## Contents

**THE MAGNET VISION**  III

**PREFACE**    IX

### CHAPTER 1  THE MAGNET® MODEL

Statistical Foundation: The Empirical Model  1

### CHAPTER 2  OVERVIEW OF THE MAGNET® APPLICATION AND APPRAISAL PROCESS

Assessment of Eligibility for Magnet Recognition®  3
Phases of the Magnet Appraisal Process  5
Responsibilities of Magnet-Recognized Organizations  10

### CHAPTER 3  ORGANIZATIONAL OVERVIEW AND SOURCES OF EVIDENCE: NARRATIVE AND DOCUMENTATION REQUIREMENTS

Organizational Overview  11
Magnet® Model Components and Sources of Evidence (SOEs)  14

### SECTION I  EMPIRICAL OUTCOMES

Empirical Outcomes: Presentation Requirements  15

### SECTION II  TRANSFORMATIONAL LEADERSHIP (TL)

Sources of Evidence (SOEs)  21

### SECTION III  STRUCTURAL EMPOWERMENT

Sources of Evidence (SOEs)  27

### SECTION IV  EXEMPLARY PROFESSIONAL PRACTICE (EP)

Sources of Evidence (SOEs)  43

### SECTION V  NEW KNOWLEDGE, INNOVATIONS, AND IMPROVEMENTS (NK)

Sources of Evidence (SOEs)  60

### APPENDIX A  OVERVIEW OF THE MAGNET® APPLICATION AND APPRAISAL PROCESS

Phases of the Magnet® Appraisal Process  67

### APPENDIX B  APPLICATION

Submission of Application  74
Fees  75
Confirmation of Application Submission  75
APPENDIX C  DOCUMENTATION SUBMISSION  ................. 77  
Confidential Information  77  
Compliance with Local, State, and Federal Laws and Regulations  77  
Supplemental Documents  78  
Documentation Submission Format Requirements  79  
Preparation of Written Documentation  79  

APPENDIX D  SOURCE OF EVIDENCE (SOE) EXAMPLE TYPES  .... 81  
Empirical Outcomes (EOs)  81  
Sources of Evidence (SOEs) Not Including Empirical Outcomes (EOs)  81  
How to Address an SOE  82  

APPENDIX E  REVIEW OF WRITTEN DOCUMENTATION  ........ 83  
Appraisal Team  83  

APPENDIX F  SITE VISIT.  ........................................ 85  
Scheduling the Site Visit and Public Notice Requirements  85  
Preparation of the Site Visit Agenda  88  
Site Visit Activities  89  

APPENDIX G  DEMOGRAPHIC DATA COLLECTION TOOL™  ........ 91  

APPENDIX H  INTERIM MONITORING  ............................. 93  
Interim Monitoring Compliance with Program Requirements  93  
Interim Monitoring Reports  94  

APPENDIX I  RESPONSIBILITIES OF APPLICANT AND MAGNET®-RECOGNIZED ORGANIZATIONS  .............. 97  
Data Use  97  
Confidential Information  97  
Compliance with Local, State, and Federal Laws and Regulations  98  
Monitoring Compliance with Program Requirements  99  

APPENDIX J  APPEAL PROCESS  ................................. 101  

APPENDIX K  MAGNET RECOGNITION PROGRAM® RESOURCES  .... 103  
Magnet Recognition Program Staff  103  
The Magnet Recognition Program Website  104  
Critical Information Webinar  105  
In Pursuit of Excellence: Magnet Recognition Program® Guidance  105  
Annual ANCC National Magnet Conference®  105  
Magnet Pre-Intent Membership Program  106  

VI  |  CONTENTS
APPENDIX L  INTERNATIONAL APPLICATION REQUIREMENTS . . . . . . 109
Cultural Transferability of the Sources of Evidence (SOEs)  109
Data Collection Requirements  109
Interpreters and Translators  110

APPENDIX M  APPLICATION AS A SYSTEM . . . . . . . . . . . . . . . 111
New System Applicants  111
Current Magnet®-Designated Systems  111
System Requirements Overview  111
Application  112
Written Documentation  112
Site Visit  112
System Recognition  113
System Interim Monitoring Guidelines  113

APPENDIX N  HISTORY OF MAGNET® . . . . . . . . . . . . . . . . . 115
Statistical Foundation—The Empirical Model  115
The Magnet Model  115

APPENDIX O  CROSSWALK OF STANDARDS 2014 TO 2019 . . . . . . 123
GLOSSARY  143
REFERENCES  165