How Baldrige and Magnet® are Successful Together

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Topics

- Tale of two designations: Baldrige Performance Excellence and the Magnet Recognition Program®
- Framework and Structure
- Crosswalk of Baldrige and Magnet®
- Baldrige and Magnet Together
- Lessons Learned

Challenging Times (1997)

- Community hospital serving Fort Collins, Colorado
- 1,500 employees, 300 independent physicians & 575 volunteers
- 24% annual employee turnover
- 5 CEOs in 4 years
- $250 million in annual revenue
- Changing healthcare market
- Demand for physician integration
Where Our Journey Started (1997)

- Leadership: Find an improvement model
- Decision: Baldrige National Quality Program

<table>
<thead>
<tr>
<th>Year</th>
<th>Baldrige</th>
<th>Magnet®</th>
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</thead>
<tbody>
<tr>
<td>1997</td>
<td>Journey to Performance Excellence begins</td>
<td>Journey to Magnet Excellence® begins</td>
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<td>1998</td>
<td></td>
<td></td>
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<tr>
<td>2000</td>
<td>1st application</td>
<td>PVH 18th hospital in nation to receive Magnet recognition, 1st in Colorado</td>
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<td>2004</td>
<td>State Quality award</td>
<td>PVH Magnet re-recognition</td>
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<tr>
<td>2008</td>
<td>National Baldrige award &amp; State Quality award 2nd time</td>
<td>PVH Magnet re-recognition</td>
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<td>2009</td>
<td></td>
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<tr>
<td>2010</td>
<td></td>
<td></td>
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<tr>
<td>2012</td>
<td>State Quality award 3rd time</td>
<td></td>
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<tr>
<td>2014</td>
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Tale of Two Designations

- Baldrige assesses whole organizational system
- Magnet® focuses on nursing excellence
  - Creates a journey for nursing excellence
  - Improves job satisfaction, quality of patient care and promotes world class healthcare
  - Aligns nursing initiatives to meet the mission, vision and strategic objectives
  - Creates an innovative environment where strong professional practice flourishes
Tale of Two Designations

- Focus on similar outcomes
- Structured, well defined process
- Share a common language

Performance Excellence Framework: A Systems Perspective

Foundations of the Magnet® Model
Crosswalk Baldrige and Magnet®

<table>
<thead>
<tr>
<th>Magnet® Model Components</th>
<th>Baldrige Categories</th>
<th>Magnet Outcomes</th>
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</thead>
<tbody>
<tr>
<td>Transformational Leadership</td>
<td>Leadership</td>
<td>Nurse satisfaction survey — Foundation for Quality of Care</td>
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<tr>
<td>Structural Empowerment</td>
<td>Workforce Engagement</td>
<td>Participation in hospital affairs</td>
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<tr>
<td>Exemplary Professional Practice</td>
<td>Focus on Patients, Customers and Markets</td>
<td>Nurse sensitive indicators — unassisted falls, pressure ulcers, catheter-associated UTIs, central line-associated bloodstream infections, ventilator-associated pneumonia</td>
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<tr>
<td>New Knowledge, Innovations &amp; Improvements</td>
<td>Measurement, &amp; Analysis, Improvement of Organizational Performance</td>
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<tr>
<td>Empirical Outcomes</td>
<td>Healthcare Outcomes</td>
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</tbody>
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Results

- February 2014: 4th Magnet® re-recognition
- 6 exemplars
  - Clinical outcomes – falls, pressure ulcers, restraints, UTIs
  - Use of internal resources – clinical nurse specialist, hospitalist RN
  - Community Case Management
  - Patient Satisfaction
  - Nurse Satisfaction
  - Research — evidence-based practices

Baldrige and Magnet® Together

- Create successful organizations
- Focus on quality, innovation, and finding areas of improvement
- Complement the other, and address areas that the other does not
- Identify the best approach and deploy that throughout the organization
- Engage the workforce
- Produce professional work environments
Lessons Learned

• Focus on what’s best for the patient - create purpose & pride
• Emphasize both Baldrige and Magnet® are based on evidence-based practice
• Capitalize on existing committee structures
• Recognize both have a foundation of structure, process and outcomes
• Use one process improvement methodology
• Involve nursing and non-nursing in making improvements - benefit from differing perspectives

Lessons Learned

• Crosswalk the responses between applications, it’s cost effective and an additional way to identify best practices
• Magnet® recognition and Baldrige designation attract high quality workforce, not just nurses
• Physicians attracted to well-run organizations with high quality nurses and high quality clinical non-nursing staff

Additional Information:
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