

2016

# Fostering an Environment of Magnet Recognition by Using Internet Technology

Shyneka Montgomery  
*Walden University*

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>

 Part of the [Databases and Information Systems Commons](#), and the [Nursing Commons](#)

---

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact [ScholarWorks@waldenu.edu](mailto:ScholarWorks@waldenu.edu).

# Walden University

College of Health Sciences

This is to certify that the doctoral study by

Shyneka Montgomery

has been found to be complete and satisfactory in all respects,  
and that any and all revisions required by  
the review committee have been made.

## Review Committee

Dr. Eileen Fowles, Committee Chairperson, Health Services Faculty  
Dr. Murielle Beene, Committee Member, Health Services Faculty  
Dr. Deborah Lewis, University Reviewer, Health Services Faculty

Chief Academic Officer  
Eric Riedel, Ph.D.

Walden University  
2016

Abstract

Fostering an Environment of Magnet Recognition by

Using Internet Technology

by

Shyneka Montgomery

MSN, Walden University, 2010

Project Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Nursing Practice

Walden University

November 2016

## Abstract

Magnet Recognition, a nurse-driven certification, is an acknowledgement of nursing excellence within a hospital. Magnetic Recognition supports the highest quality of patient outcomes and is the standard for nursing care and professionalism in nursing practice. The site for this project has engaged in the process of seeking Magnet Recognition but lacked a method of communicating their progress to staff, prompting the need for the institutional intranet Magnet webpage. Guided by Roger's diffusion of innovation theory and Lewin's change management model, the purpose of this quality improvement project was to develop an evaluation plan for this webpage on the institutional intranet. Specific stakeholders within the institution were targeted to answer open-ended questions about the Magnet webpage. Their feedback was summarized and used to guide the development of the evaluation plan. Feedback revealed a need to change areas of the webpage related to navigating back to the homepage, reporting outcome data for the shared-decision councils' projects, and improving the resolution of the professional practice model. A toolkit was then developed, consisting of a checklist and a questionnaire using questions about the design and content of the Magnet webpage, which could be implemented immediately and then completed annually for continuous quality improvement. The results of this project are consistent with the literature, illustrating the importance of developing a plan for evaluating the implementation process. This project was socially significant because an effective evaluation plan could be used by other institutions seeking Magnet Recognition who develop a webpage as a strategy to engage staff and communicate their Magnet Recognition journey.

Fostering an Environment of Magnet Recognition

Using Internet Technology

by

Shyneka Montgomery

MSN, Walden University, 2010

Project Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Nursing Practice

Walden University

November 2016

## Dedication

I would like to dedicate this paper to my mother and daughter. Their continued support and encouragement have helped me to keep the faith in reaching this point in my academic career.

## Acknowledgments

I would like to thank my committee member, Dr. Murielle Beene, and university research reviewer, Dr. Deborah Lewis, for their roles in helping me in reaching this point in my academic career. You have helped me grow personally and professionally. Your guidance and support are greatly appreciated. I would like to give a special thank you to my committee chair, Dr. Eileen Fowles, for her guidance and support throughout my DNP journey and the challenges I faced. You helped me stay focused many times when I felt discouraged. I am so happy for the role you have played in my life and hope to inspire a future nurse as you have inspired me.

## Table of Contents

List of Tables .....	iv
Section 1: Nature of the Project .....	1
Introduction.....	1
Background and Context.....	2
Problem Statement .....	3
Relevance to Practice .....	4
Purpose of the Project .....	5
Project Question.....	7
Theoretical Framework.....	7
Nature of the Project .....	7
Definition of Terms.....	8
Assumptions.....	9
Scope and Delimitations .....	9
Limitations .....	10
Significance of Project.....	10
Implications for Social Change.....	11
Summary .....	12
Section 2: Review of Literature and Theoretical and Conceptual Framework.....	13
Introduction.....	13
Literature Search Strategy.....	14
Specific Literature.....	14

Requirements for Magnet Recognition Status .....	14
Internet Sites as a Means of Institutional Communication .....	15
Evaluation Planning .....	16
Theoretical Framework Literature .....	16
Summary .....	19
Section 3: Methodology .....	20
Introduction .....	20
Project Approach and Rationale .....	20
Project Design/Methods .....	20
Population and Sampling .....	21
Project Setting .....	21
Protection of Human Rights .....	21
Data Collection .....	23
Procedures .....	23
Relationship With Target Group .....	24
Instruments .....	24
Data Analysis .....	25
Procedures .....	25
Project Evaluation Plan .....	25
Summary .....	26
Section 4: Findings, Discussion, and Implications .....	28
Introduction .....	28

Evaluation/Findings and Discussion.....	28
Implications.....	32
Policy and Practice.....	32
Research and Social Change.....	33
Strength and Limitations of the Project .....	33
Strengths .....	33
Limitations .....	33
Analysis of Self.....	34
As a Scholar and Practitioner.....	34
As a Practitioner.....	35
As a Project Manager.....	35
Contribution to Professional Development.....	36
Summary and Conclusion.....	36
Section 5: Scholarly Product.....	37
Executive Summary .....	37
References.....	41
Appendix A: Questions for Stakeholders .....	47
Appendix B: Magnet Webpage Checklist.....	48

List of Tables

Table 1. *Feedback From Questions*.....29

Table 2. *Summary of Respondent Feedback*.....30

## Section 1: Nature of the Project

### **Introduction**

Evidence-based practice (EBP) incorporates research findings to determine best care practice for providing quality nursing care, which is essential to building a scientific foundation for clinical practice. Nurses are frontline caregivers and change agents who can readily identify clinical practice problems. Identifying and resolving these practice problems help change the way nursing care is delivered to individual patients or patient population based on evidence-supported best practices. Winsett and Cashion (2007) affirm that practicing nurses are better at identifying practice problems because of their position in delivering bedside care. The use of evidence-based nursing practice provides an opportunity for nurses to apply the best evidence-supported practices to patient care and, thereby, improve patient outcomes. However, these benefits are not realized when nurses do not understand or know how to apply evidence-based nursing practice within their setting.

The setting for this project was a 277-bed nonprofit hospital within a larger health care system in the southwest region of the United States. Throughout time, the hospital has transitioned from the traditional culture of task-oriented skills acquisition to a culture of EBP. Although proficiency in task-oriented skills is important, understanding why these skills are performed and identifying the best practices for performing the skills is crucial.

The hospital administrators have decided to seek Magnet Recognition to remain competitive in the health care delivery market, to create an environment of excellence in

the workplace, and to improve patient outcomes. A webpage on the institution's intranet was developed to communicate the hospital's Magnet Recognition journey and foster an environment of EBP. The goal of this doctor of nursing practice (DNP) project was to develop a plan for evaluating the Magnet webpage on the intranet site to determine if the site is effectively communicating the hospitals Magnet Recognition journey. If effective, the evaluation plan can be used by other facilities which have chosen to develop a Magnet webpage to educate their staff about Magnet Recognition and the use of EBP.

### **Background and Context**

Magnet Recognition, a nurse-driven certification, is an acknowledgment achieved by hospitals that demonstrate nursing excellence. Although Magnet Recognition is nurse driven, it can be extended beyond nursing to include interdisciplinary aspects of patient care which support the highest quality of patient outcomes and collaborative relationships. Magnet Recognition is the highest achievement for nursing care and professionalism achieved by hospitals that demonstrate nursing excellence. Magnet facilities have many common traits based on the American Nurses Association (ANA) Scope and Standards of Practice. These traits include increased job satisfaction, increased retention, decreased the incidence of burnout, increased patient satisfaction, positive patient outcomes, and an increase in the quality of care (American Nurses Credentialing Center [ANCC], 2010).

Magnet hospitals incorporate the 14 forces of magnetism established by the ANCC. The designation of Magnet Recognition to a hospital is the highest national recognition awarded to a hospital or medical center for excellence in nursing. This

recognition is not only the highest achievement for demonstrating excellent patient care but also provides health care consumers with a benchmark measuring the quality of nursing care (ANA, 2009). The ANCC (2014) described how the Magnet Recognition Program is based on research that shows how creating a positive professional practice environment for nurses can lead to improved patient and staff outcomes.

The hospital has taken several steps to help prepare for the Magnet Recognition journey which include the development of a Magnet Program Coordinator position, which was filled, and the formation of shared decision councils. Although these steps were taken to help prepare for the journey, the hospital still lacked a method of communicating the Magnet Recognition journey to staff, prompting the need for the institutional intranet Magnet webpage. An adequate communication infrastructure within the institution is essential for the various disciplines within the practice setting to develop structures, strategies, and processes, which bridge communication and collaboration about the facility's Magnet Recognition journey. This project helped set the platform for evidence-based nursing practice within the facility by developing an evaluation plan to help provide metrics to assess the effectiveness of the intranet site.

### **Problem Statement**

Although the Magnet Program Coordinator position was filled and shared decision councils were formed, there remains a gap in effectively communicating the hospital's Magnet Recognition journey to staff, the role the staff plays in the process, and the effect that these changes have on patient outcomes. Active participation in the shared decision councils and their activities play an important role in the Magnet Recognition

Program application process. Challenges such as heavy workloads, reduced levels of staffing, and lack of knowledge about EBP are barriers negatively affecting nurse participation in council meetings and activities. These barriers prompted a need for alternative techniques to engage staff and educate them about Magnet Recognition. A webpage was developed on a health care system's intranet site as a method of communicating its Magnet Recognition journey to the staff. However, after implementing the webpage, there was not a method of evaluating whether the website was achieving its desired outcome. The problem addressed in the project was the absence of a method of evaluating whether or not the website is communicating the Magnet Recognition journey to staff. To address this issue, a plan was developed to evaluate the Magnet webpage.

Hospitals meet Magnet Recognition by demonstrating the achievement of criteria outlined by the ANA Scope and Standards for Nurse Administrators, which include excellence in nursing leadership, organizational and management structure, evidence-based professional practice, nursing autonomy, and effective interdisciplinary relationships. Stevens (2013) recognized the Magnet Recognition Program for helping the nursing profession become a leader in catalyzing the adoption of EBP and using it as an indicator of excellence. Without a plan to evaluate the webpage, there is not an effective method of ensuring the information about Magnet Recognition is being communicated to staff.

### **Relevance to Practice**

Magnet Recognition is a hospital-level variable that affects nurse retention and turnover, the work environment, and patient outcomes. Staggs and Dunton (2012)

presented the findings from 1884 nursing units from 306 acute care hospitals throughout the United States and revealed that Registered Nurse turnover rates were 16% lower and overall turnover rates were 13% lower in Magnet hospitals than rates in non-Magnet hospitals. This project has the potential to help improve patient outcomes and create a healthy work environment by educating staff about EBP, research, and collaborative relationships via the shared governance councils. Turkel, Reidinger, Ferket, and Reno (2005) identified essential components of the Magnet Recognition journey are fostering an environment for EBP and nursing research. This project addresses these components through an evaluation plan used to determine the effectiveness of the intranet site in educating staff about EBP and research in the practice setting.

### **Purpose of the Project**

The purpose of this project was to develop an evaluation plan to determine the effectiveness of the Magnet Recognition webpage developed on a health care system's intranet site. This plan will help determine if the use of the intranet site is an effective communication infrastructure promoting an environment of professional development, transparency, and improved patient outcomes. The concept of shared governance and evidence-based nursing practice are relatively new to this hospital. The primary focus of the nurses and educators at this facility was based on clinical skills and competencies, which is not uncommon. Gonzol and Newby (2013) described how a traditional approach to skills acquisition focused on content rather than ensuring the nurse understands the reasoning behind the skill. The focus on skills acquisition has shifted with the use of the Hospital Consumer Assessment of Healthcare Providers and Systems and core measures,

causing nurse educators and leaders to look beyond only skills acquisition and increase the emphasis on evidence, which supports best practices and better patient outcomes. If proven successful, this project can be extended to other facilities within the hospital's system who are also seeking to achieve Magnet Recognition.

Wallen et al. (2010) described barriers which have contributed to the slow uptake of EBP across health care systems include but are not limited to inadequate knowledge and skills about EBP, lack of informatics competencies, and traditional approaches to teaching health care students the process of how to do research rather than how to use research to guide best practice. McCluskey and Middleton (2010) added that barriers to knowledge translation of EBP can also present when the staff has limited skills or knowledge, negative or outdated attitudes, unsupportive procedures, and problems identifying roles. These barriers have further initiated the need to look at alternative methods for communicating the goal of Magnet Recognition, use of EBP, and shared decision council activities among the staff. To overcome these barriers, the hospital implemented a webpage on a portion of the systems intranet site to facilitate the nurses' access to current data regarding evidence-based nursing practice, improve nurse's knowledge and understanding about EBP, and promote professional development. The proposed plan to evaluate the Magnet webpage will help determine whether the website is effectively communicating the facility's Magnet journey and the use of EBP within its setting. Doran et al. (2010) explained how providing access to information can help improve nurses' access to clinical-related health information.

### **Project Question**

The question addressed in this project was: Will a webpage on the institution's intranet improve nursing staffs' understanding of Magnet Recognition, enhance awareness of how nurses will participate in the journey, increase staff knowledge about EBP, and increase contribution in shared decision council activities? The implementation of an evaluation plan would help answer this question. Thereafter, routine evaluations of the webpage would help ensure the site contains current and meaningful information for staff regarding the hospital's Magnet Recognition journey.

### **Theoretical Framework**

I used a theory and a model in this project to anticipate the behavior of the staff and how they adapt to the change. E. M. Roger's Diffusion of Innovations Theory (DOI) and Kurt Lewin's Change Management Model were the most appropriate for addressing how implementing an intranet site will affect a hospital's communication and Magnet Recognition journey. Further discussion of these models can be found in Section 2.

### **Nature of the Project**

The use of technology in the health care setting is continually evolving to enhance nurses' access to evidence-based information designed to improve their patients' care and professional development, as well as to create a level of understanding for expectations when implementing a change. This project looks at how the use of intranet technology can be used as a form of effective communication for implementing a change in the practicum setting. He and Hu (2012) asserted that the growing complexity of health care systems and use of information technology has caused the circulation of EBP to look at

available technology rather than only paper or person-to-person interaction for communication. The facility launched a webpage on the health care system's intranet site to educate staff and to address the criteria needed for Magnet Recognition.

The purpose of this project was to develop an evaluation plan to determine the effectiveness of the intranet site. The evaluation plan will describe how the Magnet Recognition webpage will be monitored and evaluated. The hospital's Magnet program director, the assistant chief nursing officer (CNO), facility region president, and members of the Magnet Champion Council were chosen as the target group and provided feedback on the Magnet webpage, which was used to help determine the components needed for the evaluation plan. The use of an effective evaluation plan can aid in the decision-making process and provide opportunities for improvement for the Magnet Recognition webpage. Lobo, Petrich, and Burns (2014) identified the importance of an evaluation is not to prove but to improve the outcome.

### **Definition of Terms**

The following definitions of terms were used to guide this project:

1. *Evidence-based practice*: The blending of the best available research with clinical experience and patient preferences (Spruce, 2015).
2. *Staff*: This term is used to represent all nursing staff at the hospital where this project took place that was affected by the implementation of the intranet site.
3. *Intranet*: Lawson (2013) described the intranet as a private website used by staff within an organization and restricts access from outside members. In this project, I

used a closed-circuit Internet site that is accessed and seen by the staff of the project site.

4. *Shared governance/shared decision council*: An organizational model that provides nurses with opportunities to control their practice and influence administrative areas (Troxel, 2014).

### **Assumptions**

Assumptions are expectations for the future state following the implementation and evaluation of the project. I made the following assumptions while carrying out this project: The evaluation plan will reveal that the Magnet Recognition webpage provides information about the hospital's Magnet Recognition Journey, its shared decision councils, and the use of EBP in the setting. An effective evaluation plan will identify if these goals are being met or if the site must be redesigned to meet these goals. A positive outcome of an effective evaluation plan for the Magnet Recognition webpage will demonstrate increased usage of the site by staff. The evaluation plan will also serve as a continuous quality improvement project to help address any needs for changes in the future. The final assumption was that all staff in the target group would complete the questionnaire to provide feedback about the webpage.

### **Scope and Delimitations**

The evaluation plan was developed for a hospital within a health care system located in the southwest United States. This project could also be extended to other hospitals and health care systems choosing to evaluate the effectiveness of their Magnet Recognition webpage. Delimitations included the following: The project was limited to

the nursing staff at one particular hospital within a larger network of hospitals, and the project only included one hospital within the health care system pursuing Magnet Recognition.

### **Limitations**

Limitations are potential weaknesses that have been identified within the project, which may affect the reliability of the findings. The evaluation plan provides feedback determining whether the Magnet Recognition webpage will meet the needs of the end user or require adjustments. One limitation of effectively evaluating the intranet webpage would be if the site or the evaluation plan were poorly designed. Proper design of the evaluation plan prior to implementation is necessary for its success. Other limitations for this project would be the low participation rate in the questionnaire as a result of convenience sampling or the lack of usability skills needed for the staff to access the intranet site.

### **Significance of Project**

The use of technology in the health care setting is continually evolving to help nurses take better care of their patients. Simmons (2010) described how shorter hospital stays, the level of patient acuity, and advancing technology require nurses to think quickly to resolve problems. Technology and inductive reasoning can be used to help nurses and clinicians quickly access and process data (clinical references, patient care data, best practices, etc.) to identify patient problems and improve outcomes. Once evidence-supported data is obtained, the information can be shared among colleagues and other healthcare professionals to help improve patient outcomes. McCallin and McCallin

(2009) identified collaborative teamwork as a necessary requirement today for effective nursing practice and quality care. Effective communication and teamwork allows staff to provide input and feedback about what is affecting their workplace and identifies potential solutions that promote a healthy work environment and patient safety.

### **Implications for Social Change**

The use of information technology, such as the intranet, assists to increase the quality of care and better patient outcomes by providing staff with increased knowledge about issues that affect their patients. EBP helps clinicians acquire this knowledge by providing scientifically proven evidence on best care practices that result in better patient outcomes and unified standards of care. Patient safety is a continuous quality improvement standard which has a large influence on the healthcare delivery system and nursing practice.

Elder and Koehn (2009) stated that technology skills are a part of the lifelong learning process nurses must utilize to help improve patient outcomes. The integration of clinical reasoning and computer technology has given rise to the importance of the nursing informatics role. Patient safety is a primary focus of health care and the introduction of informatics nurses help ensure it is met. The development of an effective evaluation plan for the intranet site is one example of how informatics nurses bridge the gap between technological and clinical experience to improve patient care. McLane and Turley (2011) described how clinical informaticians integrate people, systems, processes, and information technology (IT) by using their informatics knowledge and understanding of clinical science to focus on the best way to provide quality patient care

## Summary

Kelly (2011) described quality improvement as a practice used to improve defective processes and reduce the number of defective outputs. This quality improvement project focuses on developing a plan for evaluating the facility's Magnet webpage to ensure it is communicated the facility's journey toward Magnet Recognition or if adjustments are needed. As stated by Tinkham (2013), the skill to understand the value of research and EBP is necessary for helping nurses provide quality safe patient care. The implementation of the webpage provides nurses with a method to effectively communicate research and evidence-supported best practices while the implementation of an effective evaluation plan helps ensure the webpage is meeting the needs of the end-user. Through effective communication, nurses are able to identify patient and health care delivery issues to help the quality improvement process. Quality improvement will continue to be a common practice within health care as professionals look to deliver better care and improve patient outcomes.

Section 2 contains the literature review, models, and theories used in this project.

## Section 2: Review of Literature and Theoretical and Conceptual Framework

### **Introduction**

This project occurred in a hospital that is in the process of applying for Magnet Recognition. The lack of a sufficient communication infrastructure to communicate to staff about Magnet Recognition was identified. To address this issue, a webpage was launched on the health care system's intranet to communicate to staff the hospital's journey toward Magnet Recognition. The problem identified during this project is that there is not a process to evaluate the effectiveness of the webpage. The purpose of this project was to develop an evaluation plan to determine the effectiveness of a Magnet Recognition webpage that was developed.

The literature review conducted during this project will help identify the requirements for Magnet Recognition status, the use of the intranet as a means of communication within an institution, the importance of evaluation planning, and the theoretical frameworks used for this project. The project will address the question of whether the intranet serves as an effective communication tool which can be used to improve staff's understanding of Magnet Recognition, the role they will play in the journey, increase staff knowledge about EBP, as well as promote professional development.

Section 2 covers the literature search strategy, model, and theory, used in this project.

## **Literature Search Strategy**

Kowalczyk and Truluck (2013) identified a literature review as the most common type of review. A literature review is a summary of the important information from the sources, which allows the author to analyze, evaluate, and synthesize information published about a specific topic. This information can be used to inform others within the professional practice. According to Rhoades (2011), literature reviews assist readers in understanding all of the available research on a topic and informing them of the strengths and weaknesses of the studies.

I performed a literature search via the Walden University library using the CINAHL, LISTA, ProQuest, Academic Search Complete, and Medline Database. I searched for evidence in support of evaluating Internet technology as an effective communication tool. Articles older than 10 years were not included for resource information. The terms used for the search were *intranet evaluation*, *Magnet Recognition*, *intranet communication*, and *evidence-based practice*. The search was limited to peer-reviewed articles, books, systematic reviews, and meta-analysis. I chose a total of 64 articles for inclusion in this literature review.

## **Specific Literature**

### **Requirements for Magnet Recognition Status**

According to the ANCC (2015), Magnet Recognition requires organizations to develop, disseminate, and enculturate evidence-based criteria resulting in a positive work environment for nurses and extends to an interdisciplinary aspect of care that promotes

quality patient outcomes and collaborative relationships. The Magnet Model is used by facilities to help guide them in demonstrating excellence for achieving Magnet Recognition. The ANCC (2015) described the Magnet Model as a framework for achieving excellence in nursing practice and a roadmap for Magnet Recognition.

The Magnet Model contains five concepts (empirical outcomes, transformational leadership, structural improvement, exemplary professional practice, and new knowledge, innovations, and improvements), which help guide change. According to Grant, Colello, Riehle, and Dende (2010), the use of Magnet values and empowered nurses help organizations develop new models of care. Tinkham (2013) stated that developing an environment which promotes professional accountability and error reporting improves patient safety and outcomes, which are important to the Magnet Recognition process.

### **Internet Sites as a Means of Institutional Communication**

Yang (2014) affirmed how successful organizations must be able to create, gather, and cross-fertilize knowledge across individuals and operating units. Yang (2014) further stated that collaboration is an avenue for creating knowledge and these collaborations act as powerful vehicles for the creation of new organizational knowledge. The evolving use of technology is continuously providing new methods for communicating among various disciplines. Shute, Davies, Clee, Coupland, Melton, and Forsyth (2012) stated that information technology is becoming a part of daily practice within workforces and identifies the intranet as an effective method that can be used for maximizing communication. In addition to maximizing communication, the use of intranet technology can also foster the development of professional relationships and promote professional

development. Maddix (2010) stated that online learning communities provide effective learning, develop significant relationships, and allow learners to be leaders and teachers.

### **Evaluation Planning**

Evaluation planning plays an important role in implementing change. An evaluation plan will help determine what will be evaluated, the purpose of the evaluation, what criteria is needed to conduct the evaluation, and how data the data will be managed. The first step in the process of evaluation planning is to involve stakeholders. According to Woodford and Preston (2011), stakeholders' participation can provide an opportunity to learn about their needs, perspectives and priorities, which are vital to the development of programs. Early stakeholder buy-in will help with communicating the needs and expectations of staff during the evaluation of the Magnet Recognition webpage.

### **Theoretical Framework Literature**

Roger's Diffusion of Innovation (DOI) Theory and Lewin's Change Management Model were chosen to help guide this project. The DOI theory was used to help explain how an idea, program, or product is accepted and diffuses throughout a specific population. Lewin's Change Management Model was used to explain the process of stopping the current behavior, learning a new behavior, and making the new behavior the expectation. Each plays a specific role in implementing change in the practicum setting and how to address potential issues.

Even though the hospitals journey to seek Magnet Recognition is a planned changed, a strategy must be used to prepare the staff for the changes. Lewin's Change Management Model can be used as a tool to help with this change because it explains the

process of planned change. Lewin identified the three process of planned change as: unfreezing the current state or status quo, moving to a new state, and refreezing the change to make it permanent (McEwen & Wills, 2011). This model will help the facility transition from a current state process, which needs improvement, to a future state process, which produces better outcomes.

According to Best et al. (2010), Lewin's Change Management Model combines organizational culture and past experiences that influence the change process. This allows teams to identify that a past/current process is not working and a change needs to occur (unfreezing). A plan is implemented (moving) and, if successful, the new plan becomes common practice (refreezing). Schriener et al. (2010) asserted that change must occur at the group level and must be a participative and collaborative process which involves all of those concerned in order to be effective. Therefore, support must occur with Executive leadership and continue all the way down to the frontline staff in order for change to be successful. Teams should consist of all members, or a representative, being affected by the change must also be involved to improve success and engagement.

Handal, Campbell, Cavanagh, Petocz, and Kelly (2012) described how Rogers' DOI proposes that the adoption of a specific innovation is influenced by the way it is accepted by individuals. Resistance to change can be a potential barrier to implementing the initiative. Therefore, the use of Rogers' Diffusion of Innovation Theory will be used to help address resistance and adoption of this innovative change. White and Dudley-Brown (2012) explain that Rogers' theory identifies five groups of individuals that affect how change is accepted and must be planned for and included in the change process.

These groups include the innovators (who like new ideas), the early adopters (who focus on ideas they like), the early majority (who learn from people they know), the late majority (who adopt the change once it has achieved a status quo within the setting), and the laggards (who do not like change).

Resistance can be caused by the fear of change, lack of understanding of the expected outcome, or fear to admit that the current process is not working to name a few. This is why it is important to create a clear picture of why the change is to occur, what are the expected outcomes, and what is expected of the affected individuals/groups. According to Stonehouse (2012), communication and involvement of the affected staff at every stage of the change process will help foster trust, support for the change and give ownership of the change to help staff embraced it positively.

The DOI theory and the Change Management Model can be used in any setting where new ideas, practices, and products are being introduced to a target population. Staff must see the benefit of using the intranet site as a communication and resource tool in order to accept and comply with it. Roger's Diffusion of Innovation Theory and Lewin's Change Management Model can be used simultaneously to promote the proposed change. Lewin's change management model can be applied to the evaluation plan with the use of continuous quality improvement. The evaluation will provide feedback of the Magnet Recognition webpage's current state, determine if changes need to be made, and implement the new changes. According to Huryk (2010), participants must be aware of the term and benefits of innovation then decide how to use the innovation to implement the change, and finally provide feedback on how the innovation

is an improvement for a new permanent process. Roger's DOI can be applied by helping determine how staff will perceive the proposed changes identified in the evaluation plan.

### **Summary**

As stated by White and Dudley-Brown (2012), change must be planned, managed, and considered based on how the change will affect those within the organization. In order for change to be successful, the staff needs to feel empowered, have a voice that can be heard, and receive effective communication about what is expected of them. The staff, which are empowered about a change, help to promote a successful implementation. The research council is one method of creating a supportive environment that empowers the staff to become active in the decisions about patient care and nursing practice in their facility. Creating a supportive environment can help overcome barriers by creating resources, encouraging staff involvement, and promote development. Tinkham (2013) further stated that Magnet Recognition certification embodies the desire to provide continued quality patient care, and the use of nursing shared decision councils, such as the research council, is a valuable example of the desire to provide quality care to patients. The implementation of the webpage will provide another method of creating a supportive environment to empower staff the evaluation plan will provide feedback about the effectiveness of the webpage. Section 3 will describe the methodology used during this project.

## Section 3: Methodology

### **Introduction**

A webpage on the hospital's intranet site was developed to communicate the facility's Magnet Recognition journey and foster an environment of EBP. The webpage has not been implemented into the production but is being viewed via a test site. The purpose of this project was to develop an evaluation plan to determine the effectiveness of the Magnet Recognition webpage once the site is implemented into production. Kettner, Moroney, and Martin (2013) described how designing an effective program requires a detailed thought process of understanding the problem and an analysis of the data on effectiveness. Change that is properly planned can minimize the occurrence of errors. Section 3 covers the topics project design, populations and sampling, data collection and analysis methods, protection of human subjects, and the project evaluation plan.

### **Project Approach and Rationale**

#### **Project Design/Methods**

In the project, I used a quality improvement approach. As part of a larger quality improvement project at this institution, the purpose of this project was to develop an evaluation plan to determine the effectiveness of a Magnet Recognition developed on the health care system's intranet site. I chose this approach because it consists of developing actions to improve on an issue. The Health Resources and Services Administration (2015) identified *quality improvement initiative* as systematic and continuous actions, which lead to measurable improvements.

### **Population and Sampling**

Although there was not a population for the development of the evaluation plan, I used a target group to answer open-ended questions regarding components of the Magnet webpage and the evaluation plan. The target group consisted of the Magnet Program director, assistant CNO, facility region president, and nurse members of the Magnet Champion Council. It is important for the target group to participate in answering the questions regarding the Magnet webpage to help identify the importance of the ease of use and content applied to the design of the webpage. The Magnet Champion Council consists of staff nurses from each patient care area within the hospital. Tipton and Ucci (2008) identified establishing shared decision councils as a strategy method that can be used to involve staff in EBP because members of these councils learn and become involved with the research process.

### **Project Setting**

The setting for this project was a 277-bed nonprofit hospital within a larger health care network in the southwest region of the United States. The facility is a Level 2 trauma center, a center stroke center, and a Physical medicine and rehabilitation care facility. There are approximately 91 licensed vocational nurses and 289 registered nurses employed at the facility.

### **Protection of Human Rights**

I did not gather data for research purposes from any person for this project. However, I did contact stakeholders within the facility for the purpose of gathering

information about what to include in the toolkit, assistance in providing feedback on the toolkit materials, and guidance for the potential implementation of the evaluation plan.

As part of the evaluation plan, the Institutional Review Board (IRB) at the practice site was provided information about the project and determined that collecting the evaluation data does not constitute research. Therefore, this project was undertaken as a Quality Improvement Initiative, and as such, was not formally supervised by the practice site's overseeing IRB per their policies. Although the practice site saw this project as a Quality Improvement Initiative by, Walden University requested the project information be submitted to their IRB for approval. During the approval process, I obtained a letter of cooperation from the practice site's assistant CNO and created a consent form for the target group. I received IRB approval from Walden University for this project (IRB Approval No. 04-25-16-0064607) before initiating the evaluation plan.

The target group completed the questionnaire anonymously to protect their identity. Completed forms, which served as a form of consent for participation, were placed in a manila envelope and returned to the researcher. Participant names and contact information were not collected or recorded for this project. Although being in this study could have involved some risk of the minor discomforts encountered in daily life, such as anxiety related to not being comfortable with others in the room knowing the participant is participating, stress related to completing the questionnaire, or becoming upset because the participant was asked to complete a questionnaire, it did not pose risk to the safety or well-being of the participant. Participants were informed that they could opt out of participating at any time without any repercussions. Data collected from the questionnaire

is stored in a locked file cabinet at the author's home. After 5 years, the data will be shredded with a micro-cut shredder then discarded in the recycle receptacle.

## **Data Collection**

### **Procedures**

Specific stakeholders within the institution were targeted to participate in this project. The Magnet program director, assistant CNO, facility region president, and members of the Magnet Champion Council were chosen as the target group for the data collection portion of this project. Following IRB approval, a meeting was scheduled at the practice site with the Magnet Program Director, Assistant CNO, and facility Region President. An appointment was made to attend a regularly scheduled of the Magnet Champion Council. Data collection packets, containing the consent form and questions for the stakeholders (Appendix A) and a blank security envelope, were created prior to the meetings with potential participants for ease of distribution during the meetings.

During the meetings with the members of the target group, the data collection packet was provided to each potential participant. I read the consent to the target audience and explained the purpose of the project. Distributing the data collection packet prior to starting the data collection process provided an opportunity for the potential participant to review the consent form and questions prior to making a decision to participate. Participation was completely voluntary. The author then reviewed the intranet site and components of the evaluation plan.

Participants were asked to write their responses to open-ended questions (See Appendix A) evaluating the usability of the intranet site. Paper consents were retained for

recording purposes. Completed forms implied consent to participate. There was no form of payment for completing the questionnaire. The completed forms were placed in the security envelopes provided in the data collection packet. The sealed security envelopes were then placed inside a manila envelope and returned to the author. Participants were instructed to retain a copy of the consent form for their documentation purposes. The completed forms were compiled and the responses were summarized. The summarized responses were then used to construct the evaluation plan for the webpage.

### **Relationship With Target Group**

Although this project was carried out at my employer site, my role as an employee was independent of my role as a researcher.

### **Instruments**

The instrument used for this project was a 12-item questionnaire. Based on the Magnet Coordinator's input for the intranet site, the questions for the questionnaire was developed by the author. Questions 1, 6, 7, and 9 were designed to determine if the design and content were appropriate for the webpage. Questions 2,3, 4, 5, and 9 were designed to address the usability of the webpage. Kusheniruk, Borycki, Kuwata, and Kannry (2011) identify usability as a measure of how effective, efficient, and enjoyable a system is to use. Question 10 provides an opportunity for the respondent to provide input about additional data that should be included on the webpage.

## Data Analysis

### Procedures

Kettner et al. (2013) explained how program evaluations provide feedback on results that help determine the effectiveness of a program. Evaluations also provide feedback about the actual outcomes of a program. The feedback received through the questionnaire helped determine if the content and design of the intranet site were easy for the reader to understand and navigate or if changes should be made. The responses received from the target group were summarized and used for the development of the evaluation plan.

### Project Evaluation Plan

The purpose of this project was to develop an evaluation plan to determine the effectiveness of a Magnet Recognition webpage developed on the system's intranet site. Evaluations provide feedback about the actual outcomes of a program. The feedback can help determine if the use of the intranet as an effective communication infrastructure will meet the needs of the study group or if changes should be made. The program evaluation plan was based on the results received from the open-ended question provided to the target group. Based on analysis of the responses to the questions, a preliminary toolkit was developed to evaluate the intranet site.

Kettner et al. (2013) defined *performance measurement* as the ongoing reporting of the efficiency, quality, and outcomes of a program. The purpose of this project was to develop an evaluation plan to determine the effectiveness of a webpage that was developed on a health care system's intranet site to communicate the facility's Magnet

Recognition journey. Close monitoring and the use of formative and summative evaluations will be utilized throughout the project to help measure the performance of the evaluation plan. White and Dudley-Brown (2012) assert the evaluation process should start at the beginning of a project. The first step to developing an effective evaluation plan was to determine the stakeholders involved. Formative evaluations are conducted during the planning and implementation phase to obtain information that can be used to develop or improve the project. Summative evaluation will occur during the final stage of the project and will help determine the overall worth of the project.

### **Summary**

White and Dudley-Brown (2013) state that the increasing complexity of patient care and the health care delivery system has increased the expectation that nurses utilize evidence to guide their practice as opposed to relying only on their clinical experience. The purpose of this project was to develop an evaluation plan to determine the effectiveness of the intranet site. A target group was selected to answer open-ended questions about the usability, design, and content of the Magnet webpage.

The Magnet Recognition webpage was developed on a health care system's intranet site to be utilized by the nursing staff to help promote excellence in care and professional development. The information obtained from this project would address the ease-of-use, the relevance of the content, and the effect this site has on patient outcomes. Simpson (2010) states engaged employees invest their energy to deliver superior job performance and commitment to change. Implementing an evaluation plan for the

Magnet webpage could be seen as a tool to help ensure the webpage is communicating the hospital's Magnet Recognition Journey.

## Section 4: Findings, Discussion, and Implications

### **Introduction**

The purpose of this project was to develop an evaluation plan to determine the effectiveness of the Magnet Recognition webpage developed on a health care system's intranet site. The question addressed in this project was: Will a webpage on the facility's intranet site improve staffs' understanding of Magnet Recognition, the manner in which they will participate in the journey, increase staff knowledge about EBP, and increase contribution in shared decision council activities? A targeted group of stakeholders answered a series of questions about the content and design of the webpage. I compiled the responses into a table and used to aid the development of a plan for evaluating the webpage. In Section 4, I will discuss the evaluation and findings of this project.

### **Evaluation/Findings and Discussion**

During this project, I developed a series of questions regarding the design and content of the Magnet webpage to help determine components of the evaluation plan. A target group, comprised of the hospital's Magnet Program director, assistant CNO, facility region president, and members of the Magnet Champion Council, answered the series of question to provide feedback on the Magnet webpage. During the data collection process, 14 of 17 potential questionnaires were returned to me. I compiled the feedback from the questions into a table for analysis (Table 1). The overall results of the feedback were positive and revealed a need to change some areas of the webpage regarding the design.

Table 1

Feedback From Questions

Questions for Stakeholders	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1) Are the images and background color of the website overwhelming?	Not at all	Very professional	No	No	No	No	No	No	No, right contrast	No	No	No Really like	No	No
2) Can the layout of the website be easily navigated by the user?	Yes	Very easily navigated	Yes	Yes	Yes	Yes	Yes	Yes	Very easy to navigate	Yes	Yes	Yes	Yes	Yes
3) Is the text easy to read?	The actual layout of the Professional Practice Model is hard to read (appears blurry). Can't see details.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes, appropriate size	Yes	Yes	Yes	Yes	Yes
4) Do the links on the webpage function appropriately?	Yes	All worked well	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5) Are you able to easily navigate back to the homepage?	Yes	Yes	Yes	Yes	Not answered	Yes	Yes	Yes	A little complicated to find	Yes	Yes	Yes	Yes	Yes
6) Does the information on the webpage attract the reader?	Yes	Yes	None apparent	Yes	Yes	Yes	Yes	Yes	Yes! Good headers	Yes	Yes	Yes	Yes	No
7) Is there any inconsistency in the flow of the content on the website?	No	None noted	Yes	No	Yes	No	No	No	Maybe not open a tab with each link clicked?	No	No	No	No	No
8) Does the website clearly explain the Magnet Recognition journey?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
9) Can a user learn to use the website when they first encounter it?	Very easily	Very easily	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10) Are the proposed outcomes of the intranet site appropriate?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Not answered	Yes	Yes	Yes	Yes	Yes
10a) What additional data may be needed to determine the effectiveness of the intranet site?	Can you monitor "hits" to the website?	None that I am aware of	Staff nurse input	Not answered	Countdown timer would be fun	greater education of the site	NDNQI	Not answered	Outcome data for projects					
10b) Is it feasible to obtain this data?	I think it would be	N/A	Yes	Not answered	Not answered	Not answered	Not answered	Yes	Not answered	Not answered	Yes	Sometimes	Yes	Yes

I summarized the feedback from the respondents in a table and an analysis of the data was synthesized (Table 2). Feedback from Question 1 revealed the images and background design did not overpower the content and no changes were needed. All responses to Question 2 confirmed the layout was easy to navigate and no changes were needed. Question 3, evaluated the ease of reading the text on the webpage. One respondent indicating the professional practice model image was hard to read, suggesting a need to review the image for a more visible resolution.

Table 2

*Summary of Respondent Feedback*

<b>Questions for Stakeholders</b>	<b>Summary of Responses</b>
<b>1)</b> Are the images and background color of the website overwhelming?	Positive responses. No changes needed at this time.
<b>2)</b> Can the layout of the website be easily navigated by the user?	Positive responses. No changes needed at this time.
<b>3)</b> Is the text easy to read?	Overall positive responses. Will need to review Professional Practice Model image.
<b>4)</b> Do the links on the webpage function appropriately?	Overall positive responses with the exception of the hospital's WIFI. The author has no control over the WIFI connection.
<b>5)</b> Are you able to easily navigate back to the homepage?	Overall positive responses. Will need to review navigation back to homepage.
<b>6)</b> Does the information on the webpage attract the reader?	Overall positive responses. No changes needed at this time.
<b>7)</b> Is there any inconsistency in the flow of the content on the website?	Overall positive responses. Will need to review navigation back to homepage.
<b>8)</b> Does the website clearly explain the Magnet Recognition journey?	Positive responses. No changes needed at this time.
<b>9)</b> Can a user learn to use the website when they first encounter it?	Positive responses. No changes needed at this time.
<b>10)</b> Are the proposed outcomes of the intranet site appropriate?	Positive responses. No changes needed at this time.
<b>10a)</b> What additional data may be needed to determine the effectiveness of the intranet site?	Will review content to include: Site visit counter, staff nurse input, countdown timer towards Magnet status, and outcome data for the projects. Will also revise communication to educate staff about the site.
<b>10b)</b> Is it feasible to obtain this data?	Not applicable

The responses to question 4 were overall positive with the exception of the institution's Internet connection. The author has no control over the Internet connectivity, therefore no changes were needed in regards to the webpage. Questions 5 and 7 evaluated the ease of navigating the webpage. The responses indicated a need to review navigation back to the homepage. Questions 6, 7, 8, 9 and 10 received positive responses implying no changes were needed. As a result of the feedback from question 10a, the author will review the webpage to include items such as a site visit counter, staff nurse input, and the findings for evidence-based projects listed on the site.

Findings revealed that although the webpage is an effective source for communicating the hospital's Magnet journey, the webpage needed readjustments to its content. Hodges and Videto (2011) described how an evaluation plan helps determine the type of information that will be needed and the best method of obtaining this information, helps with creating realistic timelines for evaluation, and helps to improve the program by helping to evolve. Recommendations to make changes to the content of the webpage are based on the feedback provided by the target audience.

A toolkit, consisting of a checklist and a questionnaire using questions about the design and content of the Magnet webpage, was developed as part of the evaluation plan which can be utilized by the Magnet Coordinator to ensure the webpage contains the components necessary for communicating the hospital's Magnet Recognition journey. This toolkit could determine the effectiveness and staff acceptance of the webpage. According to Barac, Stein, Bruce, and Barwick (2014), toolkits are becoming increasingly more popular as a communication strategy for disseminating health

information, building awareness, and changing the practice of diverse audiences. The proposed toolkit contains a questionnaire using the questions in Appendix A and a checklist (see Appendix B).

The toolkit will be presented to the Magnet Director and the Magnet Champion Council for final approval as a method of evaluating the Magnet webpage. If approved, the toolkit will be implemented immediately. The toolkit will be completed annually, or as determined by the Magnet Champion Council, for continuous quality improvement of the webpage to ensure content is current and relevant. Lewin's Change Management Model and Roger's DOI will guide each session when the toolkit is implemented. Lewin's Change Management Model will help guide change. Roger's Diffusion of Innovation Theory will help anticipate how staff accept change.

### **Implications**

#### **Policy and Practice**

The development of an evaluation plan for the webpage can positively affect the hospital's policies and practice. The findings revealed a need to re-evaluate the content of the webpage to become a more effective source for communicating the hospital's Magnet journey. The webpage provides information about Magnet Recognition, education/professional development, and the use of EBP in the practice setting. The evaluation plan could be utilized as a method of continuous quality improvement for the site.

## **Research and Social Change**

The project could influence further research and social change by providing a resource for staff to learn about EBP and promote its use in the practice setting. Through the use of the webpage, leaders can empower staff to take on evidence-based projects to initiate change regarding the issues affecting their work setting. According to the ANA (2009), effective nurse leaders encourage staff to accept change and become active in the decision-making process.

It is suggested that future projects always include staff and end-user input. According to Woodford and Preston (2011), stakeholders' participation can provide an opportunity to learn about their needs, perspectives and priorities, which are vital to the development of programs.

## **Strength and Limitations of the Project**

### **Strengths**

Strengths identified during this project include the willingness of the target group to participate, the overall positive feedback from the staff regarding the content and design of the webpage, the potential for the evaluation plan to be utilized by others within the health system. Other strengths of the project are that it provided an opportunity for staff to learn about Magnet Recognition, the Magnet webpage, and a method for staff to provide input on a change process.

### **Limitations**

Limitations included the use of convenience sampling; some participants had limited exposure to the webpage prior to the meeting with the author, some participants'

limited skills with navigating the web, and the effect the hospital's WIFI connection has on the functionality of the intranet.

### **Analysis of Self**

#### **As a Scholar and Practitioner**

Pursuing a DNP has provided me with the skills and knowledge to transform research into practice. DNP prepared nurses possess the knowledge and skills which necessary for implementing change by identifying a problem, conducting research, and disseminating the findings. According to Smith (2013), the professional doctorate is emerging as a popular doctoral route for practicing nurses who wish to develop and use research from and for the practice setting. The care demands of patients have become more complex causing a greater need for DNP nurses who can conduct research to support the implementation of best care practices.

Possession of a DNP puts the owner in a position of a change agent; initiating evidence-supported changes in health care. Montgomery (2011) states DNP graduates are taught how to assess organizations, identify systems' issues, and facilitate organization-wide changes in care delivery. This provides them with the knowledge and skills needed to initiate social change in our communities. This is from both a patient care perspective and nursing practice perspective. DNP graduates are knowledgeable from a patient care perspective which allows them to see problems and identify needs in health care. From a nursing practice perspective, they have the ability to serve as mentors and influence change in nursing practice.

**As a Practitioner**

As a practitioner, this author has gained a greater understanding of the effect informatics nurses has on health care and patient outcomes. Shuffitt and Effken (2012) proclaim informatics nurses must possess the skills to provide competent, quality clinical care and the ability to manage patient care in an “information-centric and ever evolving complex health care system”. The use of technology in health care is ever growing practices. Nurses must seek educational programs not to meet licensure requirements but to also to stay current with best practices in care and patient outcomes. Skees (2010) assert that educational programs not only fulfill a nurse's required continuing education hours, but also provide meaningful knowledge that can be taken back to the bedside for accessing the best practices toward improving patient outcomes.

**As a Project Manager**

In line with the ANA's standards of professional performance for nursing informatics, I have learned the importance of working collaboratively as a project leader or source for support. AACN's sixth essential stated that DNP graduates are prepared to play a central role in establishing inter-professional teams, participating in the work of the team, and assuming leadership of the team when appropriate (AACN, 2006). A nurse holding a DNP degree can be seen as a credible source and full of knowledge. This can help develop a voice for nursing and bridge the business and clinical aspects of care. Crosby and Shields (2010) stated this is how administrative nurses help bridge the gap between board members' “understanding of concerns and actual patient safety and quality of care” (p. 364).

### **Contribution to Professional Development**

According to Dickerson (2010), professional development opportunities help nurses see things from a different perspective, value their contributions to the profession, and respect the work of various disciplines which contribute to quality care. The project provided evidence of how technology can be used a tool for communicating and empowering staff about changes in the health care setting.

### **Summary and Conclusion**

A webpage was launched on a health care system's intranet site to communicate its journey to staff. The purpose of this project was to develop a plan for evaluating the webpage. The evaluation plan would help determine the usability of the content and design of the webpage. Kushniruk, Borycki, Kuwata, and Kannry (2011) identify usability also addresses software safety, workflow, and the effect on patient safety. The evaluation plan will provide feedback on topics that interest the staff and lead them to become more engaged with the activities needed to obtain Magnet Recognition. Continuous quality improvement helps ensure the evaluation plan is serving its purpose of ensuring in conclusion, this project supported the question of whether an evaluation plan can help determine if the webpage was an effective source for communicating the hospital's Magnet journey to staff.

## Section 5: Scholarly Product

### **Executive Summary**

This project summary and evaluation report is for the project Fostering an Environment of Magnet Recognition Using Internet Technology (IRB Approval No. 04-25-16-0064607). Magnet Recognition certification is a recognition achieved by hospitals that prove nursing excellence. Although Magnet Recognition, a nurse-driven certification, Magnet Recognition certification extends beyond nursing to an interdisciplinary aspect of care that promotes the highest quality of patient outcomes and collaborative relationships. Although a webpage was developed on a health care system's intranet site to communicate the facility's Magnet Recognition, there was not a method of evaluating whether the website was achieving its desired outcome. The problem addressed in the project was the lack of a method of evaluating whether the website is communicating the Magnet Recognition journey to staff.

To address this issue, a plan was developed to evaluate the Magnet webpage for use and content. This plan would help determine if the use of the intranet site is an effective communication infrastructure promoting an environment of professional development, transparency, and improved patient outcomes or if revisions need to be made to the site to accomplish this goal. The use of Roger's DOI and Kurt Lewin's Change Management Model helped anticipate the behavior of the staff and how they adapt to the change.

The first step in the development of an evaluation planning process was to identify stakeholders and the role they will play. The target group, comprised of the

Magnet program director, assistant CNO, facility region president, and members of the Magnet Champion Council, provided feedback by responding to a questionnaire about the Magnet webpage. Data collection occurred, following IRB approval, at the hospital and involved members of the target group responding individually to questions about the Magnet webpage (Appendix A).

During the data collection process, 14 of 17 potential questionnaires were returned for analysis. The 3 questionnaires that were not returned were from the Magnet Champion Council. The feedback from the questions were compiled into a table for analysis (Table 1). The overall results of the feedback were positive and revealed a need to change some areas of the webpage regarding the design. The results of this project were consistent with the literature, illustrating the importance of developing a plan for evaluating the implementation of a project. Successful development of an evaluation plan promotes positive implications for social change by helping support the usefulness of the intranet as an effective communication tool for staff to learn about Magnet Recognition and the role they play in achieving that status.

As part of the evaluation plan, a toolkit was then developed, consisting of a checklist and a questionnaire regarding the design and content of the Magnet webpage. The toolkit can be used by the Magnet Coordinator to ensure the webpage contains the components necessary for communicating the hospital's Magnet Recognition journey. This toolkit could determine the effectiveness and staff acceptance of the webpage. According to Barac et al. (2014), toolkits are becoming increasingly more popular as a communication strategy for disseminating health information, building awareness, and

changing the practice of diverse audiences. The proposed toolkit contains a questionnaire using the questions in Appendix A and a checklist (Appendix B).

Table 1

Table of Questionnaire Responses from Target Group

Questions for Stakeholders	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1) Are the images and background color of the website overwhelming?	Not at all	Very professional	No	No	No	No	No	No, right contrast	No	No	No	No	No	No
2) Can the layout of the website be easily navigated by the user?	Yes	Very easily navigated	Yes	Yes	Yes	Yes	Yes	Very easy to navigate	Yes	Yes	Yes	Yes	Yes	Yes
3) Is the text easy to read?	The actual layout of the Professional Practice Model is hard to read (appears blurry). Can't see details	Yes	Yes	Yes	Yes	Yes	Yes	Yes, appropriate size	Yes	Yes	Yes	Yes	Yes	Yes
4) Do the links on the webpage function appropriately?	Yes	All worked well	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5) Are you able to easily navigate back to the homepage?	Yes	Yes	Yes	Yes	Not answered	Yes	Yes	A little complicated to find	Yes	Yes	Yes	Yes	Yes	Yes
6) Does the information on the webpage attract the reader?	Yes	Yes	None apparent	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
7) Is there any inconsistency in the flow of the content on the website?	No	None noted	Yes	No	Yes	No	No	Maybe not open a tab with each link clicked?	No	No	No	No	No	No
8) Does the website clearly explain the Magnet Recognition journey?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
9) Can a user learn to use the website when they first encounter it?	Very easily	Very easily	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10) Are the proposed outcomes of the intranet site appropriate?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Not answered	Yes	Yes	Yes	Yes	Yes
10a) What additional data may be needed to determine the effectiveness of the intranet site?	Can you monitor "his" to the website? am aware of I think it would be	None that I am aware of	Staff nurse input	Not answered	Not answered	Countdown timer would be fun	greater education of the site	Not answered	Not answered	Outcome data for projects				
10b) Is it feasible to obtain this data?	Yes	N/A	Yes	Not answered	Not answered	Not answered	Yes	Sometimes	Yes	Yes				

The author will meet with the Magnet Director to determine if the toolkit is feasible to effectively evaluate the webpage. Upon approval by the Magnet Director, the toolkit will be provided to the Shared Decision Councils as a sample group. The feedback can help determine whether the use of the toolkit will meet the needs of the study group and function as an effective evaluation plan or if changes should be made. Kouzes and Posner (2009) asserted “the best way to lead people into the future is to connect with them deeply in the present” (p. 21). Including staff in the evaluation planning process will help empower them to be involved in future changes. The constant changes in health care demands make the development of an evaluation plan a continuous process.

The toolkit will be presented to the Magnet Director and the Magnet Champion Council for final approval as a method of evaluating the Magnet webpage. If approved, the toolkit will be implemented immediately. The toolkit will be completed annually, or as determined by the Magnet Champion Council, for continuous quality improvement of the webpage to ensure content is current and relevant. Lewin’s Change Management Model and Roger’s Diffusion of Innovation Theory will be utilized during each session when the toolkit is utilized. Lewin’s Change Management Model will help guide change. Roger’s Diffusion of Innovation Theory will be utilized to help anticipate how changes will be accepted.

## References

- American Association of Critical Care Nurses. (2010). AACN's Healthy work environment initiative. Retrieved from <http://www.aacn.org/wd/hwe/content/hwehome.pcms?menu=community>
- American Nurses Association. (2009). *Nursing administration: Scope and standards of practice*. Silver Spring, MD: Author.
- American Nurse Credentialing Center. (2014). *Magnet model*. Retrieved from <http://www.nursecredentialing.org/magnet/programoverview/new-magnet-model>
- American Nurse Credentialing Center. (2015). *Magnet Recognition program overview*. Retrieved from <http://nursecredentialing.org/Magnet/ProgramOverview>
- Barac, R., Stein, S., Bruce, B., & Barwick, M. (2014). Scoping review of toolkits as a knowledge translation strategy in health. *BMC Medical Informatics & Decision Making, 14*(1), 1–21.
- Best, J., Frith, K., Anderson, F., Rapp, C., Rioux, L., & Ciccarello, C. (2011). Implementation of an evidence-based order set to impact initial antibiotic time intervals in adult febrile neutropenia. *Oncology Nursing Forum, 38*(6), 661–668. doi:10.1188/11.ONF.661-668.
- Crosby, F., & Shields, C. (2010). Preparing the next generation of nurse leaders: An educational needs assessment. *The Journal of Continuing Education in Nursing, 41*(8), 363–368. doi:10.3928/00220124-20100503-09
- Dickerson, P. (2010). Continuing nursing education: Enhancing professional development. *Journal of Continuing Education in Nursing, 41*(3), 100–101.

- Doran, D., Haynes, R., Kushniruk, A., Straus, S., Grimshaw, J., Hall, L., & . . . Jedras, D. (2010). Supporting evidence-based practice for nurses through information technologies. *Worldviews on Evidence-Based Nursing*, 7(1), 4–15.  
doi:10.1111/j.1741-6787.2009.00179.x.
- Elder, B., & Koehn, M. (2009). Assessment tool for nursing student computer competencies. *Nursing Education Perspectives*, 30(3), 148–152.
- Gonzol, K., & Newby, C. (2013). Facilitating clinical reasoning in the skills laboratory: Reasoning model versus nursing process-based skills checklist. *Nursing Education Perspectives*, 34(4), 265–267.
- Handal, B., Campbell, C., Cavanagh, M., Petocz, P., & Kelly, N. (2012). Integrating technology, pedagogy, and content in mathematics education. *Journal of Computers in Mathematics and Science Teaching*, 31(4), 387–413.
- He, M., & Hu, Y. (2012). Integrating the online nursing evidence-based information resources for evidence-based nursing study in China. *International Journal of Nursing Practice*, 18(5), 429–436. doi:10.1111/j.1440-172X.2012.02067.x.
- Hodges, B., & Videto, D. (2011). *Assessment and planning in health programs* (2nd ed.). Sudbury, MA: Jones & Bartlett Learning.
- Huryk, L. (2010). Factors influencing nurses' attitudes towards healthcare information technology. *Journal of Nursing Management*, 18(5), 606–612.  
doi:10.1111/j.1365-2834.2010.01084.x
- Kelly, D. (2011). *Applying quality management in healthcare: A systems approach* (3rd ed.). Chicago, IL: Health Administration Press.

- Kettner, P., Moroney, R., & Martin, L. (2013). *Designing and managing programs: An effectiveness-based approach* (4th ed.). Thousand Oaks, CA: Sage.
- Kouzes, J. & Posner, B. (2009). To lead, create a shared vision. *Harvard Business Review*, 87(1), 20–21.
- Kowalczyk, N., & Truluck, C. (2013). Literature Reviews and Systematic Reviews: What Is the Difference?. *Radiologic Technology*, 85(2), 219–222.
- Kushniruk, A., Borycki, E., Kuwata, S., & Kannry, J. (2010). Emerging approaches to usability evaluation of health information systems: Towards in-situ analysis of complex healthcare systems and environments. *Studies in Health Technology and Informatics*, 16(9), 915-919.
- Lawson, J. (2013). A manager's guide to knowing what you know. *Public Manager*, 42(4), 55–58.
- Lobo, R., Petrich, M., & Burns, S. K. (2014). Supporting health promotion practitioners to undertake evaluation for program development. *BMC Public Health*, 14, 13–15. doi: 10.1186/1471-2458-14-1315
- Maddix, M. A. (2010). Online learning communities: The heart of online learning. *Common Ground Journal*, 7(2), 10–15.
- Magnet Resource Toolkit (2011). Silver Spring, MD: American Nurse Credentialing Center
- McCallin, A., & McCallin, M. (2009). Factors influencing team working and strategies to facilitate successful collaborative teamwork. *New Zealand Journal of Physiotherapy*, 37(2), 61–67.

- McCluskey, A., & Middleton, S. (2010). Delivering an evidence-based outdoor journey intervention to people with stroke: Barriers and enablers experienced by community rehabilitation teams. *BMC Health Services Research, 10*(18), 1–15. doi: 10.1186/1472-6963-10-18
- McEwen, M., & Wills, E. (2011). *Theoretical basis for nursing*. (3rd. ed.). Philadelphia, PA: Lippincott Williams & Wilkins.
- McLane, S., & Turley, J. (2011). Informaticians: How they may benefit your healthcare organization. *Journal of Nursing Administration, 41*(1), 29–35. doi:10.1097/NNA.0b013e3181fc19d6
- Montgomery, K. (2011). Leadership redefined: educating the doctorate of nursing practice nurse leader through innovation. *Nursing Administration Quarterly, 35*(3), 248–251. doi:10.1097/NAQ.0b013e3181ff38bc
- Rhoades, E. (2011). Commentary: Literature reviews. *Volta Review, 111*(1), 61–71.
- Schriner, C., Deckelman, S., Kubat, M., Lenkay, J., Nims, L., & Sullivan, D. (2010). Collaboration of nursing faculty and college administration in creating organizational change. *Nursing Education Perspectives, 31*(6), 381–386.
- Shuffitt, J., & Effken, J. (2012). Threading informatics throughout doctor of nursing practice (DNP) curricula. *Online Journal of Nursing Informatics, 16*(2), 28–30.
- Shute, R., Davies, G., Clee, S., Coupland, T., Melton, J., & Forsyth, K. (2012). Inclusive communication: A tool for service innovation. *British Journal of Healthcare Management, 18*(1), 19–26.
- Skees, J. (2010). Continuing education: A bridge to excellence in critical care nursing.

*Critical Care Nursing Quarterly*, 33(2), 104–116.

doi:10.1097/CNQ.0b013e3181d913a1

Simmons, B. (2010). Clinical reasoning: Concept analysis. *Journal of Advanced Nursing*, 66(5), 1151–1158. doi:10.1111/j.1365-2648.2010.05262.x.

Smith, N. (2013). Professional doctorates and nursing practice contribution: A systematic literature search and descriptive synthesis. *Journal of Nursing Management*, 21(2), 314–326. doi:10.1111/j.1365-2834.2012.01446.x.

Spruce, L. (2015). Back to Basics: Implementing Evidence-Based Practice. *AORN Journal*, 101(1), 106–112. doi:10.1016/j.aorn.2015.08.006.

Stevens, K. (2013). The impact of evidence-based practice in nursing and the next big ideas. *Online Journal of Issues in Nursing*, 18(2), 4.

Stonehouse, D. (2012). Resistance to change: the human dimension. *British Journal of Healthcare Assistants*, 6(9), 456–457.

Tinkham, M. (2013). Pursuing magnet designation: the role of structural empowerment. *AORN Journal*, 97(2), 253–256. doi:10.1016/j.aorn.2012.11.011.

Tipton, P., & Ucci, D. (2008). Evidence-based nursing. Boost your staff's understanding and utilization of EBP. *Nursing Management*, 39(9), 12.

Troxel, D. (2014). Unit-based shared governance councils for staff nurses impact care at the bedside. *Virginia Nurses Today*, 22(1), 13.

Turkel, M., Reidinger, G., Ferket, K., & Reno, K. (2005). An essential component of the magnet journey: Fostering an environment for evidence-based practice and nursing research. *Nursing Administration Quarterly*, 29(3), 254–262.

- Wallen, G., Mitchell, S., Melnyk, B., Fineout-Overholt, E., Miller-Davis, C., Yates, J., & Hastings, C. (2010). Implementing evidence-based practice: effectiveness of a structured multifaceted mentorship programme. *Journal of Advanced Nursing*, *66*(12), 2761–2771. doi:10.1111/j.1365-2648.2010.05442.x.
- White, K., & Dudley-Brown, S. (2012). *Translation of evidence into nursing and health care practice*. New York, NY: Springer.
- Winsett, R., & Cashion, A. (2007). The nursing research process. *Nephrology Nursing Journal*, *34*(6), 635–643.
- Woodford, M., & Preston, S. (2011). Developing a strategy to meaningfully engage stakeholders in program/policy planning: A guide for human services managers and practitioners. *Journal of Community Practice*, *19*(2), 159–174.  
doi:10.1080/10705422.2011.571091.
- Yang, D. (2014). Collaboration in a time of change. *Serials Librarian*, *66*(1–4), 303-313.  
doi:10.1080/0361526X.2014.879822.

## Appendix A: Questions for Stakeholders

The list of questions chosen to be asked to the stakeholders includes the following:

1. Are the images and background color of the website overwhelming?
2. Can the layout of the website be easily navigated by the user?
3. Is the text easy to read?
4. Do the links on the webpage function appropriately?
5. Are you able to easily navigate back to the homepage?
6. Does the information on the webpage attract the reader?
7. Is there any inconsistency in the flow of the content on the website?
8. Does the website clearly explain the Magnet Recognition journey?
9. Can a user learn to use the website when they first encounter it?
10. Are the proposed outcomes of the intranet site appropriate?
  - a. What additional data may be needed to determine the effectiveness of the intranet site?
  - b. Is it feasible to obtain this data?

## Appendix B: Magnet Webpage Checklist

**Magnet Recognition Website Checklist**

Does the webpage contain information on any of the following? If no, what is the action plan for achieving this goal?

		Area of Focus	Action Plan		
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Professional Practice Model	_____
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Magnet Model	_____
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Staff Recognition	_____
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Quality and Patient Safety Data	_____
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Shared Decision Councils	_____
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Forces of Magnetism	_____
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Strategic Plan	_____
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Feedback/Comments Section	_____