

How We Enjoyed a Successful Magnet Virtual Site Visit

February 26, 2021

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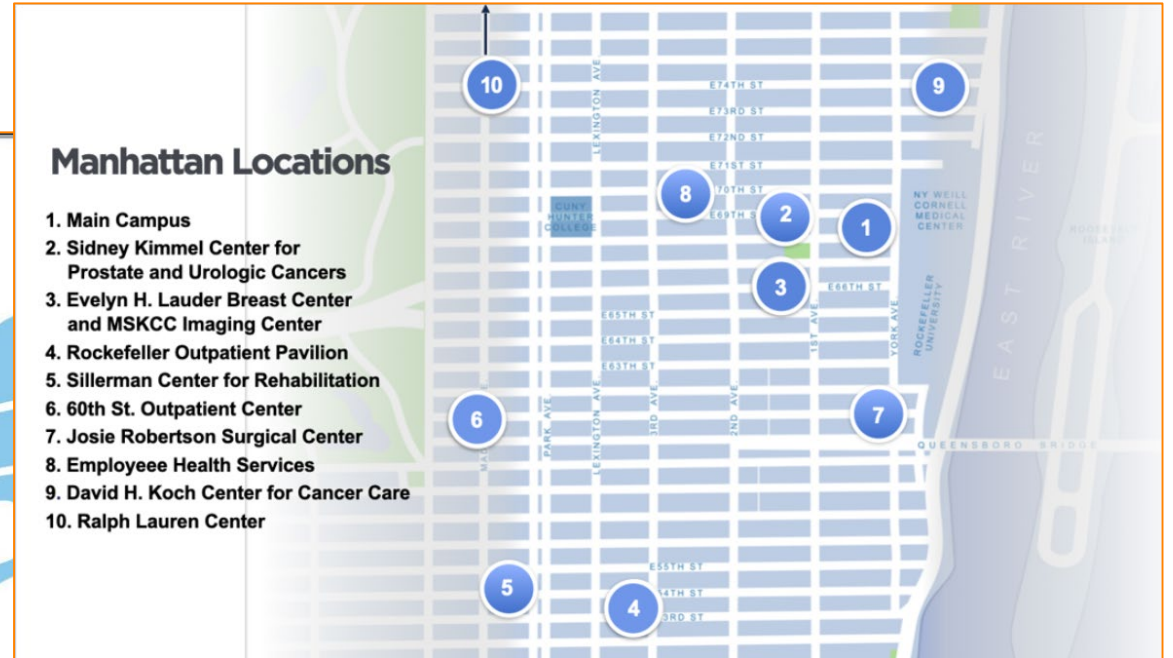
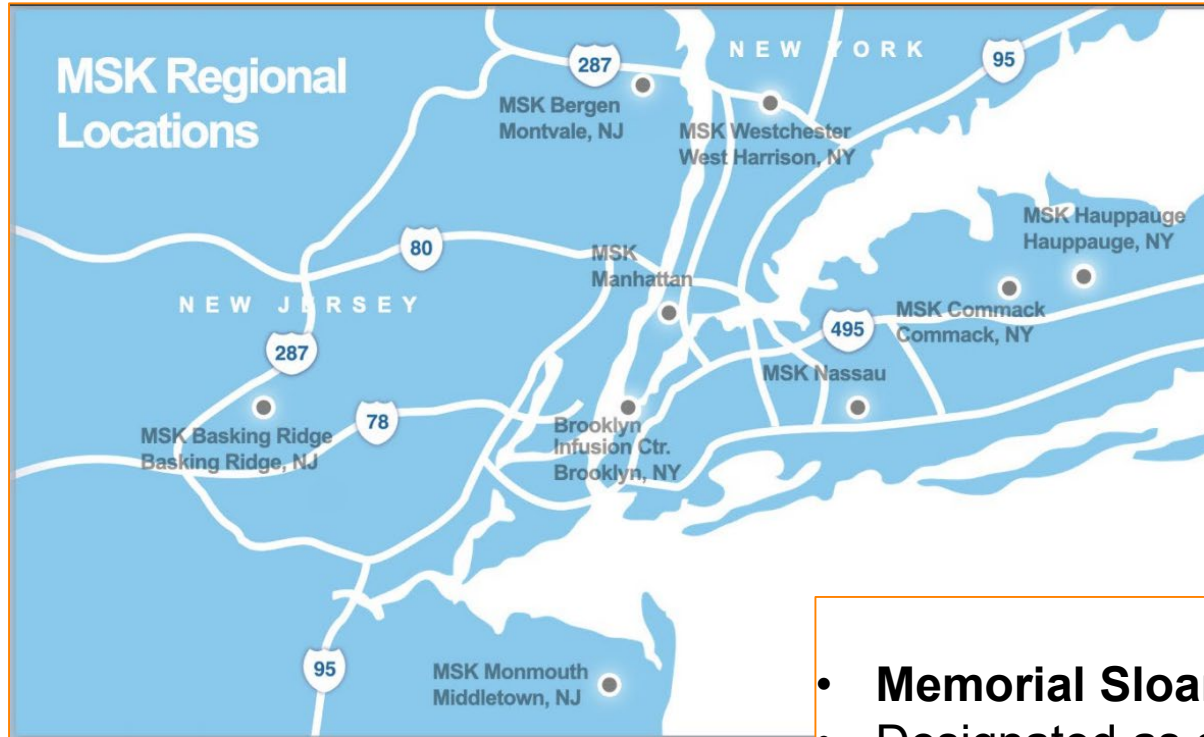


Memorial Sloan Kettering
Cancer Center

Goals and Objectives

- Replicate a traditional in-person site visit virtually
- Leverage technology for a smooth presentation
 - Avoid glitches/interruptions which would detract from the visit
 - Seamlessly share content
- Provide visit experience equivalent to our excellence in nursing practice
- Allow appraisers to appreciate the rich culture and humanity of MSK

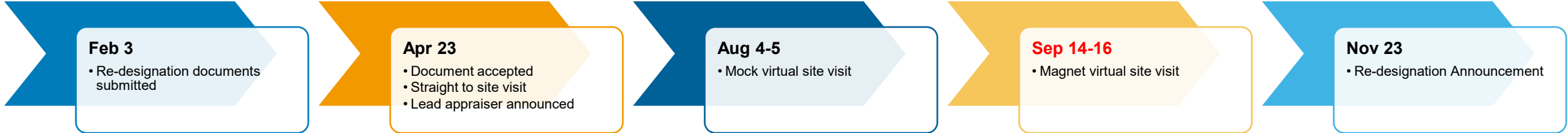
MSK Statistics



- **Memorial Sloan Kettering Cancer Center (MSK)** founded in 1884
- Designated as a Cancer Center by the National Cancer Institute
- Among the top USN&WR oncology hospitals for 25+ years
- Locations in NYC (11), Westchester (1), Long Island (3) and NJ (3)
- Over 20K staff, 4500 of which are registered nurses



Our Timeline





Schedule

- Schedule was first developed based on an on-site visit; confirmed virtual in mid-June by ANCC
- A virtual site visit schedule has different planning needs, our strategies were based on session type:
 - **Themed/Meal sessions**: planned meetings with invited participants, e.g., Executive Leadership, Nursing Research, Quality & Safety
 - Needed conference space with laptops/headsets for those who could not remotely attend
 - Could control for social distancing
 - Could control for A/V quality, environment and possible distractions with remote attendance
 - **Unit tours**: comprised of inpatient units, urgent care clinics, peri-operative/procedural areas and outpatient facilities
 - Needed multiple mobile carts with camera/microphone
 - **Appraiser review sessions** (with CNO/MPD, file/data review)
 - **Private session** with appraisers
 - **Open Forum**

Scheduling Requirements

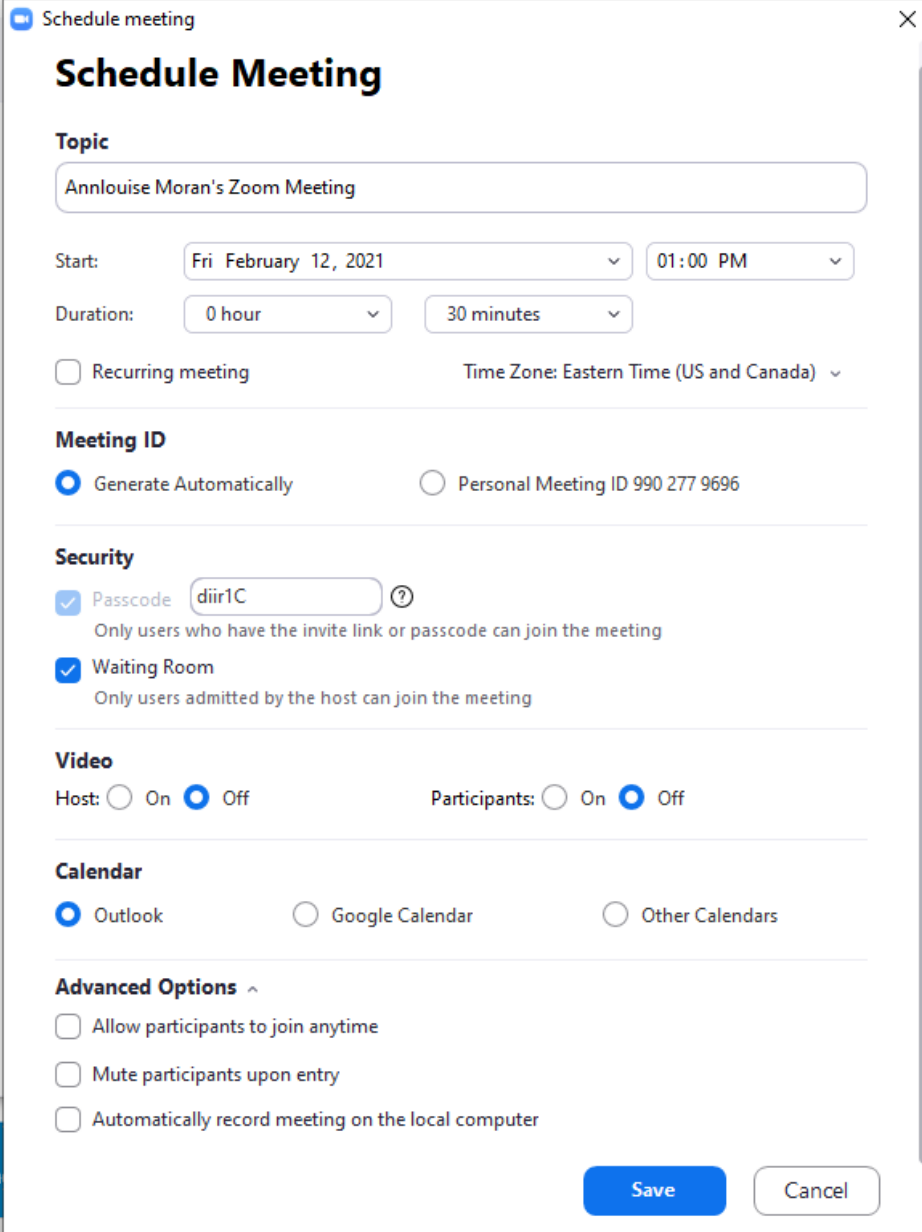
- Developed “Magnet 2020 at a Glance” – converted ANCC site visit agenda to an Excel spreadsheet
- Included critical information:
 - Day, Date, Start time, End time
 - Name of session and assigned appraiser
 - Zoom link, meeting ID and passcode
 - *Location (Room, Tour, or n/a)*
 - *Tech needs for session: # laptops, rolling carts*
 - *Assigned MSK support – moderator, tech support, Magnet Master*
- Provided full and individual schedules for each of the appraisers
 - Appraiser could either use link, or if in Zoom, enter ID/passcode to switch meetings
- Alternated conference rooms (reserved 1 for each appraiser for concurrent sessions) to allow to decant on-site participants, clean equipment and reseal next session – total 6 conference rooms at Main Campus
- Typical themed session time = 45 mins, tours varied from 30 – 90 mins (depending on size)
 - Planned breaks b/w sessions (15 mins) and appraiser meal breaks (30 mins)

Schedule Example: Planned Sessions and Unit Tours

Day	Date	Start Time	End Time	Interview Session	Lead Appraiser	Appraiser #2	Appraiser #3	ROOMS	Zoom Link	Zoom Meeting ID	Zoom Meeting Passcode
Day 2 - Tuesday	15-Sep	10:55 AM	11:40 AM	Nursing Research and Clinical Trials Nursing	X			RRL 116	https://meetmsk.zoom.us/j/93541831892?pwd=N011aFpNMLc5UWluMIMvTGJXTT22UT09	Meeting ID: 935 4183 1892	Passcode: 427380
Day 2 - Tuesday	15-Sep	10:55 AM	11:40 AM	Interdisciplinary Team: OpEx (PFCC)		X		RRL 117	https://meetmsk.zoom.us/j/94082988320?pwd=SDdkb056Y3YzWVl3OVB4dUg2aDRQdz09	Meeting ID: 940 8298 8320	Passcode: 367350
Day 2 - Tuesday	15-Sep	10:55 AM	11:40 AM	Interdisciplinary Team: Digital Transformation/Telemedicine			X	RRL 103	https://meetmsk.zoom.us/j/97675727127?pwd=cjVMQ2lETmN4K0trcDIzeGZxekRKUT09	Meeting ID: 976 7572 7127	Passcode: 852907
Day 2 - Tuesday	15-Sep	11:40 AM	12:10 PM	BREAK for Appraiser Lunch	X	X	X				
Day 2 - Tuesday	15-Sep	12:10 PM	12:55 PM	Lunch: Session 1 (Specialty Roles in Oncology Nursing)	X			12:15 – 12:45 pm	BREAK for Appraiser Lunch		
Day 2 - Tuesday	15-Sep	12:10 PM	12:55 PM	Lunch: Session 2 (Day Shift Direct Care RNs)		X		12:45 – 3:15 pm	Unit Tours (30 mins)	M19	12:45 – 1:15
									M16	1:15 – 1:45	
									M15	1:45 – 2:15	
Day 2 - Tuesday	15-Sep	12:10 PM	12:55 PM	Lunch: Session 3 (Day Shift Direct Care RNs)			X		Unit Tours (30 mins)	M10	2:15 – 2:45
									M05	2:45 – 3:15	
									UCC/CDU	12:45 – 1:15	
									M18	1:15 – 1:45	
									M17	1:45 – 2:15	
									Adult ICU (M11)	2:15 – 2:45	
									M04	2:45 – 3:15	
Day 2 - Tuesday	15-Sep	12:55 PM	1:05 PM	BREAK: Prepare for Next Session	X	X	X				
									Unit Tours (30 mins)	PFCC	12:45 – 1:15
									M14	1:15 – 1:45	
									M12	1:45 – 2:15	
									M08	2:15 – 2:45	
									M07	2:45 – 3:15	
								3:15 – 3:30 pm	BREAK: Prepare for next session		

Technology: Meeting Platform

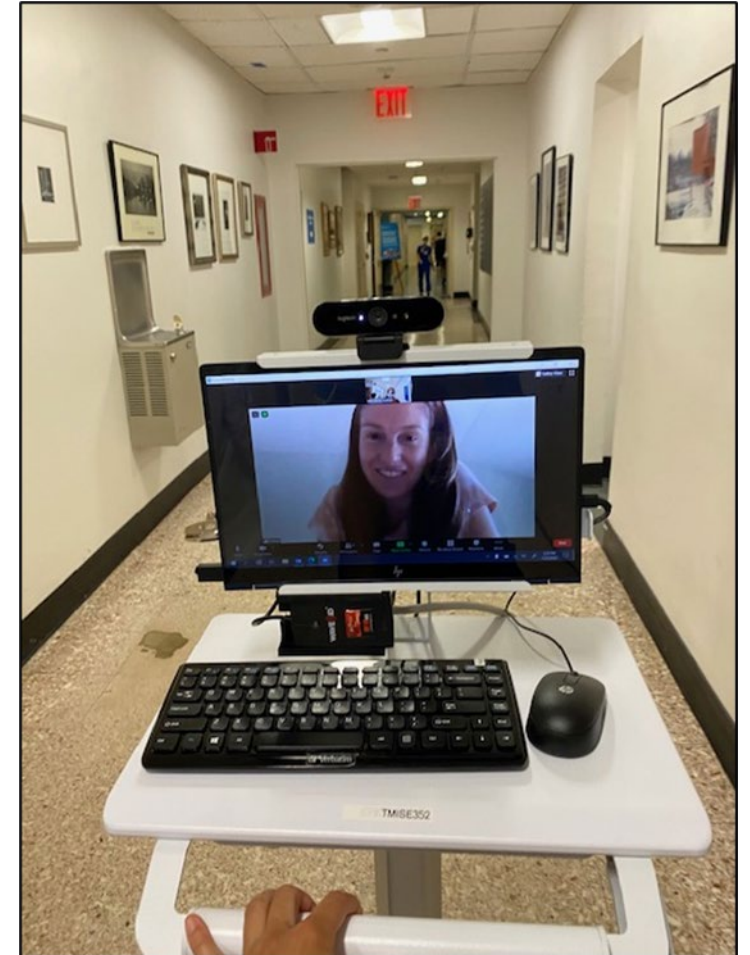
- Decided on Zoom vs other platforms (MS Teams, WebEx)
 - Picture quality deemed superior
 - Allowed greatest number of individual tiles
 - Secondary platform (MS Teams) planned if Zoom has technical issues
- Important to identify meeting properties
 - Session hosts needed to alternate (session ends once host leaves and won't start until host present)
 - Moderators were named as alternative host
- Security added by requiring a passcode to the session (*best-practice per MSK IT*)
- *Note: Zoom via Virtual Desktop or having more than one meeting platform open presented A/V challenges – addressed with education and tech support*



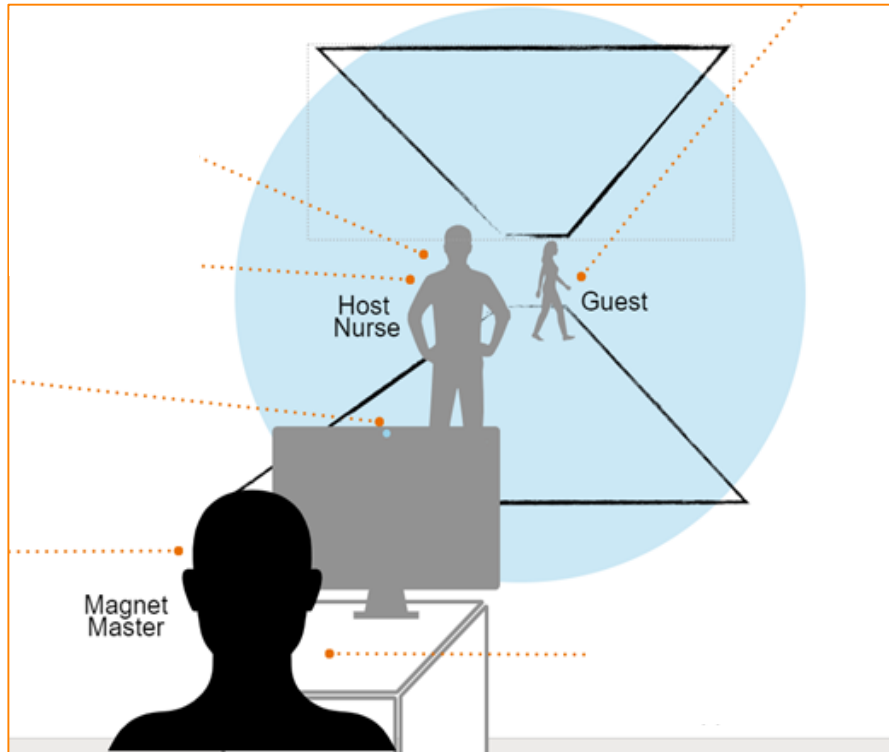
The screenshot shows the 'Schedule Meeting' window in Zoom. The title bar reads 'Schedule meeting' with a close button. The main heading is 'Schedule Meeting'. The 'Topic' field contains 'AnnLouise Moran's Zoom Meeting'. The 'Start' date is 'Fri February 12, 2021' and the time is '01:00 PM'. The 'Duration' is set to '0 hour' and '30 minutes'. There is an unchecked checkbox for 'Recurring meeting' and a dropdown for 'Time Zone: Eastern Time (US and Canada)'. Under 'Meeting ID', 'Generate Automatically' is selected, and 'Personal Meeting ID 990 277 9696' is also visible. In the 'Security' section, 'Passcode' is checked with the value 'diiir1C', and 'Waiting Room' is also checked. The 'Video' section shows 'Host: On' and 'Participants: Off'. Under 'Calendar', 'Outlook' is selected. The 'Advanced Options' section has three unchecked checkboxes: 'Allow participants to join anytime', 'Mute participants upon entry', and 'Automatically record meeting on the local computer'. At the bottom right, there are 'Save' and 'Cancel' buttons.

Virtual Tours

- Tours comprised inpatient units, urgent care clinics, peri-operative/procedural areas and outpatient facilities
 - Planned to alternate 2 carts per grouped inpatient unit tour
 - Planned for 2 carts per facility
- Tours were pre-planned to highlight each unit or facility, having a conference room identified as a back-up
- Magnet Masters (lead staff champions) served as hosts, driving the carts and confirming audio/visual quality
 - As staff were masked, raised hands helped identify speaker
- Unit's Nurse Leader (manager) welcomed the appraiser (and then announced their departure)
- Unit-based Magnet Champions provided a tour of the unit
- At least one “dry-run” performed to test for any “dead zones” as well as to help familiarize and get staff comfortable with this new modality



Virtual Unit Tour: Example with Lead Appraiser



Time	Unit	Magnet Master	Logistics:
12:30 – 1:00p	M19	Danielle	<i>Sign in at 12:15p Move to M15 at 1:00p</i>
1:00 – 1:30p	M16	Jenn	<i>Join at 12:45p (camera off/muted) Move to M10 at 1:30p</i>
1:30 – 2:00p	M15	Danielle	<i>Move to M05 at 2:00p (camera off/muted)</i>
2:00 – 2:30p	M10	Jenn	<i>(Danielle's camera off/muted)</i>
3:00 – 3:30p	M05	Danielle	<i>(Jenn's camera off/muted)</i>

*Cheryl on back-up with extra mobile cart
Nursing Informaticist on site, IT on call
*** One meeting ID for all 5 unit tours ****


Themed Sessions in Conference Space



- Guidance given on room occupancy limit
- 6-foot tables provide proper distance b/w attendees
- Additionally, tables staggered on the diagonal
- Each table equipped with laptop and headset
- Laptops tethered for security as visit occurred over several days
- Power strips needed in some rooms, and power cords were taped to floor (tripping hazard)
- Rooms wired for network (more stable than Wi-Fi)
- Built time pre- and post- for set-up/break-down, testing
- Current meeting Zoom mtg ID / password on large screen for each session
- IT fixed Zoom app to stay open on laptops
- Magnet Masters assisted participants with sign on/tech check

Themed Sessions: Attendance Rosters





ANCC MAGNET SITE VISIT ATTENDANCE ROSTER

Directions: Please complete information (typed or written legibly) upon reporting to meeting or as meeting is being conducted. Electronic completion is desirable, if possible. Download or scan completed Roster to the Site Visit departure thumb/flash drives for each Appraiser and MPO.

Organization:	Memorial Sloan Kettering Cancer Center, New York, NY
Meeting:	COVID-19
Date:	Monday, September 14, 2020 9:45 – 10:30 am RRL-116 or Zoom Meeting ID: 966 3574 2020 Passcode: 171756

Last Name	First Name	#	Credentials (include highest degree held)	Position/Role	Notes
Ballantyne	Leslie	1		VP	HR Legal and Regulatory Affairs
Brooks	Christopher	2	MA, RN, AOCNS	Director	Nursing Education and Professional Development (redeployment and competency)
Carmody	Claire (RRL)	3	BSN, RN, OCN	Program Manager	Safe Patient Handling and Mobility (proning)
Cervone	Michelle	4	BSN, RN, OCN	CNII, Monmouth	E2P program
Connor	MaryAnn	5	MSN, RN-BC, CPHIMS, FAMIA	Director	Nursing Informatics
Grossman	Lauren	6	BSN, RN	CTN II	Clinical Trials care delivery model change
Houlihan	Nancy	7	MA, RN, AOCN	Director	Evidence-based Practice
Kamboj	Mini	8	MD	Associate Attending	Infection Control

MAG-FRM-042-SV-S-Attach-Site Visit Attendance Roster, Rev 5 20190703. Proprietary information. Printed or downloaded copies are not controlled. It is the responsibility of the user to reference the official online document located in the QMSR.

In the Notes section, we provided the primary reason for the person attending the session

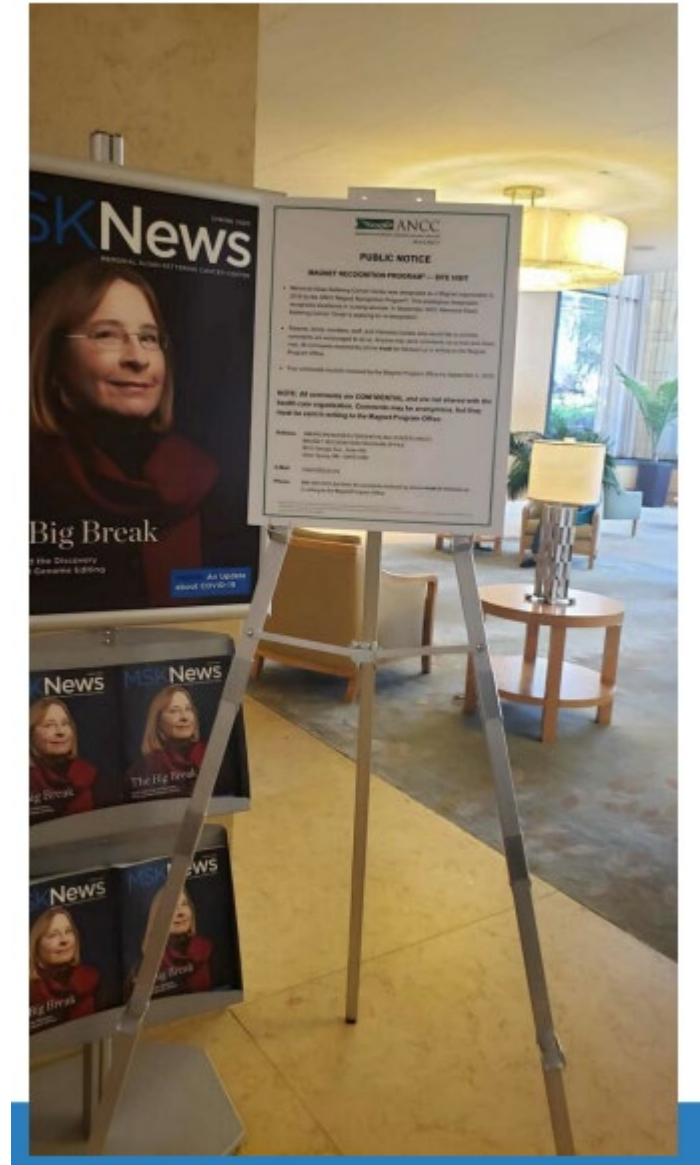
- Rosters were sent to the appraiser team prior to the site visit
- Rule of thumb was 12-15 attendees/45 min session
- Saved time by omitting in-session introductions

The appraiser team found this helpful and efficient in framing their questions prior to the session

We also screen-captured the session as evidence of attendance (as unable to obtain signatures)

Appraiser Review Sessions

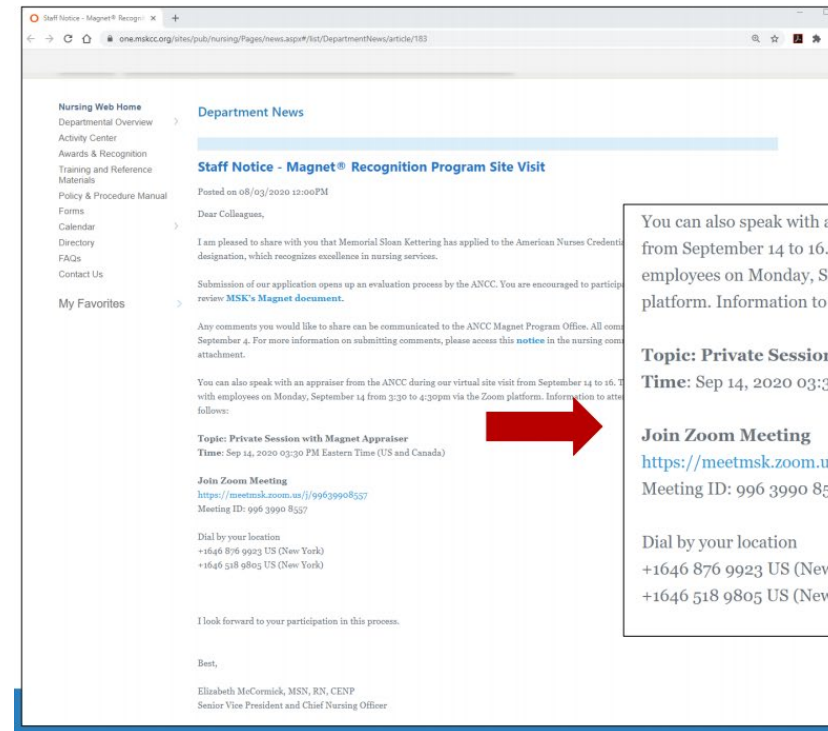
- Reserved small room for CNO/MPD/Appraiser team sessions
 - Each morning, we provided a short video of what facilities our appraisers would virtually visit
 - Also used this room for HR file review
 - HR files prepared in advance and shared via Zoom meeting
- Materials normally reviewed on Day #1 we sent to the appraiser team in advance:
 - Addressed deficiencies (due 5 days prior to site visit)
 - PowerPoint presentation of Public/Staff Notice documentation
 - Provided images of signage, advertising, inter/intranet notices and attestations of facility signage throughout 30-day period
 - Pt/Staff complaints
 - Updated organization charts
 - MSK themed session attendance rosters



Appraiser Private Session

- Every site visit requires a private session to meet with a Magnet appraiser confidentially
- We used the waiting room feature in Zoom. To assure confidentiality:
 - MSK IT opened the meeting and transferred host privileges to the appraiser
 - Waiting room feature allowed appraiser to admit one person at a time to the session
 - Attendees in waiting room are unaware of each other
 - Instructions/training was provided to the appraiser before the site visit

Presentation slide summarizing site visit preparatory activities compiled for appraiser team



Notification of Private Session with Magnet Appraiser

You can also speak with an appraiser from the ANCC during our virtual site visit from September 14 to 16, 2020 with employees on Monday, September 14 from 3:30 to 4:30pm via the Zoom platform. Information to attend the Zoom virtual meeting is as follows:

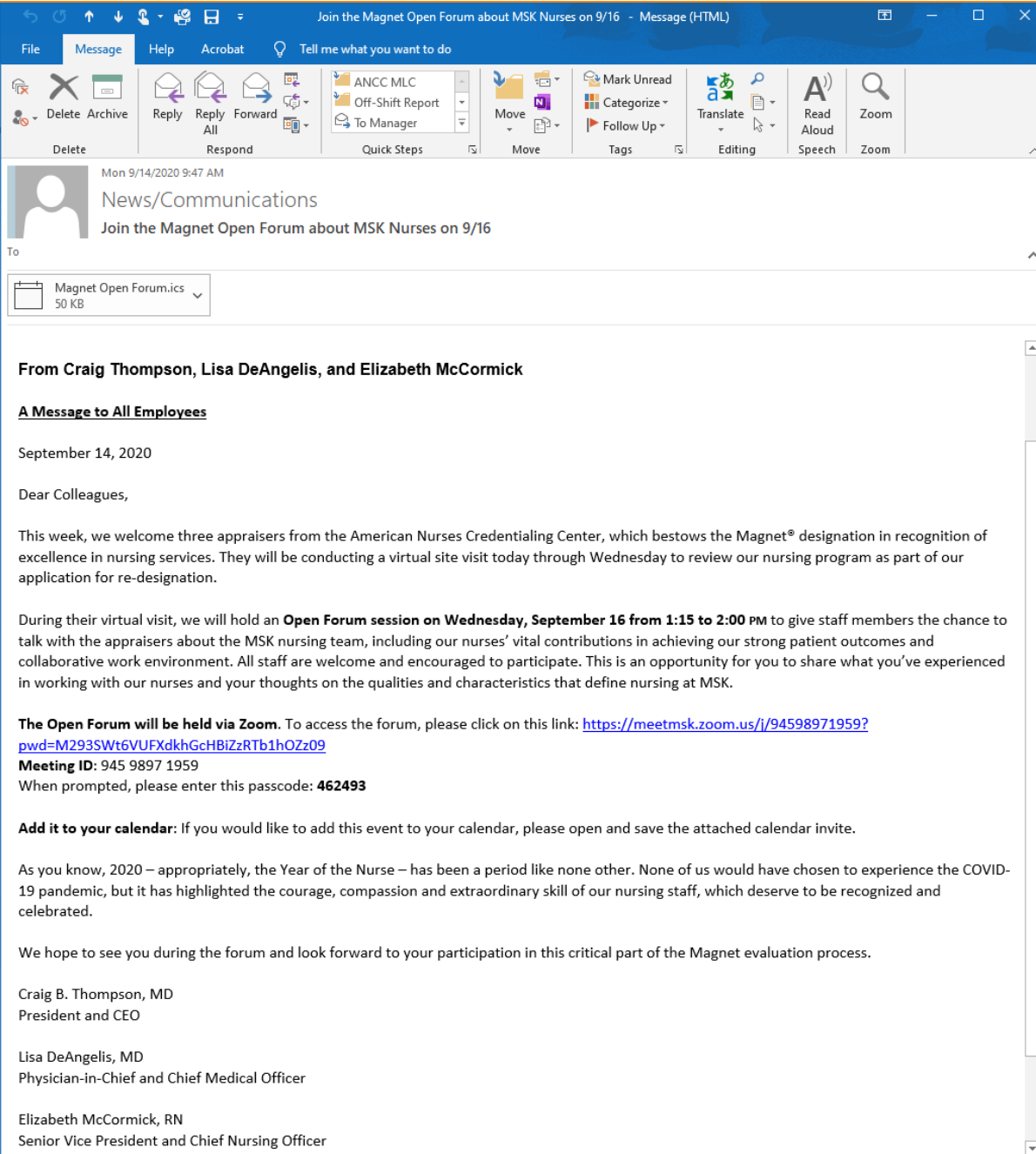
Topic: Private Session with Magnet Appraiser
Time: Sep 14, 2020 03:30 PM Eastern Time (US and Canada)

Join Zoom Meeting
<https://meetmsk.zoom.us/j/99639908557>
Meeting ID: 996 3990 8557

Dial by your location
+1646 876 9923 US (New York)
+1646 518 9805 US (New York)

Open Forum

- The Open Forum for our inaugural designation was special and memorable – a packed house and a “wowed” appraiser team. We wanted to relive the magic!
- We used Zoom Meeting (vs Webinar) which allowed up to 500 participants
- We planned a few opening remarks (introductions of appraiser team, CEO) and then used “raise hand” feature to identify interest
- NI Moderator hosted: provided brief opening instruction on Zoom etiquette, managed muting/unmuting and called on raised hands
- Concluded with closing remarks by our CNO and a 3-minute video capturing MSK nursing heroism during the pandemic
- Mission accomplished!!!



Join the Magnet Open Forum about MSK Nurses on 9/16 - Message (HTML)

File Message Help Acrobat Tell me what you want to do

Delete Archive Reply Reply All Forward Respond Quick Steps Move Tags Editing Speech Zoom

Mon 9/14/2020 9:47 AM

News/Communications

Join the Magnet Open Forum about MSK Nurses on 9/16

To

Magnet Open Forum.ics
50 KB

From Craig Thompson, Lisa DeAngelis, and Elizabeth McCormick

A Message to All Employees

September 14, 2020

Dear Colleagues,

This week, we welcome three appraisers from the American Nurses Credentialing Center, which bestows the Magnet® designation in recognition of excellence in nursing services. They will be conducting a virtual site visit today through Wednesday to review our nursing program as part of our application for re-designation.

During their virtual visit, we will hold an **Open Forum session on Wednesday, September 16 from 1:15 to 2:00 PM** to give staff members the chance to talk with the appraisers about the MSK nursing team, including our nurses’ vital contributions in achieving our strong patient outcomes and collaborative work environment. All staff are welcome and encouraged to participate. This is an opportunity for you to share what you’ve experienced in working with our nurses and your thoughts on the qualities and characteristics that define nursing at MSK.

The Open Forum will be held via Zoom. To access the forum, please click on this link: <https://meetmsk.zoom.us/j/94598971959?pwd=M293SWt6VUFkdkhGcHBiZzRTb1h0Zz09>
Meeting ID: 945 9897 1959
When prompted, please enter this passcode: **462493**

Add it to your calendar: If you would like to add this event to your calendar, please open and save the attached calendar invite.

As you know, 2020 – appropriately, the Year of the Nurse – has been a period like none other. None of us would have chosen to experience the COVID-19 pandemic, but it has highlighted the courage, compassion and extraordinary skill of our nursing staff, which deserve to be recognized and celebrated.

We hope to see you during the forum and look forward to your participation in this critical part of the Magnet evaluation process.

Craig B. Thompson, MD
President and CEO

Lisa DeAngelis, MD
Physician-in-Chief and Chief Medical Officer

Elizabeth McCormick, RN
Senior Vice President and Chief Nursing Officer

Other Important Strategies

1. Test, retest, and test again
 - MSK IT and Nursing Informatics collaborated on preparatory activities
 - Identified and managed equipment inventory (# of laptops/headsets, # mobile carts)
2. Provide opportunity for nurses to familiarize themselves with the technology
 - Multiple mock surveys were conducted for the unit tours
 - Nursing Informatics held virtual Magnet Q&A about the technology
3. Involve nursing staff whenever possible
 - 7 full-time Magnet Masters in the final weeks dedicated to education and training of unit-based staff – balanced with ongoing concern about increasing risks of COVID exposure
4. **Communication**
5. **Training and Education**
6. **Defined Roles**



Communication

- Developed a Magnet intranet webpage as a resource hub
- Used Outlook calendar to schedule site visit sessions
 - Initial “Save-the-Date” invitations sent to hold approximate date/time on calendars
 - Once invitations were accepted, updates were made to the calendar invite (e.g., adding Zoom meeting links)
 - **Need a team to check and double-check information**
 - Non-traditional meeting start times required specific communication
- Assembled a virtual Command Center using an alternate platform (MS Teams) – chat feature proved invaluable
- Communicated with our appraiser team via text messaging
- Dedicated MSK IT help line for appraisers available throughout

MONDAY	TUESDAY	WEDNESDAY
14	15	16
	HR File I	
CNO/MPD Meeting with Magnet Apprai RRL-101 OR Zoom; Moran, Annlouise/Ho	CNO/MI	CNO/MI
Exec Leadership Magnet Site Visit Sessio RRL-104 OR Zoom; Moran, Annlouise/Ho	Magnet RRL-104 Mora @	Magnet RRL-116 Mora @
ENC Magnet Site Visit Session RRL-117 OR Zoom; Moran, Annlouise/Ho	Comm & Academ RRL-101 Moran, ,	Magnet RRL-116 Mora @
COVID-19 M RRL-116 OR Moran, Ann	Nursii RRL-11 Morar	Magnet RRL-117 Mora @
Ethics Comr RRL-103 OR Moran, Ann	Clinic: RRL-1 Morar	Magnet RRL-103 OR Moran, Ann
Nurse Man: RRL-101 OR Moran, Ann	OpEx RRL-1 Morar	Magnet RRL-104 OR Moran, Ann
Magnet API RRL-117 @	Magnet Lur RRL-116 @	Magnet Lur RRL-104 @
Magnet Lur RRL-116 @	Magnet Lur RRL-117 @	Magnet Lur RRL-104 @
Magnet Lur RRL-104 @	Magnet Lur RRL-116 @	Magnet Lur RRL-104 @
Review HR files (MSK only) Moran, Annlouise/Hospital Administration	Pt Rights/Pt Satisfaction Magnet Site Vis RRL-103 OR Zoom Moran, Annlouise/Hospital Administratio	Magnet Open Forum Session Zoom meeting (see below) Moran, Annlouise/Hospital Administra @
	Nursing RRL-116 Moran, ,	Magnet Site Visit - WRAP UP SESSION; R Nursing Leadership Magnet Site Visit De
Magnet HR File Review Session RRL-101 OR Zoom Moran, Annlouise/Hospital Administratio	Quality/ RRL-117 Moran, ,	
Appraiser Work Session (Review of Addt CNO/MPD Meeting with Magnet Apprai	Shared RRL-104 Moran, ,	
CNO/MPD Meeting with Magnet Apprai	Apprais RRL-101	
Nursing Leadership Magnet Site Visit De RRL 101-103-104-116-117 OR Zoom; Morz	CNO/MPD Meeting with Magnet Apprai	
	Nursing Leadership Magnet Site Visit De RRL 101-103-104-116-117 OR Zoom; Morz	

Sample Invitation

Meeting times scheduled for 10 minutes prior to start of session

COVID-19 Magnet Site Visit Session - Meeting

File Meeting Insert Format Text Review Help Tell me what you want to do

Cancel Meeting Forward Appointment Scheduling Assistant Tracking Teams Meeting Meeting Notes Contact Attendees Address Book Check Names Options Show As: Busy Reminder: None Recurrence Time Zones Room Finder Categorize Private High Importance Low Importance

4 recipients are sending automatic replies.
Attendee responses: 14 accepted, 1 tentatively accepted, 0 declined.

To...
Subject: COVID-19 Magnet Site Visit Session
Location: RRL-116 OR Zoom
Start time: Mon 9/14/2020 9:35 AM
End time: Mon 9/14/2020 10:30 AM

This calendar invite is being updated for the Zoom meeting information.
The actual meeting starts at **9:45am**; this invitation is 10 minutes earlier in order to have all participants' audio/visual checked and ready before the appraiser joins the meeting.

Zoom link:
<https://meetmsk.zoom.us/j/96635742020?pwd=M1BjK2lxajRSVkZ3S085QWxKa2QrQT09>

OR join directly from the Zoom meeting app:
Meeting ID: 966 3574 2020
Passcode: 171756

From: Moran, Annlouise/Hospital Administration
Sent: Monday, July 13, 2020 12:17 PM
Subject: SAVE THE DATES! Our upcoming Magnet site visit preparations
Importance: High

Hi All

You have been invited to attend one of our Magnet® re-designation site visit sessions.

Magnet is an accreditation by the American Nurses Credentialing Center which recognizes nursing excellence within exceptional healthcare organizations. As the gold standard in nursing, only approximately 8% of healthcare organizations have earned this honor. The Magnet Recognition Program® is composed of rigorous criteria which, when met, demonstrate exceptional patient outcomes, strong patient and staff satisfaction, and extraordinary collaborative work environments.

As you may recall, our inaugural Magnet designation was achieved in February 2016. Organizations apply for Magnet re-designation every 4 years, through a process of written documentation and site visit verification. This next phase in our re-designation journey involves a site visit by a 3-nurse appraiser team, the purpose of which is to validate, verify, clarify and amplify key elements of the Magnet program.

Please note that this site visit will be conducted with our appraiser team as a virtual visit.

Your session is: **COVID-19**
The focus of this session is discussion of MSK's response to the pandemic from surge planning through clinical restoration.

Thank you in advance for your anticipated participation in these critical meeting,
Annlouise

In Shared Folder Calendar - morana@mskcc.org Last modified by Soto-Mercado, Brenda/Nursing on 9/16/2020

Training and Education

- Nursing Informatics developed training and education for staff participants, moderators and appraisers
- Critical **not** to assume appraisers were well-versed in technology
 - Planned “Meet and Greet” about 10 days prior to site visit
 - Scheduled a 90-minute meeting to review roles and responsibilities of meeting participants
 - Provided Zoom training
 - Reviewed hand-off and logistics of Private Session

The screenshot shows a Zoom meeting interface with a blue header titled "Magnet Virtual Site Visit - Zoom Etiquette". Below the header is a row of six icons with labels: "Test your audio" (headphones), "Adjust camera" (video camera), "Limit distractions" (speaker with slash), "Mute microphone" (microphone with slash), "Be present" (head with gear), and "Raise your hand" (hand). Below this is a black toolbar with icons for "Unmute", "Start Video", "Security", "Participants" (20), "Chat", "Reactions", "More", and a red "End" button. Below the toolbar is a white area with instructional text and icons. The text includes: "Please leave your audio muted when not talking", "Leave the video ON throughout the meeting", "Click on Participant to see additional options including the Raise Hand function", and "Chat with everyone or privately with 'Technical Support' if you need assistance". At the bottom right are icons for "raise hand", "yes", "no", "go slower", "go faster", and "more".

Session Roles and Responsibilities

This strategy was one of the keys to success

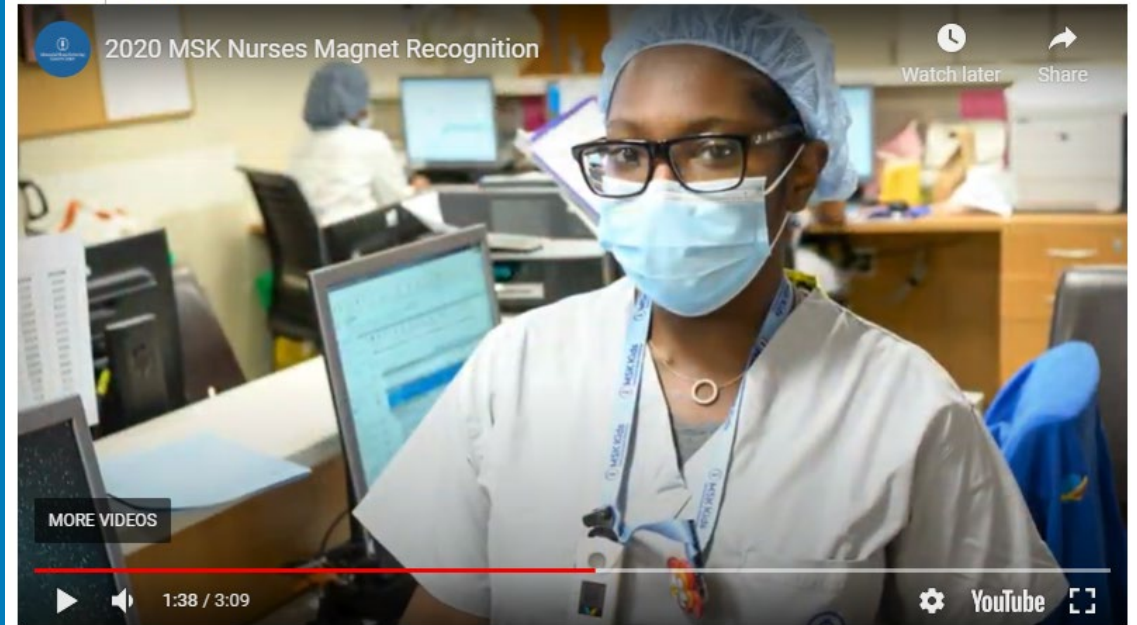
- **Magnet Master:** (camera off/ muted) Helped on-site participants sign into meeting, took notes, time-keeper, captured attendance, updated Command Center on status (e.g., all participants present)
- **Meeting Moderator:** (Nursing Informaticist) Performed introductions, reviewed etiquette, directed “traffic” by calling on raised hands, concluded session
- **Technical Support:** (camera off/ muted) Participants could direct message MSK IT staff in chat with any issues
- *These roles were also assigned during the unit tours, with Magnet Masters performing introductions and NI/IT serving as support*



Questions?

2020 MSK Nurses Magnet Recognition

Share Print



VIDEO | 03:09

2020 MSK Nurses Magnet Recognition



Memorial Sloan Kettering
Cancer Center