

## Enhancing clinical excellence through appreciative inquiry: focus on improving patient outcomes and patient satisfaction through the magnet-re-designation journey.

**Kristen Crusoe**

Oregon Health & Sciences University, USA

This presentation describes how a large US health system used Appreciative Inquiry to achieve Magnet-Re-designation and through the process, improve patient outcomes and patient satisfaction.

Magnet hospitals have been shown to have higher rates of patient satisfaction. Achieving Magnet Status is a remarkable achievement for a hospital, demonstrating a high degree of staff engagement and dedication to excellence. Maintaining this high degree of engagement over time and achieving Re-designation can be a challenge. Appreciative inquiry is a strengths-based approach emanating from a positive core. From this positive core, teams discover, dream, design and created their preferred destiny. A SOAR (Strengths, Opportunities, Aspirations, and Results) was conducted with members of the Magnet Champions from throughout the organization. The overarching theme that arose from this SOAR was the need for greater embracement of professional practice. The three opportunities that emerged from this theme were a structure for professional practice that promotes evolution of a culture of clinical excellence; recruitment of clinical excellence champions at every nursing level to grow broader engagement; and integration of professional practice with their system of Lean. The team then engaged in an Appreciative Inquiry around these opportunities. The topic chosen for AI was “*Living our Magnet Vision through Integration of Professional Practice with Lean.*” The shared vision was that through integration of the professional practice model with the power of Lean methodology, the team would set priorities, take ownership and focus their energy and passion on work that brings value to the patient.

### Biography:

Kristen Crusoe EdD, MN, RN is an Assistant Professor of Nursing at Oregon Health & Sciences University. Her teaching and research interest lies in complexity science frameworks for leadership and management which brings a holistic rather than reductionist perspective to systems. Dr. Crusoe has practiced in a variety of leadership positions in healthcare and academia. With a clinical background in psychiatric nursing, the experience of working with individuals and groups translates into principles that apply in organizational settings, especially in leading change, managing conflict and building positive group and team interactions.