

Multiple Magnet® Designations Case Study Aurora St. Luke's Medical Center, Milwaukee, WI

Since Aurora St. Luke's Medical Center first received Magnet designation in 2001, the healthcare environment has changed significantly. Outcomes occupy center stage. What began as a need for quality patient care has developed into an expectation of continuous improvement. The transition required agility and dedication to Magnet standards and nursing excellence. Now, nurses at all levels participate in outcome-focused initiatives, using data to drive interventions and evaluate change.

Aurora St. Luke's biggest challenge in maintaining Magnet designation was the need to manage multiple priorities to support sustained outcome achievement. Restructuring at the site level to ensure dedicated resources was critical to success. These resources allow for increased nursing representation on inter-professional healthcare teams and support the influence of nursing on patient outcomes. Nursing's voice was never stronger than it is right now.

Specific processes were adapted to create an environment that highlights outcomes and enables stakeholders to address opportunities for improvement. For example, agenda and minutes templates were adjusted to include strategic priorities and drive projects that serve as sources of evidence. These documents are tools to reinforce the components of a Magnet organization and ensure that nursing outcomes are addressed on a regular basis. Development of unit shared governance council charters to include outcome metrics promote goal setting and achievement.

Clinical nurses have the support necessary to lead, make decisions, and influence both their practice environment and patient outcomes. New opportunities for involvement occur on a regular basis so nurses across all departments can participate in solutions.

The organization has embraced new technology to facilitate this process. The Knowledge-Based Nursing Team embeds nursing best evidence into the electronic health record, making it easily accessible to all clinicians. Notable organizational nursing outcomes include increased participation in nursing research and innovative avenues for communication.

Clinical practice is influenced by the work of nurse champions focused on the achievement of quality outcomes in areas such as pressure ulcer prevention, pain management, patient safety, infection prevention, and more. Champions are empowered to improve care through evidence-based practice and quality improvement projects. Each unit's dyad leadership team, composed of a patient care manager and clinical nurse specialist, supports and works with the area clinical nurse council to identify improvement opportunities, strategize solutions, and celebrate success.

Aurora St. Luke's professional nursing certification rates steadily increased over the past 14 years. Certification is now incorporated into the nursing professional advancement model and

supported through individual and area goal development. Currently, 73% of clinical nurses hold a BSN and 1% hold an MSN. All nursing leaders hold a minimum of a BSN, with 50% holding an MSN or higher.

For others looking to achieve Magnet designation, Aurora St. Luke's recommends a strong infrastructure with dedicated resources to support nursing excellence. Development of dynamic, engaged, and enthusiastic clinical nurses leads to success. The ability to sustain nursing excellence and Magnet designation hinges on a healthy nursing culture with outcomes in mind.

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.