



OVERVIEW OF ANCC

# Magnet Recognition Program®

Magnet™ hospitals create environments that foster nurse retention and quality care.

**ANCC**  
AMERICAN NURSES  
CREDENTIALING CENTER

Visit [www.nursecredentialing.org/magnet](http://www.nursecredentialing.org/magnet) to get more information and to download forms about ANCC's Magnet Recognition Program. >>

# Magnet Recognition Program®


The gold standard for nursing excellence.

The Magnet Recognition Program® was developed by the American Nurses Credentialing Center (ANCC), based primarily on research conducted by the American Academy of Nursing, to recognize healthcare organizations that provide the very best in nursing care and uphold the tradition of professional nursing practice. The program also provides a vehicle for disseminating successful practices and strategies among nursing systems. Regardless of a healthcare organization's size, setting, or location, achieving Magnet™ recognition serves to attract and retain quality employees.

## Why Magnet Matters

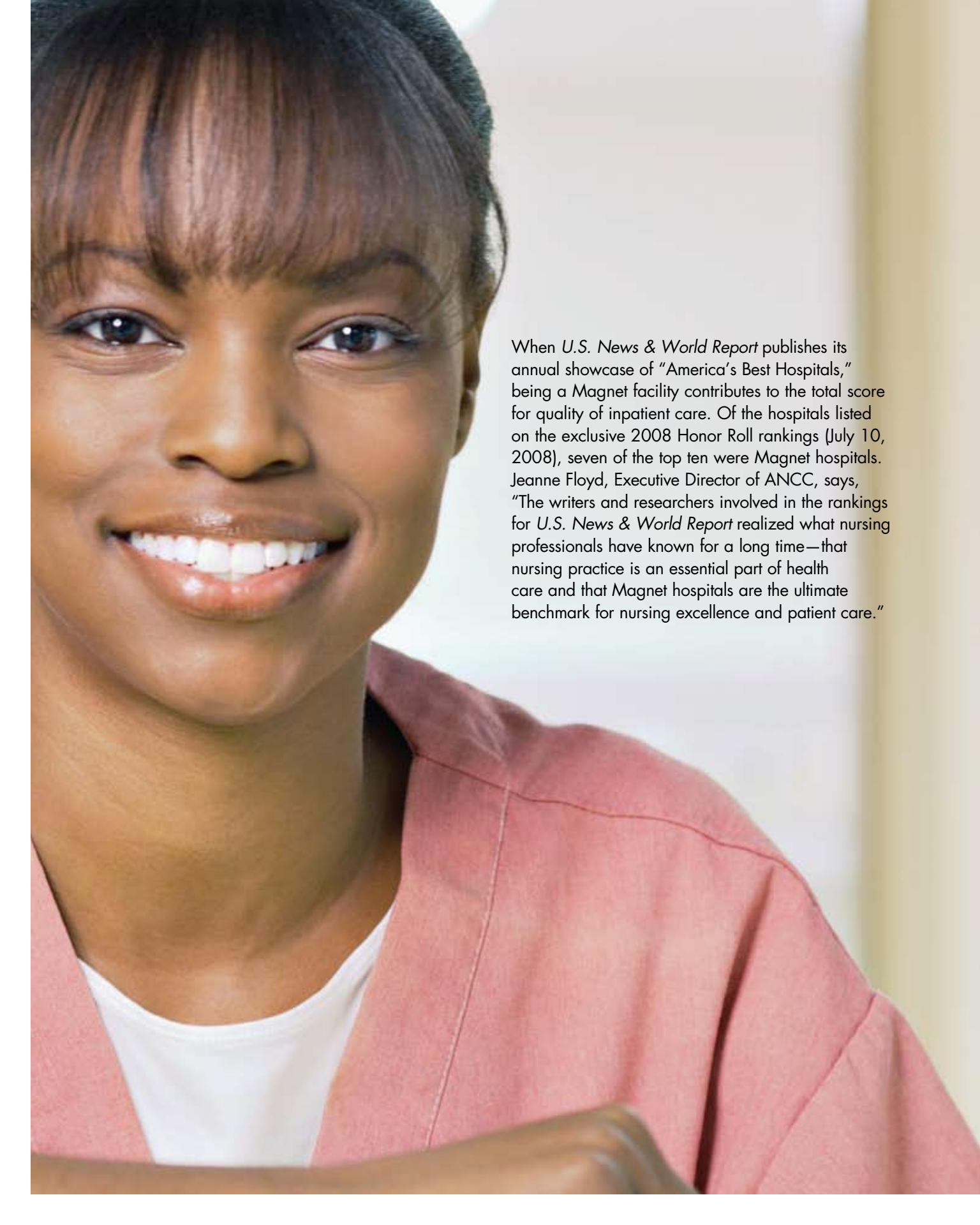
Magnet designated organizations report a variety of internal staffing benefits and show marketplace competitive advantages including:

- >> Lowering employee turnover rates
- >> Increasing public confidence in the overall quality of the organization
- >> Creating a culture of empowerment, respect, and integrity for all employees
- >> Reinforcing collaborative working relationships among staff as well as between staff and patients
- >> Boosting employee morale by recognizing the quality of the nursing program and the individual nurses
- >> Increasing market share due to increased use by both consumers and healthcare plans
- >> Attracting the highest quality nurses, physicians, and specialists

A photograph of a young woman with dark hair pulled back, wearing a green short-sleeved nurse's uniform with white piping on the collar and cuffs. She is smiling warmly at the camera. In the background, another woman in a light purple uniform is visible but out of focus. The setting appears to be a hospital or clinic with bright, clean lighting.

“Nurse Magnet hospitals are where the best nurses work, the morale is highest, and the hospital has the most resources. You want to be where the nurses want to be.”

Dr. Mehmet Oz and Dr. Michael Roizen  
authors of *YOU: The Smart Patient* on  
ABC News “Good Morning America”  
March 30, 2006



When *U.S. News & World Report* publishes its annual showcase of “America’s Best Hospitals,” being a Magnet facility contributes to the total score for quality of inpatient care. Of the hospitals listed on the exclusive 2008 Honor Roll rankings (July 10, 2008), seven of the top ten were Magnet hospitals. Jeanne Floyd, Executive Director of ANCC, says, “The writers and researchers involved in the rankings for *U.S. News & World Report* realized what nursing professionals have known for a long time—that nursing practice is an essential part of health care and that Magnet hospitals are the ultimate benchmark for nursing excellence and patient care.”

# Achieving Magnet Recognition

Magnet recognition is conferred by the ANCC Magnet Recognition Program® when a healthcare organization demonstrates it provides an environment of excellence for nursing practice and patient care. When a healthcare organization invests in the Journey to Magnet Excellence™, they commit to other healthcare professionals and the community that their highest priority is providing quality patient care and a positive practice environment for its employees.

Achieving Magnet recognition for nursing excellence requires successful submission of written evidence and a site visit conducted by a team of professional-nurse appraisers. On site, the appraisers verify that the written evidence is well developed, disseminated, and enculturated throughout all areas where nursing is practiced, and at all levels in the organization.

## Eligibility Requirements

To apply for Magnet recognition, a healthcare organization must meet the following eligibility requirements:

- 1** The applicant organization must exist within a healthcare organization. They may be based in the United States or the international community. All phases of the application review are conducted in the English language.
- 2** The applicant organization must designate one individual as the Chief Nursing Officer (CNO), who is ultimately responsible for sustaining the standards of nursing practice throughout the organization. All areas for which the CNO is responsible for nursing practice must be included in the application, regardless of reporting relationships. The CNO must be an active participant on the applicant organization's highest governing decision-making and strategic-planning body.
- 3** *CNO Education.* The CNO must possess a master's degree. The CNO must possess either the baccalaureate or master's degree in nursing.
- 4** The current American Nurses Association's Scope and Standards for Nurse Administrators must be implemented throughout the nursing system.
- 5** Applicants for Magnet recognition must collect data reflecting nursing-sensitive outcomes/quality indicators at the unit level, assess changes at least quarterly, and compare benchmark aggregate hospital-level performance of that data against a national benchmark database for at least two years prior to submitting written documentation.

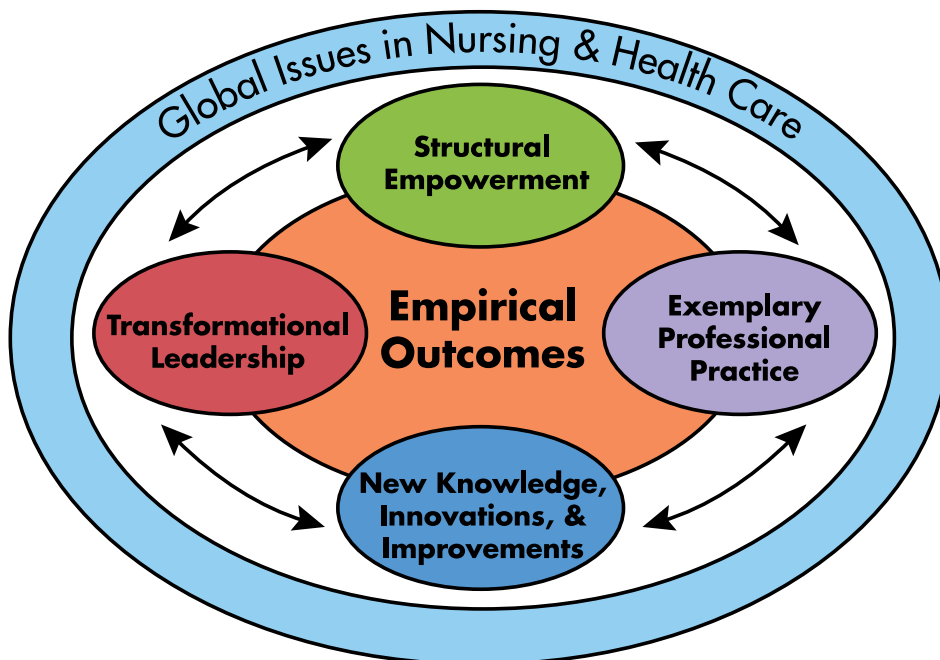
*Nurse Managers.* Seventy five percent (75%) of nurse managers of individual units/wards/clinics must have at least a baccalaureate degree in nursing upon submission of the application, effective January 1, 2011. By January 1, 2013,

100% of nurse managers of individual units/wards/clinics must have at least a baccalaureate degree in nursing upon submission of the application. In the future the Magnet Commission will be moving toward a requirement that nurse managers be prepared at the masters level.

For complete program requirements and detailed instructions on applying for the Magnet Recognition Program, please refer to the Magnet Recognition Program® Application Manual or to the "Application Process" section of the ANCC web site located at [www.nursecredentialing.org/magnet](http://www.nursecredentialing.org/magnet).

# The 5 Model Components

And the Forces of Magnetism that they contain.



Overarching the new Magnet Model Components is an acknowledgment of Global Issues in Nursing and Health Care. While not technically a Component, this category includes the various factors and challenges facing nursing and health care today.

ANCC commissioned a statistical analysis of Magnet appraisal team scores from evaluations conducted using the 2005 Magnet Recognition Program® Application Manual. This analysis clustered the sources of evidence into more than 30 groups. The empirical model yielded from this analysis informed the conceptual development of the new Magnet Model.

To provide greater clarity and direction, as well as eliminate redundancy within the Forces of Magnetism, the new model configures the 14

Forces of Magnetism into 5 Model Components. The new, simpler model reflects a greater focus on measuring outcomes and allows for more streamlined documentation, while retaining the 14 Forces as foundational to the program.

In keeping with the new Model, the Commission on Magnet created a new vision to communicate the importance of Magnet organizations in shaping future changes essential to the continued development of the nursing profession and to quality outcomes in patient care.

# 1. Transformational Leadership

Today's health care environment is experiencing unprecedented, intense reformation. Unlike yesterday's leadership requirement for stabilization and growth, today's leaders are required to transform their organization's values, beliefs, and behaviors. It is relatively easy to lead people where they want to go; the transformational leader must lead people to where they need to be in order to meet the demands of the future. This requires vision, influence, clinical knowledge, and a strong expertise relating to professional nursing practice. It also acknowledges that transformation may create turbulence and involve atypical approaches to solutions.

The organization's senior leadership team creates the vision for the future, and the systems and environment necessary to achieve that vision. They must enlighten the organization as to why change is necessary, and communicate each department's part in achieving that change. They must listen, challenge, influence, and affirm as the organization makes its way into the future. Gradually, this transformational way of thinking should take root in the organization and become even stronger as other leaders adapt to this way of thinking.

The intent of this Model Component is no longer just to solve problems, fix broken systems, and empower staff, but to actually transform the organization to meet the future. Magnet-recognized organizations today strive for stabilization; however, healthcare reformation calls for a type of controlled destabilization that births new ideas and innovations.

# 2. Structural Empowerment

Solid structures and processes developed by influential leadership provide an innovative environment where strong professional practice flourishes and where the mission, vision, and values come to life to achieve the outcomes believed to be important for the organization. Further strengthening practice are the strong relationships and

partnerships developed among all types of community organizations to improve patient outcomes and the health of the communities they serve. This is accomplished through the organization's strategic plan, structure, systems, policies, and programs. Staff need to be developed, directed, and empowered to find the best way to accomplish the organizational goals and achieve desired outcomes. This may be accomplished through a variety of structures and programs; one size does not fit all.

# 3. Exemplary Professional Practice

The true essence of a Magnet organization stems from exemplary professional practice within nursing. This entails a comprehensive understanding of the role of nursing; the application of that role with patients, families, communities, and the interdisciplinary team; and the application of new knowledge and evidence. The goal of this Component is more than the establishment of strong professional practice; it is what that professional practice can achieve.

# 4. New Knowledge, Innovation, & Improvements

Strong leadership, empowered professionals, and exemplary practice are essential building blocks for Magnet-recognized organizations, but they are not the final goals. Magnet organizations have an ethical and professional responsibility to contribute to patient care, the organization, and the profession in terms of new knowledge, innovations, and improvements. Our current systems and practices need to be redesigned and redefined if we are to be successful in the future. This Component includes new models of care, application of existing evidence, new evidence, and visible contributions to the science of nursing.

## 5. Empirical Quality Results

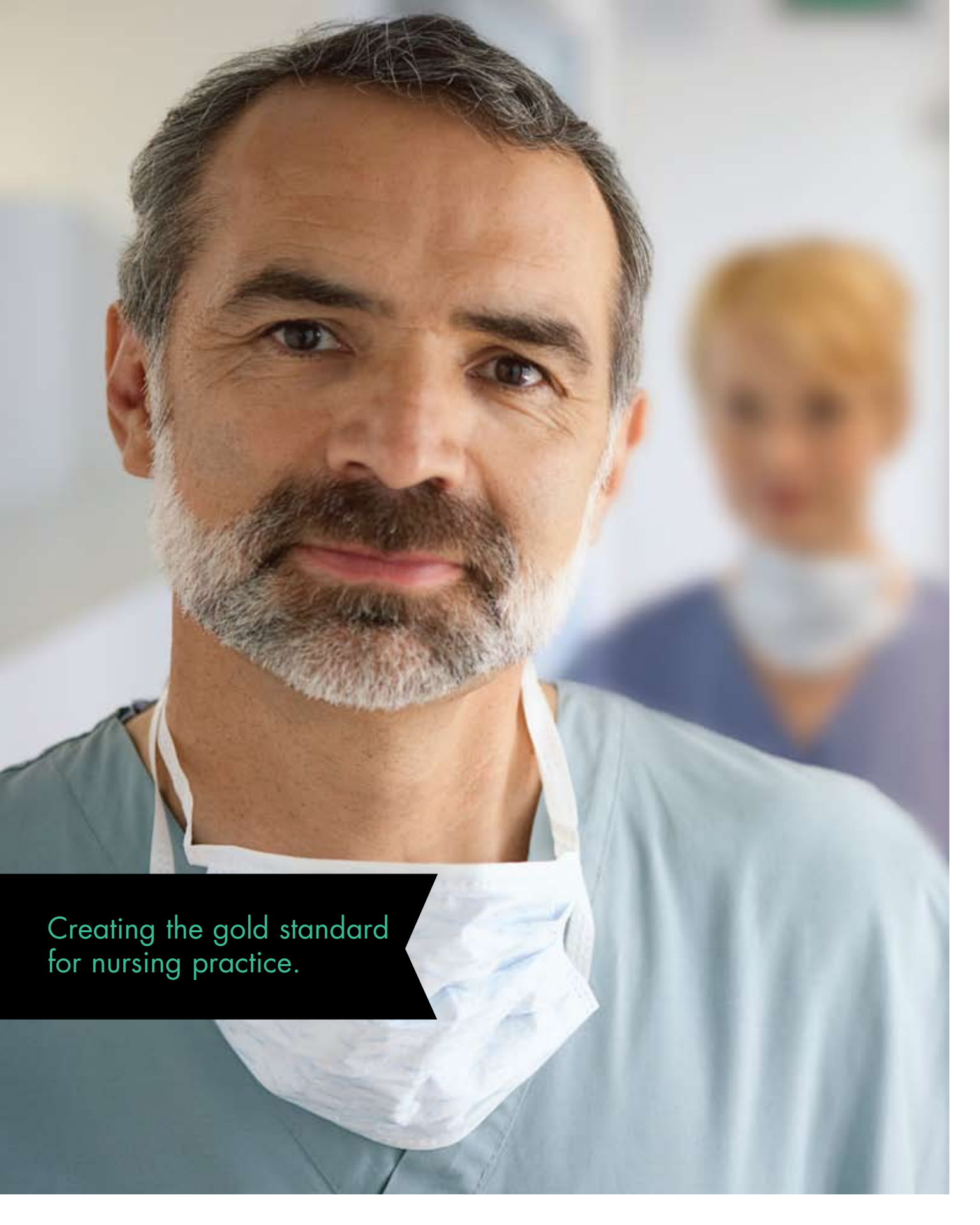
The Magnet recognition program historically focused on structure and process. In the new Magnet Model having a strong structure and processes are foundational. The focus has shifted to the outcomes of these structures and processes and to how these outcomes compare to benchmarks.

In other words, the question is not “What do you do?” or “How do you do it?” but rather, “What difference have you made?” Magnet-recognized organizations are in a unique position to become pioneers of the future and to demonstrate solutions to numerous problems inherent in our healthcare systems today. They may do this in a variety of ways through innovative structure and

various processes, and they ought to be recognized, not penalized, for their inventiveness.

Outcomes need to be categorized in terms of clinical outcomes related to nursing; workforce outcomes; patient and consumer outcomes; and organizational outcomes. When possible, outcomes data that the organization already collects should be utilized. Quantitative benchmarks should be established. These outcomes will represent the “report card” of a Magnet-recognized organization, and a simple way of demonstrating excellence.

MODEL COMPONENTS	FORCES OF MAGNETISM
Transformational Leadership	<ul style="list-style-type: none"> <li>&gt;&gt; Quality of Nursing Leadership <i>Force #1</i></li> <li>&gt;&gt; Management Style <i>Force #3</i></li> </ul>
Structural Empowerment	<ul style="list-style-type: none"> <li>&gt;&gt; Organizational Structure <i>Force #2</i></li> <li>&gt;&gt; Personnel Policies and Programs <i>Force #4</i></li> <li>&gt;&gt; Community and the Healthcare Organization <i>Force #10</i></li> <li>&gt;&gt; Image of Nursing <i>Force #12</i></li> <li>&gt;&gt; Professional Development <i>Force #14</i></li> </ul>
Exemplary Professional Practice	<ul style="list-style-type: none"> <li>&gt;&gt; Professional Models of Care <i>Force #5</i></li> <li>&gt;&gt; Quality of Care: Ethics, Patient Safety and Quality Infrastructure <i>Force #6</i></li> <li>&gt;&gt; Quality Improvement <i>Force #7</i></li> <li>&gt;&gt; Consultation and Resources <i>Force #8</i></li> <li>&gt;&gt; Autonomy <i>Force #9</i></li> <li>&gt;&gt; Nurses as Teachers <i>Force #11</i></li> <li>&gt;&gt; Interdisciplinary Relationships <i>Force #13</i></li> </ul>
New Knowledge, Innovations, and Improvements	<ul style="list-style-type: none"> <li>&gt;&gt; Quality of Care: Research and Evidence Based Practice <i>Force #6</i></li> <li>&gt;&gt; Quality Improvement <i>Force #7</i></li> </ul>
Empirical Quality Outcomes	<ul style="list-style-type: none"> <li>&gt;&gt; Quality of Care <i>Force #6</i></li> </ul>



Creating the gold standard  
for nursing practice.

# The Application Process

## Magnet Recognition Program® Application

The application process involves a rigorous review and analysis of the healthcare organization's commitment to implementing the new Model for Magnet. It consists of four phases:

### *Phase 1: Application*

The applicant completes an electronic application specifying a primary contact person and the settings for which the CNO has responsibility. Applications are accepted throughout the year.

### *Phase 2: Submission of Written Documentation*

The review process begins when the written documentation addressing the required sources of evidence for each model component is submitted by the applicant. This written documentation must reflect the innovative, dynamic, excellence-focused features of the organization that are developed, disseminated and enculturated throughout the organization. It also must demonstrate how the healthcare organization implements ANA's *Scope and Standards for Nurse Administrators* within the organization's structure, leadership, and management philosophy, as well as how the standards are incorporated within the nursing service. The *Magnet Recognition Program® Manual* provides detailed information and instructions for meeting the documentation requirements.

### *Phase 3: Site Visit*

A site visit occurs if the scores for the sources of evidence fall within a range of excellence. The purpose of the site visit is to verify, clarify, and amplify the content of the written documentation and evaluate the organizational setting in which nursing is practiced. Most site visits are three days in duration. The review of the written documentation and the site visit appraisal are conducted by professional, registered nurses with experience in evaluating quality indicators, nursing services administration, and nursing care.

### *Phase 4: Award Decision*

The Commission on Magnet reviews the completed appraisal report to determine if Magnet Recognition status will be awarded. The Commission meets periodically throughout the year to make decisions on Magnet status.

## Once Magnet Recognition is Achieved

If the Commission on Magnet votes to confer Magnet recognition, the healthcare organization is notified immediately. Organizations frequently use this opportunity to advertise their achievement and to recognize their nursing staff. Magnet recognition provides an overall boost not only for the nursing staff, but for the entire organization.

The Commission on Magnet is responsible for monitoring compliance with program standards, criteria, and the sources of evidence. To facilitate this monitoring, reports are required from all designated Magnet organizations.

## Renewal – Keeping the Forces Alive

As an organization approaches the four-year anniversary date of recognition, the Magnet Recognition Program will again examine evidence that it has sustained continued excellence in nursing services.

Learn more  
about the  
Magnet  
Recognition  
Program.

For additional, detailed information on the Magnet Recognition Program®, visit our website [www.nursecredentialing.org/magnet](http://www.nursecredentialing.org/magnet)

#### **Application Manual Magnet Recognition Program®**

If you are considering Magnet recognition for a healthcare organization, this publication is essential for understanding the application requirements. It is the only authorized publication that provides detailed information on the instructions and process for documentation submission. This book is necessary for the preparation of a complete and accurate application for Magnet designation.

#### **ANA Scope and Standards for Nurse Administrators**

This important publication defines the scope and various levels of practice for nursing administration and provides standards of practice and professional performance for this complex nursing specialty.

#### **ANCC-Sponsored Consultation Services**

Magnet consultation services from ANCC are available to assist your organization in developing a Magnet environment. For more information about the consultation services, call 301.628.5235.

#### **Magnet Recognition Program Fee Schedule**

As fees are subject to change from year to year, interested parties should consult the Magnet program web site for the most current rates. All fees are nonrefundable.

#### **Nurse Opinion Survey**

Visit [www.nursecredentialing.org/magnet/snsurvey](http://www.nursecredentialing.org/magnet/snsurvey), or call 1.800.284.2378 to learn more about this important opportunity for nurses to provide feedback to the Magnet program. Responses to this 26-item survey are analyzed for trends and current issues. Nurses may respond anonymously if they choose. When a facility is identified in a survey response, the feedback is shared with appraisers as public comment without revealing its source.

#### **Magnet Products and Recognition Items**

Various promotional items bearing the Magnet logo are available from our on-line store at [www.nursecredentialing.org/magnet/buymagnetproducts.aspx](http://www.nursecredentialing.org/magnet/buymagnetproducts.aspx).

The American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association (ANA), provides individuals and organizations throughout the nursing profession with the resources they need to achieve practice excellence. ANCC's internationally renowned credentialing programs certify nurses in specialty practice areas; recognize healthcare organizations for promoting safe, positive work environments through the Magnet Recognition Program® and the Pathway to Excellence Program™; and accredit providers of continuing nursing education. In addition, ANCC offers an array of informational and educational services and products to support its core credentialing programs.

ANCC is the world's largest and most prestigious nurse credentialing organization. ANCC certification exams validate nurses' skills, knowledge, and abilities. More than a quarter million nurses have been certified by ANCC since 1990. More than 75,000 advanced practice nurses are currently certified by ANCC.

The ANCC Magnet Recognition Program recognizes healthcare organizations that provide the very best in nursing care and professionalism in nursing practice. The program also provides a vehicle for disseminating best practices and strategies among nursing systems. The ANCC Magnet Recognition Program is the gold standard for nursing excellence.

ANCC Accreditation of a continuing nursing education program is the hallmark of quality. ANCC is the nation's leader in accreditation of continuing nursing education programs.

ANCC produces a variety of educational services and products to support those seeking certification, Magnet recognition, or accreditation. Review and resource manuals, review seminars, and web-based learning all support individuals who are on the path to certification. ANCC's National Magnet Conferences, workshops, and consulting services support organizations on the Journey to Nursing Excellence™. Consultants are available to assist continuing nursing education accreditation programs in achieving the highest caliber education.

For complete program requirements and detailed instructions on applying for the Magnet Recognition Program, visit our website at [www.nursecredentialing.org/magnet](http://www.nursecredentialing.org/magnet) or refer to the *Magnet Recognition Program Application Manual*.

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The American Nurses Credentialing Center (ANCC) has successfully achieved ISO 9001:2000 certification for professional services rendered in the administration of the Magnet Recognition Program® for excellence in healthcare organizations and the Accreditation Program for excellence in continuing nursing education. ISO 9001:2000 certification is the firmly established global standard for assuring stakeholders of an organization's ability to satisfy quality-related requirements.