Employee Engagement:

Communicating the Magnet Message Hospital-Wide

“Going into the project we knew what we wanted our Magnet Journey to look like, the outcome was the Magnet designation, but it was also the planned approach that guided the entire organization to embrace a fun journey and experience to Magnet.”

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Provided by:
Background

Presbyterian Hospital of Plano (PHP) is a full service facility with 370 private beds nestled in the Plano, Texas community. PHP is a member hospital of Texas Health Resources a thirteen-hospital system, serving 29 counties in north Texas.

This white paper discusses how hospital-wide employee engagement plays a critical factor in the success of a Magnet Journey. Shared are examples of how PHP implemented its communication plan, and education and awareness program. PHP began their Magnet journey in the spring of 2005, and continued through fall of 2007.

The Magnet Program

Creating and sustaining a culture of nursing excellence is what the Magnet program is all about. The American Nursing Credentialing Center (ANCC) established the Magnet Recognition Program® in 1994 to recognize healthcare organizations that provide nursing excellence, and is the highest level of recognition that a healthcare organization can achieve.

One of the key objectives was to transform the entire culture into a Magnet environment. TCD Communications (TCD) was engaged to assist the hospital in developing a Magnet communication and educational awareness campaign that would encompass learning tools, games, and fun activities to help everyone embrace the hospital’s Magnet Journey.

Program Assessment

Organizational commitment was defined as the measure of strength nurses and employee’s identify with, their involvement in the goals and values of the organization and Magnet program.

TCD worked with PHP’s Magnet Program Director to assess the organization’s Magnet readiness. Key factors were: PHP’s Gap Analysis, evidence collection, Magnet documentation review and listening and learning opportunities with Magnet champions, force leaders and nurses.

Key themes emerged from our discussions regarding how the communication process should be approached:

- Communicate frequently
- Educate constantly
- Tell and share Magnet stories
- Document our journey
- Make it fun

One of the challenges identified from our discussion was the limited amount of time nurses have to participate in developing educational resources and Magnet related activities for their units. Nursing strongly supported the journey but was concerned about the workload, and how were they going to do it all and still provide exceptional patient care.

Organizations customarily approach their marketing departments to help communicate Magnet messaging. As with many hospitals, PHP’s marketing department facilitates external marketing and PR. Nursing Administration acknowledged a need to support and truly obtain assistance with Magnet education, communication and employee engagement activities. It was also important to collaborate with the marketing department to bridge messaging of the organization’s Mission, Vision, Values and Promise Behaviors as a part of the Magnet plan.

Development of the Plan

From the beginning the plan was to communicate Magnet recognition as a whole hospital achievement. It was important to prepare not only PHP’s ancillary departments, but also all hospital staff and communicate the roles they play in the organization’s journey to nursing excellence.
TCD worked with the nursing champions and force leaders to develop a communication plan that allowed them to be a part of the creative process. The objective was to make the plan easy to administer and implement by the Magnet champions and force leaders.

Implementation

The initial launch began with developing a theme for the Magnet program that would be recognized throughout the hospital and supported by champions and force leaders as a visual representation of their Magnet journey. The theme promotes excellence, and teamwork to create top of mind awareness and is representation of PHP's culture.

“Magnet Catch the Vision” was adopted encompassing 14 stars representing the 14 Forces of Magnetism, team support and a vision to catch Magnet. The “Celebrating Magnet” logo was developed and used once the hospital was honored with the designation.

Comprehensive champion toolkits, learning tools, Magnet games, awareness events, and an incentive campaign were developed to increase hospital-wide participation and reinforce a culture that embraced the 14 Forces of Magnetism.

All of the education materials and learning activities were based on PHP’s own Magnet documentation.
Measurement & Results

Presbyterian Hospital of Plano received Magnet recognition in November 2007.

Evaluation and measurement were essential throughout the entire communication process. Continuous improvement practices help determine the effectiveness of the communication plan and provided continuous feedback on ways to better educate and communicate with nurses and hospital staff.

- Constant measurement was implemented and consistent results provided during the entire process.
- Successful deployment of communication materials was displayed throughout the organization, within specified timelines and production schedules.
- Employees at all levels participated throughout the Magnet journey.
- Today senior leadership, nurses and employees continue to talk about the effective deployment of the Magnet Communications Plan.
- Physicians were actively involved in the process.

“When I ask nurses and employees what has been one of the most effective programs we have implemented at the hospital, they all say ‘Magnet’. The entire organization embraced this opportunity to come together and achieve such a high honor.”

Phillip Wentworth, FACHE
President
Presbyterian Hospital of Plano

Share Best Practice

For more information about Presbyterian Hospital of Plano’s Magnet Program, Contact Patricia Allard, PhD, RN, LMFT, LPC, Director Educational Services and Magnet Coordinator at (972) 981-8135 or pattiallard@texashealth.org.

For more information about TCD Communications and how we can assist you with your Magnet journey contact Paul Minton at (469) 766-2555 or Tracery McVicker at (469) 323-5540.