 6.26%)
Hallmark Experience with Employee Engagement - Turnover

![Nursing Turnover Labor and Delivery Chart](chart.png)

- Pre-Intervention
- Intervention
- Post-Intervention

Hallmark Health
Hallmark Experience with Employee Engagement – Staffing Agency Use

Agency Use in Mother Baby

- Pre-Intervention
- Post-Intervention
- Intervention

Agency Use
National Mean

Hallmark Health
Hallmark Experience with Employee Engagement – Nursing Satisfaction

Melrose Wakefield Hospital
NDNQI Results 2015 - 2016

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Hallmark Experience with Employee Engagement – RN to RN Interaction

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Summary

- The evidence is clear:
  - Magnet focuses on engaging and retaining an effective nursing workforce
  - The Hallmark experience parallels that of other Magnet hospitals in realization of:
    - Improved patient outcomes
    - Increased nursing productivity
    - Improved patient experience
The national nursing shortage is estimated to reach from 500,000 to 1 million in the next 15 years.

Investing in improvements within the nursing enterprise is logical and prudent.
References


References

