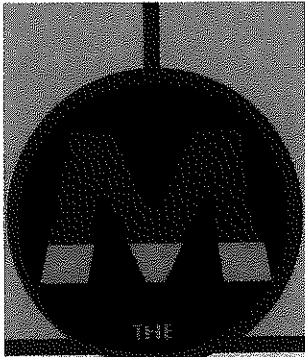


MAGNETIC PULL



By **Dan Pastorius**

Nursing Management continues to showcase facilities that have gained Magnetic prowess across the country. Here, examine the characteristics that UCLA Medical Center demonstrates to earn Magnet recognition.

UCLA Medical Center, Los Angeles, CA

UCLA Medical Center

By offering patients a full range of diagnostic and treatment techniques, UCLA Medical Center has served the Los Angeles community since 1955. The facility offers comprehensive care, from routine to customized medical and surgical treatment. By achieving Magnet status in October 2005, UCLA has firmly bolstered its dedication to offering the highest possible standards of nursing and patient care.

"Achieving Magnet designation impacted our entire medical center," says Heidi Crooks, RN, MA, chief nurse officer and senior associate director of operations and patient services. "Physicians, nurses, and staff from all departments expanded their knowledge of what it means to

be a Magnet hospital, and view the achievement with pride in their everyday practice."

Quality of nursing leadership

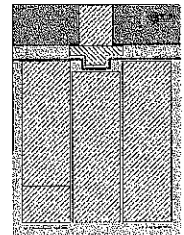
The chief nurse officer (CNO) and nurse leaders are represented in all levels of the organization, including over 30 UCLA Medical Center committees. The CNO always asks, "How will this impact nursing?" and provides resources to nursing administration and staff nurses to facilitate the development of management and leadership skills. Unit directors have access to on-site courses provided by the Healthcare Advisory Board and receive monthly materials such as "Strategies for Nurse Managers."

Organizational structure

The CNO is a member of the UCLA Healthcare's Senior Administrative Leadership Team (SALT) that includes the CEO, COO, CFO, CMO, and the dean of the UCLA School of Medicine. The SALT recommends, encourages, and supports administrative and staff nurses to engage in decision making that impacts nursing practice and patient outcomes. Nurses are scheduled to attend committee meetings and receive paid time allocated in the Department of Nursing budget. Senior management, including the CNO, makes scheduled executive rounds to UCLA departments to provide staff the opportunity to engage in dialogue about organizational decision making and departmental issues.

Management style

The CNO encourages autonomy on the nursing unit level. Unit directors are role models for the staff they manage, and work in collaboration with staff to deliver a unit-based care model that produces positive staff and patient outcomes. Unit directors, clinical nurse spe-



cialists, and staff nurses are accountable for evidence-based patient and family-centered care programs for their unit.

Personnel policies/programs

The CNO refers to the book *Love 'Em or Lose 'Em: Getting Good People to Stay* by Beverly Kaye and Sharon Jordan-Evans which identifies key principles of managing and retaining staff members. All UCLA nurses receive a signed birthday card from the CNO with an ice cream coupon. Every few months the chaplain services provide "tea for the soul" to nursing units and departments. Twice a year the nursing department offers the "Circle of Caring Retreat" to any caregiver at UCLA or in the community. Similar to other hospitals, UCLA has successful personnel and recognition programs such as leadership incentives, a lift team, and organizational STAR (service and teamwork achieve results) awards.

Models of care

The UCLA Department of Nursing Model of Care uses a modified primary nurse model and is centered on the essence of nursing "as connecting to the patient with a power that creates healing and hopefulness." Nurses work in collaboration with the physicians and other healthcare team members by attending patient care rounds and designing nursing orders that meet patient care needs. Nurses are also a part of the UCLA Wellness Initiative, which includes programs such as yoga, smoking cessation, and stress management classes.

Quality of care

UCLA has been considered the "Best in the West" by *U.S. News & World Report* for 17 consecutive years due to its excellence in research, science, and quality care, and excellence in nursing care signified by Magnet designation.

Nurses support the organizational philosophy "Best Quality, Best People, Best Practice" by participating in programs that ensure patient care is based on the most current clinical evidence and that the information is disseminated to the nursing units.

Quality improvement

The CNO is a member of the UCLA Performance Improvement (PI) Committee, which ensures that organizational and nursing PI initiatives are congruent. UCLA uses internal benchmarking and national organizations such as the National Database of Nursing Quality Indicators (NDNQI) and the University HealthSystem Consortium to benchmark outcome data. Leadership and staff nurses from each nursing area attend the monthly Nursing PI Committee to receive unit-based data related to Joint Commission National Patient Safety Goals and patient outcomes. Once a year, nurses receive a monetary award for achieving unit-based PI goals, and Evidence-Based Practice/PI Monetary Awards are given to nursing units with exemplary evidence-based PI projects and patient outcomes.

Consultation and resources

Over 20 clinical nurse specialists and advanced practice nurses are available 24 hours a day to staff for consultation. A full-time ethics clinical nurse specialist (CNS) and palliative care nurse practitioner are available to staff, patients, and families 24 hours a day. Each nursing unit or department has a Clinical Practice Committee (CPC) member that has demonstrated proficiency in evidence-based practice nursing care. The CPC member is a resource and educator to staff regarding evidence-based nursing practice. The director of EBP and the Nursing Practice Research Council answers questions posed by staff members about their nursing practice and acts as a consultant to the organization and community on nursing practice issues and nursing research. The chair of the UCLA Policy Committee is a nurse and



works in collaboration with senior leadership to implement policies that are designed to reflect federal, state, and local licensing agencies.

Autonomy

The CNO has a Staff Advisory Committee that includes a representative from each nursing unit. The committee meets once a month to provide feedback to organizational initiatives and assist with decision making, which impacts nursing practice. At the unit level, staff members attend mandatory monthly staff meetings to discuss unit-specific decision making, and most units participate in self-scheduling. The Nursing Research Fellowship program supports nurse autonomy and critical-thinking skills at the patient bedside. Nurses receive a monthly e-mail asking, "Do you have a question about your practice?" The Nursing Practice Research Council provides evidence-based answers and recommendations. Staff members have access to the UCLA Biomedical Library, a full-time librarian, and online, Web-based resources.

Community involvement

Each year, the Ethics Center hosts "The Ethics of Caring" conference to share UCLA's knowledge and expertise on ethical issues. The conference is available to staff, other healthcare organizations, and the public. The Nursing Practice Research Council sponsors an annual Evidence-Based Practice Conference; there's no conference fee for UCLA staff, and outside hospitals are invited for a minimal fee. Nurses travel to foreign countries with physician teams to assist with medical procedures and respond to natural disasters such as Hurricane Katrina. Dozens of UCLA staff members volunteer at medical camps across the country. Camp del Corazon, founded by a UCLA nurse and physician, takes children with congenital heart disease to Catalina Island off the coast of Los Angeles. A master's-prepared nurse in the Department of Nurse Recruitment travels the country to speak to students about the nursing profession. The UCLA Department of Nursing International Program provides experiences to nurses from countries such as Japan, Egypt, and Armenia to learn about UCLA programs and the American healthcare system.

Nurses as teachers

The Department of Nursing has a partnership with four different schools of nursing to provide mentors and preceptors on the nursing units. Preceptors receive training and are recognized with a preceptor stipend. The department employs a 50% teaching position at Santa Monica College to

support UCLA nursing assistants in becoming registered nurses. Leadership nurses teach and lecture at the UCLA School of Nursing and precept graduate nurse practitioner, CNS, and nursing administration students. Paid residencies are provided to graduate nursing administration students. A summer nurse externship program is available to third-year BSN students. The students receive a 2-month paid experience at UCLA to work directly with nurses and are provided with experiences in specialty areas. Nurses at UCLA teach CEU courses, publish journal articles, and create patient teaching materials.

Image of nursing

"Life is not about what you are. It's about what you can become. Don't be afraid to be great." The UCLA nursing theme has attracted over 200 new nurses to UCLA in the past year and represents the current and future UCLA staff. Hundreds of UCLA nurses participate in programs internationally and nationally that help to create a national image of nursing that's not only caring and compassionate, but also innovative, intelligent, and fun.

Interdisciplinary relations

UCLA leadership attends a monthly "Management Forum" meeting to collaborate with over 50 different departments on medical center decision making. All new-hire leadership meets with approximately 15 different UCLA healthcare team members during orientation. As noted by the ANCC Magnet appraiser, UCLA nurses are respected and treated as professional partners and work in a collaborative, interdisciplinary environment where there's a combined passion to provide evidence-based practice at the highest level. Nurses are represented in over 30 different interdisciplinary medical center inpatient and outpatient committees. Spe-



cialty units include multidisciplinary teams consisting of RNs, physicians, study coordinators, laboratory, phlebotomy, or dietary, and a patient advocate that delivers advanced and safe clinical research protocols. Nurses score above the mean every year in RN-MD interactions on the NDNQI RN Job Satisfaction Survey.

Professional development

UCLA nurses are encouraged with the advice, "Start with great ambitions and great achievements follow." The CNO welcomes every single new orientee group that comes to UCLA, year-round. She makes it clear that "if they have chosen a field that doesn't fit for them, they can change at any time." New graduates are enrolled into a 1-year new graduate residency program that includes 4-hour sessions on various topics, a preceptor, and a long-term mentor. The Department of Nursing supports advancement opportunities by providing a career ladder program, two-thirds tuition for UCLA Graduate Programs, 40 hours of paid education time, and \$100 per month for national certification. The UCLA Nursing Research Fellowship program provides nursing staff accepted into the program a 6-month paid experience to learn the research process and conduct a research project. The Department of Nursing financially supports and mentors staff at all levels to attend and present at local and national conferences. **NM**

ABOUT THE AUTHOR

Dan Pastorius is the senior editor of *Nursing Management*.

