

Trending models of Magnet® Project Director resource allocation in Virginia



Author(s): Susan Winslow, DNP, RN, NEA-BC, Lesley Cook, MSN, RN, NE-BC, and Lynn Goodloe, MS, CNRN, NE-BC

Abstract

The purpose of this project was to perform a descriptive comparison assessment of the Magnet® Project Director (MPD) role throughout Virginia and identify common themes and variations in the manner the role is being fulfilled and sustained. In response to the changing way in which the role has shifted regionally new job profiles have been established and implications for this role are shared.

Background

An increased turnover rate was observed of MPDs in organizations in the Virginia Magnet[®] Consortium. The Consortium is an informal network of active American Nurses Credentialing Center (ANCC) Magnet[®] organizations. The Consortium has been in existence since 2005 to unify efforts to foster nursing excellence in the Commonwealth by building upon organization's collective Magnet[®] experiences. MPDs, nursing research leads, and Chief Nursing Officers (CNOs) meet routinely to mentor new members, network, and share best practices. There are 422 current Magnet[®] designated facilities with 20 of those facilities in Virginia (ANCC, October 2015).

Review of the Literature



Methods

To assess the manner in which organizations were supporting the MPD role, a survey was conducted of Virginia Magnet® Consortium designated and active status hospitals, using a non-experimental descriptive design. The survey was conducted in the fall of 2014 on the data set of current MPDs in the Commonwealth. The request was sent electronically to all MPDs using work email accounts with a request for uncompensated participation over the 60 day data collection period. Information on bed size, role within the hospital, formal title, number of RN full time equivalents, reporting line to the CNO, work status, tenure, operational responsibilities, educational preparation, certification, and role responsibilities were collected and studied. Means and ranges were analyzed to describe continuous key study variables. In addition, dimensions of self-reported succession planning and onboarding were captured.

Results

Variables	Survey Findings
Bed Size	Ranged from 100 to > 500
# of FTEs	Majority with 250-499 FTEs
Organizational Level of MPD	Director - 47%
	Manager - 35%
	Coordinator - 12%
Tenure in Nursing	Ranged from 2 to > 20
Tenure as MPD	< 1 year - 10%
	0 -2 years 41%
	2-5 years - 41%
Educational Preparation	Majority Master's prepared - 71%
Professional Certification	Majority Currently Certified - 82%
Reporting Structure	Majority Reported to CNO- 71%
Additional Responsibilities	Administrator for NDNQI
Orientation to MPD Role	Focused on Magnet Manual
	Documentation Preparation

ANCC Perspective

ANCC's Director of Magnet Operations was contacted for commentary of the intent and perspective on the MPD role. The Director noted that after many interactions with MPDs, Magnet views the MPD as a key resource on the Magnet journey, and must be included as a valued member of the healthcare team where mutual respect and collaboration are shared.

They advise that the MPD structurally should:

- report directly to the CNO
- actively participate as a member of the executive nursing leadership team
- have education and credentials to evaluate and articulate outcome data
- believe in and have the ability to execute the vision of the CNO.

Skills, abilities, and experiences should include:

- strong leadership aptitudes
- effective communication talents
- adept relationship building, including the capability to guide and mentor
- exceptional ability to manage complex projects
- significant time management skills.
- (J. Moran, personal communication, June 3, 2015)

Implications

Sustainability of the leaders in the Magnet Program Director role takes:

- · Strategic thinking
- · Creativity in organizational roles
- · Constant focus on responsibilities that support nursing excellence and professional nursing practice



For more information contact

Susan Winslow, Sentara HealthCare System Director of Nursing Professional Practice at sawinslo@sentara.com or phone 757-345-4135

References