

## CLINICAL PRACTICE

# Leveraging technology to prepare for a successful Magnet<sup>®</sup> virtual site visit

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## ABSTRACT

Magnet Site Visits are part of the comprehensive review process for organizations seeking the American Nurses Credentialing Center's (ANCC) prestigious Magnet<sup>®</sup> recognition for nursing excellence. In 2021, the ANCC's Magnet Recognition Program<sup>®</sup> began offering the option for an onsite or Virtual Site Visit (VSV) for domestic and international organizations. These visits are the culmination of years of work that showcase the best in nursing practice and interprofessional collaboration. Chief Nursing Officers (CNOs) and Magnet Program Directors (MPDs) collaborate to strategically plan these visits. This article will describe a Magnet<sup>®</sup> recognized community hospital's preparation for a VSV during the height of the COVID-19 pandemic. It will include development of partnerships with Information Technology Specialists, planning and logistics for meetings, development and implementation of a comprehensive education plan, and the overall orchestration of a VSV. Strategies will address the engagement of nurses and leaders amidst the challenges of the COVID-19 pandemic. With strategic planning, effective change management, and the adoption of technology, MPDs may gain confidence to facilitate a Magnet Site Visit virtually or in-person.

**Key Words:** Magnet journey, Magnet recognition program, Change management, Transformational leadership, Magnet virtual site visit

## 1. BACKGROUND

Houston Methodist Baytown Hospital (HMB) is a Magnet<sup>®</sup> recognized community hospital located in Southeast Texas. HMB is part of Houston Methodist which has seven community hospitals, a large academic medical center, a long-term care facility, and many outpatient facilities. Six of these hospitals are Magnet<sup>®</sup> recognized hospitals and three of the facilities are Pathway to Excellence<sup>®</sup> recognized. Committed to leading medicine, HMB shares the vision of Houston Methodist for unparalleled safety, quality, service, and innovation. According to Lal and Pabico,<sup>[1]</sup> the ANCC Magnet Recognition Program<sup>®</sup> and the Pathway to Excellence<sup>®</sup> Program are complimentary programs that help to create a culture of nursing excellence. HMB has a long history

of nursing excellence with recognitions from both prestigious programs. HMB was first recognized as a Pathway to Excellence<sup>®</sup> hospital in 2011 and achieved redesignation in 2014. In July 2016, HMB achieved initial Magnet<sup>®</sup> recognition with five exemplars noted by the Commission on Magnet.

The American Nurses Credentialing Center's (ANCC) Magnet Recognition Program<sup>®</sup> is the highest recognition a healthcare organization may achieve for nursing excellence.<sup>[2]</sup> Hospitals that receive this prestigious recognition utilize the Magnet Model<sup>®</sup> as a framework to demonstrate Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovations,

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and Improvements, and Empirical Outcomes.<sup>[3]</sup> The evaluation process to earn this prestigious recognition includes a four-part process of application, documentation, a Magnet Site Visit, and a decision by the Commission on Magnet.<sup>[3]</sup>

Traditionally, the Magnet Site Visit involves a face-to-face visit with a team of Magnet Appraisers at the organization. This is a time for the organization's employees to share about their nursing practice and interprofessional collaboration. The Magnet Site Visit is the culmination of years of work to enculturate the Magnet Model<sup>®</sup> across the organization and is the opportunity to showcase nursing best practices. For nurses, this opportunity is often seen as a highlight of their nursing career with Conerly and Thornhill<sup>[4]</sup> describing the Magnet Site Visit as a time to shine. This is a momentous milestone in the Magnet Journey. In 2020, with the emergence of the novel coronavirus, known as the COVID-19 pandemic, it became necessary for the ANCC to provide the option of Magnet Virtual Site Visits (VSV) to ensure the safety of participants.<sup>[4]</sup> This prompted organizations to explore innovative use of technology to sustain their Magnet Journey and ultimately support a Magnet VSV.

During this extraordinary time at HMB, the Chief Nursing Officer (CNO) served as the hospital's incident commander for the COVID-19 pandemic and relied heavily on the experience and ability of the Magnet Program Director (MPD) to navigate through the complex planning necessary to facilitate a Magnet VSV. Anticipating a need for change in mid-2020, the MPD strategically planned for a VSV using change management to harness the power of technology as the global pandemic emerged. To sustain a Magnet culture of nursing excellence amidst an ever-changing healthcare environment, HMB routinely uses the ADKAR<sup>®</sup> model of change management. ADKAR<sup>®</sup> principles of change management help guide planned and unplanned change within the organization. This framework provides a systematic approach that creates awareness, desire, knowledge, ability, and reinforcement for advancement on the Magnet Journey.

## 2. DEFINITIONS

### 2.1 Magnet recognition program<sup>®</sup>

The ANCC's Magnet Recognition Program<sup>®</sup> is the highest recognition for nursing and recognizes organizations for nursing excellence, quality patient care, and innovation.<sup>[1]</sup> This program has evolved over the years and provides organizations with the opportunity to describe and demonstrate nursing excellence. The ANCC Magnet<sup>®</sup> Model integrates 14 Forces of Magnetism, characteristics known to draw a nurse to an organization that has a positive practice environment and excellent empirical outcomes. Through the enculturation of the Magnet<sup>®</sup> Model organizations demonstrate

transformational leadership, structural empowerment, exemplary professional practice, new knowledge, innovations, and improvements, and empirical outcomes.<sup>[1]</sup>

### 2.2 The ADKAR<sup>®</sup> model

The ADKAR<sup>®</sup> model is a guide for change management and includes the following five elements: awareness, desire, knowledge, ability, and reinforcement.<sup>[5]</sup> Awareness is the first component in the ADKAR<sup>®</sup> change management model. It is essential to raise the awareness about a change. Desire, the second component relates to the individual's desire for the change and engagement in the process. Knowledge, the third component involves the skill and behavior needed for the change. Ability, the fourth component, relates to the implementation of the skills and behaviors of the change. Reinforcement, the fifth component of the ADKAR<sup>®</sup> model relates to sustaining a change.<sup>[5]</sup> These components served as a guide for the MPD in development of a comprehensive education plan with consideration for use of technology to prepare for the Magnet VSV.

### 2.3 Magnet ambassadors

At HMB, Magnet Ambassadors are a group of eight nurses (clinical nurses, a clinical coordinator, and a nurse educator) who serve as a liaison between the MPD, CNO, and Magnet Champions. They function as a focus group of frontline nurses and are empowered to make decisions and recommendations about Magnet Champion related initiatives and nurse recognition events that support ongoing Magnet education. They also assist with fostering a team spirit on the Magnet Journey.

### 2.4 Magnet champions

At HMB, Magnet Champions are clinical nurses or interprofessional representatives from each clinical department and spiritual care. They support the MPD and Magnet Ambassador team to provide Magnet related communication and education. They serve as a resource in their departments sharing their knowledge of the Magnet<sup>®</sup> Model and the culture of nursing excellence at the hospital. This includes information about transformational leadership, structural empowerment through shared governance, exemplary professional practice, quality improvement, evidence-based practice, nursing research, and nurse-sensitive clinical quality indicators with empirical outcomes.

### 2.5 Magnet guides

At HMB, Magnet Guides for the Magnet VSV include nurses that are Magnet Ambassadors, a clinical coordinator, sr. outcomes analyst, and the CNO's project manager that were selected to serve as escorts during the Magnet VSV. This

team of nurses with an interprofessional partner were familiar with the hospital and the Magnet Journey. They assisted the Informational Technology (IT) Team and introduced the Magnet Appraisers for each meeting session.

### 3. EDUCATION PLAN

Advancing a Magnet<sup>®</sup> culture of nursing excellence requires strategic planning, transformational leadership, and commitment. CNOs and MPDs are transformational leaders familiar with the need to strategically prepare and provide ongoing education to sustain the Magnet Journey. Urden, Baclig, and Sanchez<sup>[6]</sup> illustrated a model for successful Magnet redesignation and highlighted the necessity of a strong relationship between the CNO and MPD. Furthermore, they suggested that sustaining a Magnet culture of excellence through redesignation may require more than the initial designation.<sup>[6]</sup> Moreover, Arthurs et al.,<sup>[7]</sup> explained that transformational leaders see the vision for change and inspire others, equipping them to follow and implement the change. This became a reality for HMB in 2020. HMB had to prep for Magnet document submission and a future Magnet VSV amidst the growing COVID-19 pandemic.

Throughout the COVID-19 pandemic, ongoing education and change management were essential as surges continued and teams were challenged with ongoing nursing practice changes. The changing climate of healthcare limited the availability of nurses and interprofessionals to participate in traditional educational activities related to the Magnet Journey. Therefore, the development of a robust education plan using technology with application of ADKAR<sup>®</sup> principles of change management provided a strategic approach to ensure consistent communication. The CNO and MPD maintained a trusting relationship characterized by open and effective communication while navigating changes impacting the education opportunities during the pandemic. During COVID-19, nurses and interprofessionals were well acquainted with unplanned change and had become familiar with the uncertainty of change. Therefore, it was paramount for the MPD to effectively apply the principles of change management with the use of existing technology to support the hospital team in the preparations for Magnet redesignation and the Magnet Site Visit.

#### 3.1 Technology considerations

Early engagement of key stakeholders from the IT Team and the greater IT Department was essential to implement the education plan. Phan and Radovich described the partnership with IT as a crucial element in the success of a Magnet VSV.<sup>[8]</sup> Early in the COVID-19 pandemic, the MPD met virtually with the IT Manager to determine the available re-

sources and options for hosting a Magnet VSV, in the event it was necessary. Once the Magnet VSV was confirmed with the Magnet Recognition Program<sup>®</sup> office, a list of requirements for the virtual platforms was provided, however specific platforms were not required. This permitted the organization to utilize existing platforms which met these IT specifications.

During the MPD's meetings with the IT Manager, considerations for the platform selection included the ability for document sharing, cybersecurity, the use of technology for nursing department tours, the availability of cameras and speaker phones for conference rooms, and plans for a future Virtual Magnet call with the Commission on Magnet. A decision was made to use WebEx by Cisco as the platform for the Magnet VSV. However, Magnet meetings were conducted using both WebEx and MS Teams during the awareness, desire, and knowledge phases of the education plan. Nurses at all levels (from Nursing Administration to clinical nurses) within the organization had access to both platforms and education in the use of each was provided by the IT Department with support from the MPD.

For the nursing department-based visits, a decision with input from the Magnet Guides was made to use iPads on wheels. This allowed the Magnet Guides to easily move and transport the iPad to the various locations in a timely manner. These meetings included inpatient and ambulatory settings across the entire hospital campus. The feasibility of using large workstation computer on wheels was cumbersome and iPads were recommended by the team.

The Magnet Guides attended an education session and completed an IT check to assess for use of the iPad on Wheels, laptop computers for conference rooms and the use of the WebEx platform. They walked through the various nursing departments with IT representatives and checked for Wi-Fi connectivity. They made notes of any areas that lacked connectivity, known as "dead" zones in the nursing departments or meeting areas. This provided opportunities to ensure that equipment was working and identified areas that needed to be reconfigured for optimal Wi-Fi connectivity. The time also served as an opportunity for clinical nurses to practice answering Magnet related questions with the Magnet Guides. This was beneficial for the clinical nurses and the Magnet Guides. Both practiced their roles in a Mock Magnet VSV scenario. The IT team addressed areas identified to ensure smooth connectivity.

#### 3.2 Utilizing technology for meeting invitations

Scheduling of the Magnet VSV meeting sessions required attention to detail. Once the Magnet VSV agenda was con-

firmed with the Magnet Appraiser team, the MPD ensured that individual email invites with WebEx meetings were sent separately to each team member noting any differences in time zones. The email meeting sessions were color coded with a separate color for each Magnet Appraiser for the MPD to keep track of the multiple sessions and calendar invites. There were over 50 meetings planned for the Magnet VSV. Email meeting invitations were sent to the Magnet Guides and to those key stakeholders from the organization and community partners that were attending. Information regarding the intent of the meeting sessions and topics to highlight were included. For example, for the clinical nurse meal sessions, information about the Professional Practice Model for Nursing was included. Magnet Guides were assigned in small groups of 2 to 3 for the Magnet VSV and their schedules were also color coded in email invitations to the Magnet Appraiser they were escorting in each session. This provided an overall view of the assignments for each session and the attendees for the entire VSV. This step proved to be helpful as additional guests were invited for the meal sessions when nurses were absent and unable to attend a session.

Follow-up IT checks were conducted in every room and unit where the Magnet VSV was scheduled to take place. Conference room space was limited due to COVID-19 vaccine clinics and social distancing requirements. IT practice sessions to assess the audio and connectivity were conducted on multiple occasions. IT checks were also conducted twice just prior to the actual Magnet VSV with the Magnet Appraiser Team and the Magnet Program Senior Analyst. This ensured that everyone had adequate audio and connectivity prior to the event.

During the Magnet VSV, the Magnet Guides were responsible for monitoring the computer and video set-up, ensuring optimal angle for viewing participants, documenting the attendance, and timekeeping for each session. IT team members were assigned to the meeting sessions and readily available for any technological issues. Table 1 provides a list of the technology used.

## 4. MAGNET<sup>®</sup> VSV PREPARATION

### 4.1 Role of Magnet ambassador and Magnet champions

As stated previously, the Magnet Ambassadors and Magnet Champions served as a resource for their colleagues in their departments. They provided ongoing education related to the Magnet Journey. This group also selected the theme “On the Road Again 2020: A Journey Together”. This theme was utilized throughout the Magnet Journey for education and marketing materials. The Magnet Ambassadors also served as Magnet Guides during the Magnet VSV.

**Table 1.** List of technology utilized

Technology	Use
Email (MS Outlook)	Meeting invites and communications.
WebEx and MS Teams	Virtual Meetings for leaders, nurses and interprofessional teams.
Group Me Chat	Communication during preparation for Magnet VSV and actual Magnet VSV.
Animoto Video	Videos for Pep Rally and Magnet Preparation.
iPads	For Magnet VSV communication with Magnet Appraiser and hospital employees during Department meeting sessions.

### 4.2 Evaluation of readiness

A web-based education needs assessment was completed by the MPD. The Magnet Ambassadors and Magnet Champions for each nursing department conducted informal interviews with their department team members to gain insight into their understanding of Magnet and the current status of unit evidence-based practice projects, nurse-sensitive clinical quality indicators, and patient satisfaction.

### 4.3 Magnet education

Magnet Ambassadors and Magnet Champions met virtually between COVID-19 surges with the MPD. During these sessions, education regarding the components of the Magnet<sup>®</sup> Model were provided with current examples of how the model was enculturated throughout the hospital.

Nursing Department Magnet Corner bulletin boards were decorated by the Magnet Champions and included department accolades and a display of nurse-sensitive clinical quality indicator data and a profile of team members. The theme “On the Road Again 2020: A Journey Together” was included.

Aligned with the principles of change management using the ADKAR<sup>®</sup> Model, videos were created for Magnet related education. These videos helped to raise awareness, provide knowledge, ensure ability, and provide reinforcement of information about the Magnet Journey to redesignation. The MPD and Magnet Ambassadors also created videos starring the Magnet Champions, sharing “what Magnet means to me”. The video series included topics about the Houston Methodist Professional Practice Model and an example of a nursing department virtual tour.

The virtual tour video included tips for a Magnet VSV using technology. Topics included how best to focus the camera on the iPad on wheels, professional communication with enunciation of voice while wearing a mask, and the position for the best angle for viewing the Magnet Corner with Magnet information and nurse-sensitive quality clinical indicators.

Recommendations were provided to communicate clearly about the culture of nursing excellence within each nursing department. These videos were shared by the CNO in Magnet Monday emails to raise awareness, desire, and knowledge of progression in the Magnet Journey to redesignation.

Stephens et al.<sup>[9]</sup> recognized the importance of teamwork among the entire interprofessional team and ambulatory and inpatient departments when preparing for a Magnet VSV. Furthermore, McMahon,<sup>[10]</sup> noted the importance of collaboration between departments and IT support for success in a virtual site visit process. To foster engagement among the team at HMB, a professional welcome video was filmed to highlight each department within the hospital. Each hospital department made a welcome sign and videos of the teams were taken throughout the hospital. The video was created in the time between COVID surges with anticipation of a Magnet VSV. It included a group video at the entry of the hospital. The CNO and MPD shared information about the hospital and a warm welcome for the Magnet Appraisers in the video. A thank you message was included as a closing video which included a heartfelt message from the MPD and the Magnet Ambassador team. These videos served a dual purpose with change management for the Magnet VSV. They were a means to rally the hospital team around the shared vision of achieving the prestigious Magnet redesignation and to raise awareness, desire, and provide knowledge, and show the ability of the hospital team, and provide a source of reinforcement of Magnet education and related information. Table 2 shows the education plan and use of technology with change management principles.

#### 4.4 Key stakeholder meetings

The MPD attended virtual nursing department meetings to prepare the teams and provide opportunities to showcase their team's achievements. Additionally, electronic booklets with "stories from the road" were created and distributed to the Directors, Nurse Managers, and Magnet Champions to share with their teams. These booklets were individualized with department specific narratives from the Magnet Document. The electronic booklets included information about Magnet and HMB's Magnet Journey from initial designation to redesignation, the Magnet Model, key words, and concepts about Magnet.

#### 4.5 Creating a team spirit in a virtual setting

Anderson et al.<sup>[11]</sup> identified that it was challenging in the virtual setting to communicate the energy common during a face-to-face Magnet Site Visit. Recognizing this was a potential concern, the MPD ensured that all communications included the shared theme for the Magnet Journey. Emails included a photo of a road with the theme "On the Road

Again 2020: A Journey Together". The words "Magnet" was also included in the email subject line to raise awareness of the purpose of the communications.

The Magnet Guides were selected and attended an orientation session to review their roles and responsibilities. They were provided with a guidebook that included the Magnet Mock Site Visit schedule. It also included a list of contact numbers and instructions for session participants. During the orientation, the Magnet Guides were partnered in small groups of 2 to 3 and practiced use of the iPads on wheels and toured the areas they were assigned. One guide aligned the camera while the other assisted session attendees to prepare to speak with the Magnet Appraisers. During the practice sessions, they assisted with identifying any areas of low Wi-Fi connectivity and used the time to do Mock Site Visit scenarios. The Magnet Ambassadors and Magnet Guides received personalized lab jackets and utilized backpacks to carry supplies during the VSV. They were allotted a budget to select decorations, signage for timekeeping, and decorations for the Magnet VSV meeting rooms and Magnet Corners. Just prior to the Magnet VSV, a pep rally video was created. This included the Magnet Ambassadors, the nursing leadership team and clinical nurses. The video was shared in one of the CNO's Magnet Monday emails prior to the Magnet VSV.

Tomaseski<sup>[12]</sup> highlighted the potential communication challenges associated with virtual meetings including muffled voices with masks and absence of facial cues between speakers. Therefore, at HMB, orientation included a review of instructions for the session participants including professional introductions and re-introduction with name each time speaking, mask etiquette with reminders to encourage enunciation when speaking and smiling with their eyes. One helpful item to assist in the cueing for multiple speakers was the use of a speaker stick to indicate who was speaking. A speaker hand-off was used to refer to a colleague by name when another person would add to the topic of discussion. This helped to keep the conversation moving and ensure it was easy for the Magnet Appraiser Team to know who was speaking. To ensure seamless communications, it was essential to practice and review mute and unmute functions on the iPad on wheels and the laptop computer. The schedule information with room assignments was updated prior to the actual Magnet VSV.

Prior to the actual Magnet VSV, the Magnet Appraiser Team met with the CNO, MPD, and Magnet Guides for a technology test. Additionally, in one session, the Magnet Recognition Program<sup>®</sup> Senior Magnet Program Analyst also met with the Magnet Appraiser Team and the hospital team for a technology test. These preparations ensured a smooth process for communications during the Magnet VSV.

**Table 2.** Magnet VSV education plan and use of technology

Application of ADKAR®	Activities	Technology
Awareness	Meetings for Administration, Nursing and Interprofessional, and Community Teams	MPD, IT Manager, and IT team met to review options for teleconferencing platforms. Review included existing IT system capabilities and licensing. The consideration of ease in file sharing was also discussed. An assessment of availability of computers, iPads, and portable devices to create iPads on wheels was completed. This included an assessment of existing laptop computer availability, webcams, and conference phones. CNO and MPD met for decision-making of conference rooms with adherence to current and evolving social distancing requirements. Decision-making for iPad on wheels instead of workstation computer on wheels for ease in transportation from inpatient to ambulatory settings. CNO and MPD met to review virtual presentation for the Patient and Family Advisory Council. A presentation and opportunity for this council to practice logging into WebEx for the virtual session was provided. PowerPoint presentations were developed by the MPD. Education tip sheets were also made for the key stakeholder sessions. The CNO presented these at various executive and physician meetings. The MPD met virtually with the Senior Leadership Team to review Magnet education prior to the Magnet VSV.
Knowledge	Leadership Visibility and Support	CEO held virtual All Employee Meetings throughout the pandemic via WebEx. These sessions included updates on the Magnet Journey and emphasized the benefits and purpose of seeking Magnet redesignation. MPD attended virtual department meetings and shared updates about the Magnet Journey. Magnet preparation meetings were held virtually, rather than in person to provide practice in use of technology by participants.
Ability	Education Videos	MPD and Magnet Ambassadors created videos that included the Professional Practice Model and testimonials of “What Magnet Means to Me”. These were created using Animoto software with videos embedded from cell phone videos.
	Practice Sessions with Key Stakeholders	MPD met with the Human Resource Department team to review requirements for document file review and the process for electronic file sharing in real-time. MPD met with the Sr. Outcomes Analyst to review the data retrieval process and allow time to practice sharing source data from various databases (nurse-sensitive clinical quality indicators, RN satisfaction reports, and patient satisfaction) in real-time via WebEx.
	Readiness Assessment	MPD developed an electronic education needs assessment. Magnet Ambassadors and Magnet Champions completed this new education needs assessment for their departments as an addendum to the most recent needs assessment for the Magnet Journey. This provided insights for any changes regarding Magnet education needs during the pandemic. MPD prepared teaching sheets for the Board of Trustees, the Senior Leadership team, Nursing Directors, and Managers and met virtually with these groups to review expectations for participation at the Magnet VSV. A Virtual Mock Site Visit mimicking the anticipated Magnet VSV was held with MPDs from Houston Methodist serving as Mock Magnet Appraisers. Following the sessions, the Magnet Guides and Mock Magnet Appraisers completed an electronic readiness evaluation survey for the sessions. The assessment focused on clinical nurse’s application of the Magnet® Model within the nursing departments. These assessments were also conducted during site visit preparation by the Magnet Champions and mock site visit appraisers. The focus included ability to apply the professional practice model, identify nurse-sensitive clinical quality indicators and relate the outcomes to practice, provide examples of shared governance projects, discuss evidence-based practice, and distinguish between quality improvement, evidence-based practice, and nursing research.
Reinforcement	Ongoing Email Communications	CEO sent an email newsletter that included information about the Magnet Journey and highlighted Magnet-related events and milestones. These included information about plans for a Blessing of the Magnet Document and the Magnet Document submission. The CNO contributed to the CEO newsletter and recognized accomplishments of nurses including achievement of professional nursing certification, nursing degrees, nursing awards, and participation in nursing projects. CNO and MPD collaborated on Magnet Monday emails to keep entire hospital aware about the Magnet Journey to redesignation. Topics included why Magnet was important, the Magnet® Model, and examples of events throughout the year that related to the Magnet Journey or as it was referred to the Magnet Model in Action.
	Blessing of the Document	A virtual Blessing of the Document ceremony was held, and included brief comments by the Senior Leadership Team and MPD, and a blessing from the Chaplain. Participants joined via WebEx from the hospital and remotely. As a faith-based organization, this was an important milestone to mark and celebrate the Magnet Journey to redesignation.
	Welcome Video	Professional videos were made to provide a warm welcome to the Magnet Appraiser Team. Employees from all areas of the hospital were included. The video was filmed between COVID-19 surges early in the planning phase for site visit preparations. This allowed a time for the hospital team to foster team spirit and celebrate accomplishments of document submission.
	Pep Rally Video	A pep rally “We are Magnet Ready” video was made. Department representatives held Welcome Magnet signs and the Senior Leadership, MPD, Sr. Outcomes Analyst, Magnet Ambassadors and, Magnet Champions participated. The video was sent via email in one of the CNO’s Magnet Monday emails. Ongoing Magnet Monday emails assisted the CNO with weekly communications to highlight the Magnet Journey to re-designation and provide joyful moments amid COVID-19.
	Stories from the Road	Digital individualized Magnet Journey resource books were prepared for each unit in preparation for the Magnet site visit. Contents included “Common Terms for the Journey,” The Magnet Model domains, and examples for each one. “Stories from the Road” and examples of narratives showcased in the Magnet document were included.
	Access to the Magnet Document	The Magnet Document was put into an electronic format with a link placed on the hospital intranet page. This allowed all within the hospital to have real-time access to the narratives in the Magnet Document.

#### 4.6 Mock site visit

MPDs from HM hospitals assisted in a Virtual Mock Site Visit. This included practice sessions with leaders, clinical nurses, and interprofessionals across the hospital. The MPDs provided real-time feedback to participants after each session. Additionally, they completed a web-based evaluation of each meeting. This helped to identify areas for focused education and preparation. These focused education sessions included opportunities to review the Magnet<sup>®</sup> Model and review examples of how it was enculturated throughout the hospital.

Meetings with key stakeholders included Human Resources to prepare for the RN document file review. While the specific requests for file review were not provided until the first day of the Magnet VSV, discussing the process for sharing files electronically with Magnet Appraisers was helpful.

A session was also held with the MPD and the Sr. Outcomes Analyst to review file sharing for verification of source data of nurse-sensitive clinical quality indicators, patient satisfaction, and RN Satisfaction. This provided an opportunity for the Sr. Outcomes Analyst to practice data retrieval in real-time for quick access of essential information during the Magnet VSV.

#### 4.7 Magnet VSV command center and logistics

Winslow et al.<sup>[13]</sup> describe the command center as the hub for communication during a Magnet Site Visit. This was true for the HMB Magnet VSV. The MPD and Sr. Outcomes Analyst were located in a central conference room and available in person and via text messaging. The CNO was in a room nearby and readily available. The Magnet Guides, CNO, MPD, and Sr. Outcomes Analyst shared a group text and a GroupMe chat to ensure timely communication among the team. Each conference room had a member from the IT Department available to assist with any technology concerns. The command center and same communication logistics were used during the Mock Site Visit and successfully during the actual Magnet VSV.

Conference rooms were set-up with seating to allow for social distancing. Laptop computers were positioned to project onto the screen and portable web-cameras were used for video. Audio was provided via a speaker phone at the center of the room. During practice sessions, attendees were reminded to speak into the speaker phone and project their voice so that the Magnet Appraisers could easily hear them. Throughout the actual Magnet VSV, the Magnet Appraisers clarified information as needed to communicate effectively with the groups in meetings.

During the Magnet VSV, there were multiple meal-time ses-

sions with clinical nurses. To adhere to the current safety precautions and social distancing, these sessions were scheduled in several rooms with the attendees logging onto the same WebEx meeting. Meal vouchers for the hospital cafeteria were provided to accommodate for meals and ensure safety of those participating in the sessions.

### 5. CREATING THE “FEEL” OF A MAGNET<sup>®</sup> CULTURE VIRTUALLY

Tinkham,<sup>[14]</sup> explains that Magnet Appraisers learn about the organization through talking with frontline nurses about their practice. The CNO and MPD knew that Magnet was enculturated throughout HMB and frequently accrediting agencies commented on the “feel” of Magnet at the hospital. However, they knew they also needed to create that “feel” or sense in a virtual setting. The Magnet Welcome Video aided in creating a spirit of teamwork and interprofessional collaboration. All departments in the hospital were invited to participate and the sense of organizational pride was evident. The video was shared with the Magnet Appraiser Team and provided a warm welcome for the team. This helped to set a professional and positive tone for the VSV.

Conference rooms were decorated with the Magnet theme “On the Road Again 2020, A Journey Together”. The Magnet Guides facilitated the start of each meeting session. They welcomed attendees and ensured that the computer, audio, and visual were functioning well. The Magnet Guides wore Captain hats with their matching lab jackets and HMB masks. The MPD encouraged meeting participants to “share from their heart” about their nursing and interprofessional practice.

At the end of each day, a huddle was held with the CNO, MPD, and Magnet Guides. This allowed an opportunity to reflect upon the day and share best practices. It was also a time to celebrate nursing at a challenging time in history. One of the most meaningful sessions during the Magnet VSV was the session for the Magnet Ambassadors and Magnet Champions with the Magnet Appraiser Team. Traditionally, the Magnet Ambassadors and Magnet Champions serving as guides, would have a time to get to know the Magnet Appraisers during the travel time between meetings from place to place each day. However, with the Magnet VSV, there was no opportunity for this to happen organically. To accommodate for this, on the last day of the Magnet VSV, a session was scheduled for the Magnet Guides, Magnet Ambassadors, and Magnet Champions to meet with the entire Magnet Appraiser Team. In this session, they shared from their hearts about their genuine pride in the organization and their appreciation for the interprofessional collaboration at HMB. Stories and examples were shared about the care and

support shown by the HMB leaders and colleagues throughout the early days of the COVID-19 pandemic to present day. These stories were remarkably meaningful. Nurses are known for their ability to connect in trusting relationships with others. This was demonstrated in the way the Magnet Appraiser Team created a trusting environment in a virtual setting for the HMB nurses to share from their hearts about their practice of nursing. Throughout the 3-day Magnet VSV, the “feel” of Magnet was palpable at every level.

## 6. MAGNET DESIGNATION CALL

In June 2021, within six weeks of the Magnet VSV, the CNO received notification from the ANCC Recognition Program<sup>®</sup> to plan for virtual call with the Chair of the Commission on Magnet. The CNO and MPD planned a virtual meeting via WebEx. Hospital employees were encouraged to join the meeting virtually as social distancing was required. The hospital gathered virtually and in small groups for the Magnet Call with the Chair of the Commission on Magnet. Together they heard news that HMB successfully achieved Magnet<sup>®</sup> redesignation with seven exemplars. These noteworthy empirical outcomes achieved during the global pandemic further validated the culture of nursing excellence at HMB. The Magnet team and entire hospital celebrated. A video of this event was created and shared in a CNO Magnet Monday email for celebration with all hospital employees.

## 7. CONCLUSION

With transformational leadership and a shared vision, a CNO and MPD successfully utilized principles of change manage-

ment based on the ADKAR<sup>®</sup> model to leverage technology in preparation for a Magnet VSV. Engaging key stakeholders and raising awareness of the change to a Magnet VSV throughout the organization was essential. Partnership with the IT team was paramount. A comprehensive education plan for nurses and interprofessional teams at all levels within the organization increased awareness, desire, knowledge, ability, and provided opportunities for reinforcement of Magnet related education. Ongoing remote MPD meetings with a team of dedicated Magnet Ambassadors and Magnet Champions strengthened engagement throughout the organization. Through collaboration, attention to detail, and effective communication, the principles of ADKAR<sup>®</sup> change management were applied to increase awareness, desire, knowledge, ability, with reinforcement of the necessary elements for a successful Magnet VSV. The effective use of technology in virtual meetings via WebEx and MS Teams will continue to serve the organization for the future with similar accreditation visits.

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## CONFLICTS OF INTEREST DISCLOSURE

The authors declare that there is no conflict of interest.

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