Supplemental Digital Content Table 2

Additional CNO Comments

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| **Theme/Sub-Theme** | **CNO Comments** |
| **Keeping the Magnet Fires Burning**: Being Deliberate about the System You are Creating | Several respondents indicated that leadership succession planning was essential in developing and positioning future nurse leaders (at all levels). Visibility and accessibility to staff was also noted to be very important. One cited a director/manager presence program which “… requires that they work a nightshift and a weekend shift every quarter…and that they all take one holiday a year.” Another discussed “grooming one of her CNOs with a DNP project using Summit data to create a nursing leadership development program” One CNO stated that “…one of the secret sauces for us has been really having a robust leadership council…we’ve supported substantial resources; meet once a month with about 200-300 front line care providers, breaking it out into different groups, quality, practice; we even have a separate breakdown for Magnet excellence; I think this ongoing structural engagement is critical.” Including schools of nursing and faculty in the Magnet journey was also a strategy to link rich resources with the organization and Magnet. Many indicated “…consulting with other CNOs regarding their experiences with documentation, site visits, and other Magnet-related topics” was a key component of their role as Magnet CNO.  |
| **Keeping the Magnet Fires Burning**: Remaining Vocal, Visible, Accessible, and Self-Aware | Also discussed was “…being able to leverage new and innovative ideas, thoughts, and experiences from other CNOs, experts, and organizations”. Having Self-Awareness was identified as: “…recognizing that it takes a lot of effort and time to attain and sustain Magnet”; “…being realistic about the time it takes to change culture”; and “…thinking systematically and methodically.” One CNO recounted “Becoming Magnet has to be part of your inner being”; while another stated “Attaining Magnet was our heart and soul”, and that they would do everything to maintain it. “Embedding a lot of activities in your daily work” and “…keeping the momentum going in times of stress” were essential in sustaining the culture and accomplishments.  |
| **Honoring the Nursing Voice:**Nurturing and Energizing Shared Governance | Several strategies were employed: …”finding staff with specific interests a appointing them to that committee”, “creating lots of opportunities for staff involvement at local and departmental levels”, “developing and managing a career ladder”, and “developing leadership and staff taking on chair of SG committees. One CNO verbalized that their staff …”came up with a new professional practice model that really resonates so much better with the nursing staff and they were so excited about that process, (creating the new model” gave us an opportunity to re-light the fire and get people excited about the opportunities about Magnet designation provides for us”. Staff nurses were involved in the development of the strategic plan: “(It)…wasn’t just a document that sat on a shelf that nobody looked at. It really drove a lot of our activity, and because staff helped to create it, they felt lots of ownership and pride for it as they ticked off things year by year”. It was noted that there must be flexibility … “to revise and/or modify in order to address current healthcare, nursing, organization needsOne noted “…our strongest point is our professional practicing nurse”; another, “…making nursing care and role in care delivery very visible” was of utmost importance, as was “…creating lots of opportunities for staff” to participate in SG and organizational initiatives. “Garnering support from all hospital departments and staff” was essential. Several discussed “…sponsoring all levels of staff to attend the annual Magnet conference and related classes”, and “budgeting for Magnet Champions, SG councils and other related Magnet activities.”  |
| **Honoring the Nursing Voice:**Attaining the Magnet Self-Fulfilling Prophecy | Rewards and acknowledgements were key to demonstrating accomplishments and the excellence in outcomes. “Magnet allows us to showcase and celebrate work”. “We’ve done a lot around recognition internally of stars, people focused on values, dignity, service, and justice”;” Transitioning from giving unit awards for accomplishments to awards related to the five model components;” and “winning the Magnet Nurse of the Year (from ANCC) was fantastic!”. |
| **Cultivating Teamwork Sustains the Success:**Lifting the Entire Organization Through Collaboration | “Staff involved in quality activities are talking investment and dollars (and ROI).” “Creating end-of-year reports regarding clinical outcomes and (other key) accomplishments” for dissemination widely to key stakeholders is an important method to communication nursing and team efforts. One CNO indicated that when you empower staff (e.g., with quality monitoring), …”putting them in charge of their own destiny and support them, really support them-not in a way that is, you know, symbolic- but really support them- then you grow the environment.” “(Magnet) is a commitment by nurses, but it really is a team effort that results in an organization to achieve Magnet status. We couldn’t do this by ourselves…it is definitely an interdisciplinary commitment as well; we need to have good outcomes.” CNO reflections included the following: “Being a complex organization, we have lots of interdisciplinary teams so there is a lot of collaboration;” “Nursing led the way for other disciplines in the organization;” “(other departments) looking at nursing success with Magnet and (therefore) patterning things in their own departments”. They reported “…creating MDRN collaboration models,” “integrating other disciplines into shared leadership,” and “establishing a Magnet MD Champion.” Regarding outcomes, one CNO stated: “You can’t specifically say they are related to nursing per se. The nurse-sensitive indicators certainly more lend to that, but even those require inter-professional cooperation. And so we recognized that the Magnet designation is an organizational designation that’s reflective of the culture.The importance of involving nurses into quality initiatives is instrumental in Magnet-designated organizations. CNOs reported “…embedding direct care nurses on a lot of quality teams”; “constantly monitoring nurse sensitive indicators”; “… nurses from all shifts haveparticipated leading to important successes.” One respondent shared her convictions about her nurses: “I trust nurses with patient’s lives, then I also trust them with the quality data to improve those lives”.  |
| **Cultivating Teamwork Sustains the Success:**Driving Practice Changes | As staff were encouraged, mentored, and supported to return to school for an advanced degree, they were able to conduct their EBP project or research within their organization. One CNO described EBP as “…being in the drinking water”- it just became a fact of work life for the staff. One CNO reported riding in the front of an elevator with several nurses in the back: “I heard two OB nurses talking and they said do you think we’re using the latest evidence in cord care? And there were lots of I don’t knows. And they said, well, we really need to be looking at that. I thought, oh my, it’s even in the elevator!” |
| **Cultivating Teamwork Sustains the Success:**Sharing Best Practices | Priority focus was given to attending the annual Magnet conference where “…direct care and management staff , CNOs, and Magnet Program Directors shared innovations and established key network connections with other ‘like-minded’ individuals.” These experiences were described as being “…exciting, collaborative, supportive, and truly caring.” |
| **Inspiring and Mentoring the MPD Way:**Knowing All and Writing to the Magnet Standards | For many CNOs, the MPD is “just on the spot. She knows her stuff…that could keep me up at night if [something] were to ever happen to her.” Reflecting on the importance of the MPD role, a CNO shared the MPD is always “keeping track of what’s going on with Magnet updates.” |
| **Inspiring and Mentoring the MPD Way:**Reinvigorating the Organizational Culture | The MPD was referred to as “being a cheerleader” by “encouraging creativity” and “creating contests” and “sharing ‘graciously’ different ideas from all over” which indicates the concept of enculturation and engagement as tenets of a Magnet culture. The MPD’s “style for leadership and staff engagement…has been incredibly well received “[as] enthusiastic without being maniacal.” The staff also views the MPD as leading the “Magnet guru” because there is a “lot of visibility with staff…a lot of communication out [to staff].” |
| **Inspiring and Mentoring the MPD Way:**Maintaining a Strong Relationship with the CNO | The relationship between the CNO and MPD is critical in ensuring the success of the organization’s Magnet journey because as one CNO puts it “I’m very involved in it. We run it arm-in-arm” and “I wouldn’t want my MPD to go anywhere else.” |
| **Stirring the Secret Sauce:**Garnering CEO and Board Support | .Most all respondents reported that the executive team financially sponsored key staff and leaders to attend Magnet-related conferences. In addition, CEOs and board members “…also attended the annual Magnet conference which sends a big message to staff.” “CEO even discusses it during an interview with a new board member…and he discusses it in orientation (with new staff).” “The CEO is a big believer; he said it was more about the journey than getting there, and was really getting it.” During interviews, potential medical staff also ask if the organization is Magnet-designated. |
| **Stirring the Secret Sauce:**Ensuring CNS Alignment with Magnet Strategies | One CNO reported choosing a CNS as a Magnet Program Director who was “…was credible to all levels of staff within nursing and across the organization.” It was important to “align CNSs work with organizational strategic initiatives and Magnet priorities,” “…using CNS skills for coordinating transitional care programs; and redeploying CNSs to bridge across acute care to the community.”  |
| **Monitoring and Constant Vigilance:**Identifying and Confronting Challenges Head-On | One CNO commented the need to continually monitor Magnet standards specific to the changing workforce: …” will it hold up over time with Millennials and future workers?” Another stated “I think we have to be careful from an industry perspective of taking a snapshot in time and saying it is reflective of the culture.” Overall, keeping Magnet in the forefront of people at all times and creating a “sense of urgency” is critical. “It (Magnet) is a way of life…”it is who we are as nurses within the organization, and also a part of our future.” “I had to make really difficult changes from the people perspective in light of Magnet; chose not to touch the bedside; chose to make a really lean management structure”. One person noted that “ staffing standard dropped from 50th percentile to 25th percentile”. They reported “…using CNSs in staffing sometimes”; “ensuring that this rich resource was not lost”; “…redeploying them across the continuum”; and some “role ambiguity due to changing roles”. Also stated was that “…they were down to bare bone APNs who used to facilitate a lot of quality work that had to be shifted to other (less qualified) staff.”  |
| **Monitoring and Constant Vigilance:**Achieving Re-designation is No Cheap Date | “Having executive, management, clinical staff retirement and turnover” created both opportunities and challenges in the recruitment, orientation, and socialization of the new person(s) into the Magnet environment. One CNO stated: “(Magnet) helps lift the entire organization and strengthens the brand of the organization. So, I think the ROI or the business case to support it becomes pretty clear.” One CNO said that “…every dollar and dime right now have got to truly correlate to outcomes.” |
| **Monitoring and Constant Vigilance:**Avoiding Magnet Slippage | Another’s opinion was “I think the slippages come from (when) people get all excited after the designation phone call and then they don’t see it again (excitement) until it comes the next time.” And, “there is slippage in enthusiasm around Magnet sort of after the first year but then it starts to pick up again. But I don’t think we’ve ever stopped having the culture of SG. The slippage for me is enthusiasm” at the unit around unit councils. It’s their participation sort of drops off year 2 then picks back up at year 3 and 4.” |