

MAGNET4EUROPE: IMPROVING MENTAL HEALTH AND WELLBEING IN THE HEALTH CARE WORKPLACE

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What is Magnet?

- During the 1980s, when faced with high turnover and poor retention, several US hospitals were highly successful in recruiting and retaining staff compared to similar organisations: these were designated as Magnet hospitals.
- Magnet hospitals are characterised by a flat, decentralised organisational structure, decision-making led by empowering frontline staff, and leaders capable of producing change and improvements.
- These environments were associated with lower nurse burnout, lower intention to leave and higher job satisfaction compared to non-Magnet hospitals. They also had better patient outcomes, including improved safety, fewer adverse events and lower mortality rates.



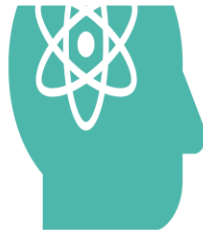
Transformational Leadership



Structural Empowerment



Exemplary
Professional
Practice



New Knowledge



Empirical
Quality Results

Magnet4Europe at a Glance

Duration

01/2020 – 12/2023

Objective

To evaluate the effect of organizational redesign, guided by the Magnet® blueprint of organizational redesign, on nurses' and physicians' mental health.

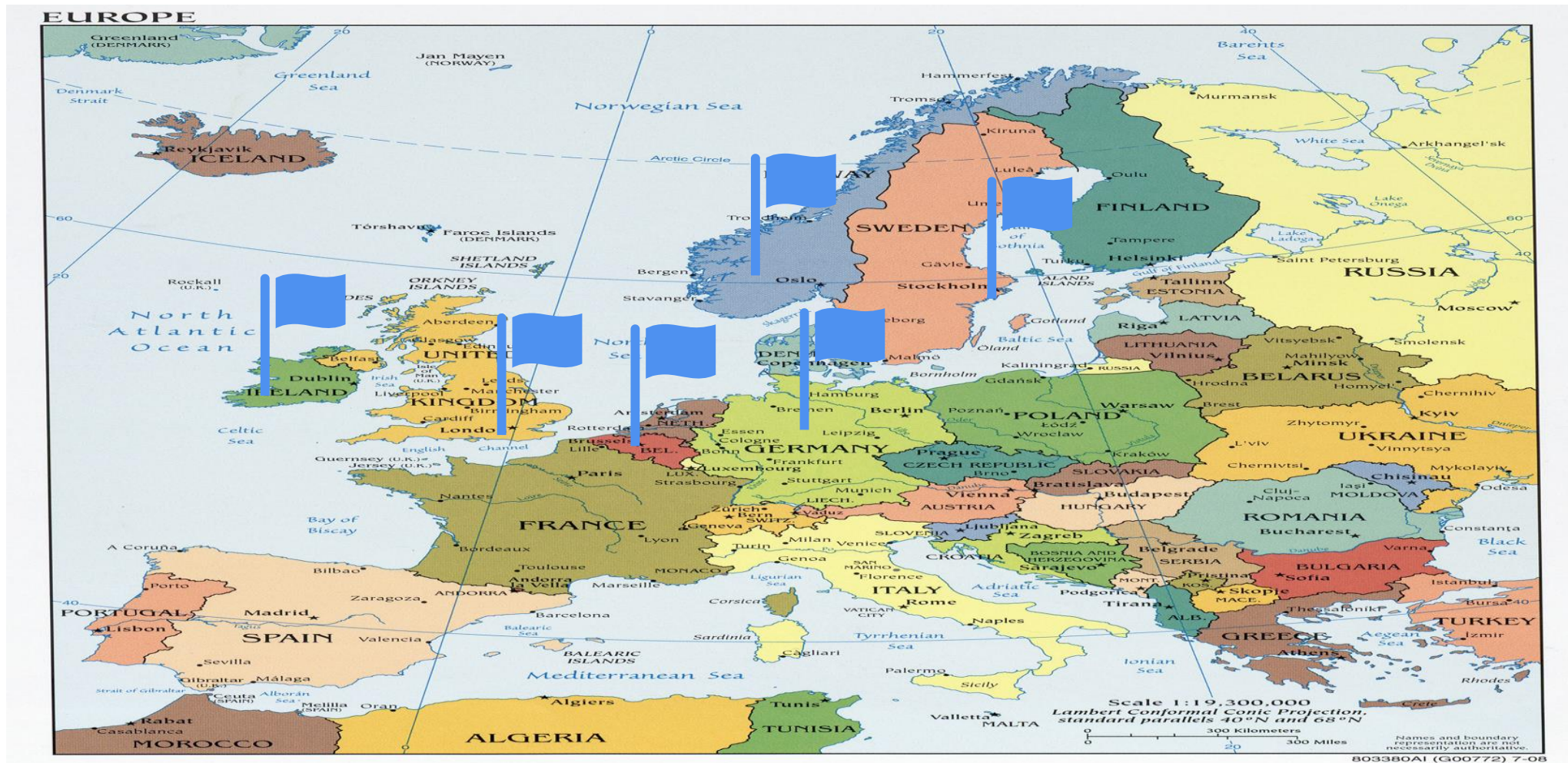
Design

Wait-list cluster randomized controlled trial with a nested mixed-methods evaluation

Sample

Acute general hospitals (n=63) in six European countries

Magnet4Europe at a Glance



What is Magnet4Europe?

- Magnet4Europe uses a randomized wait-list cluster design to evaluate the effectiveness of transferring the Magnet principles into European hospitals, thus each hospital takes part in the intervention.
- While the Magnet principles are standardised, the intervention in each hospital is tailored to their specific needs.
- The overall objective is to improve the mental health and wellbeing of physicians and nurses in European hospitals.

How to evaluate wellbeing?

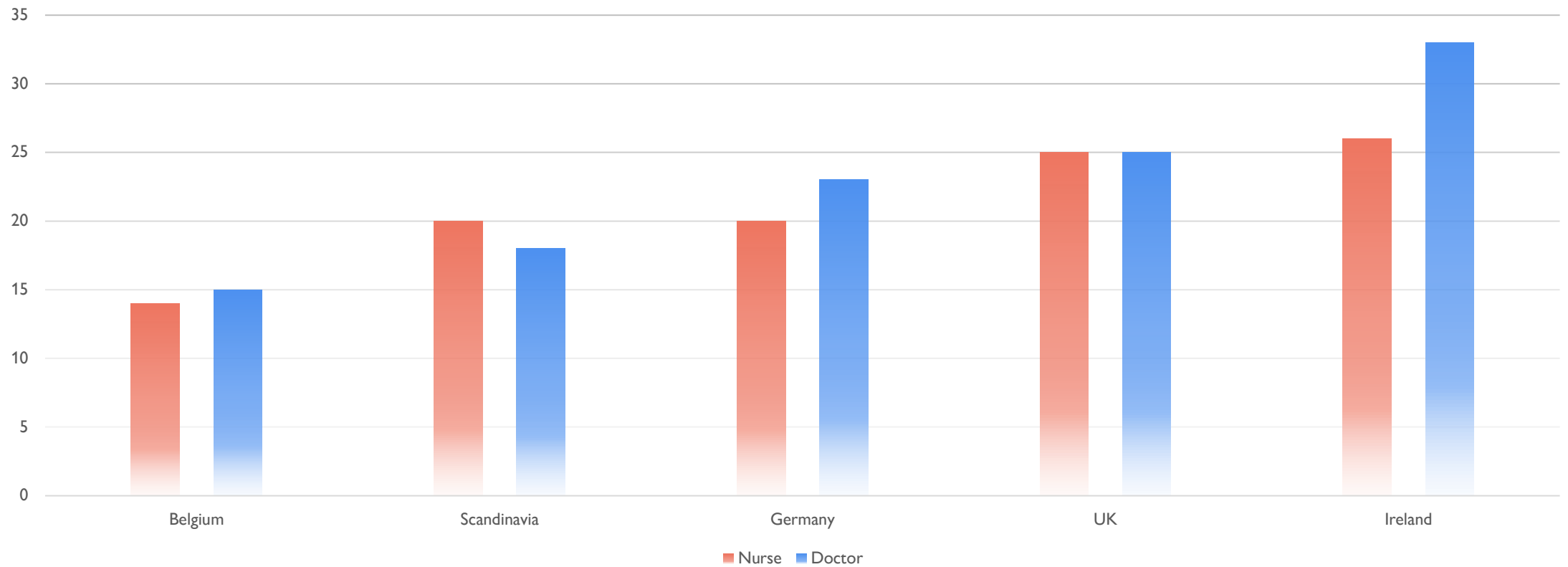
- Survey – measure Burnout (BAT and MBI)
- Staff outcomes – sick leave, turnover
- Focus groups – understand the context

Burnout

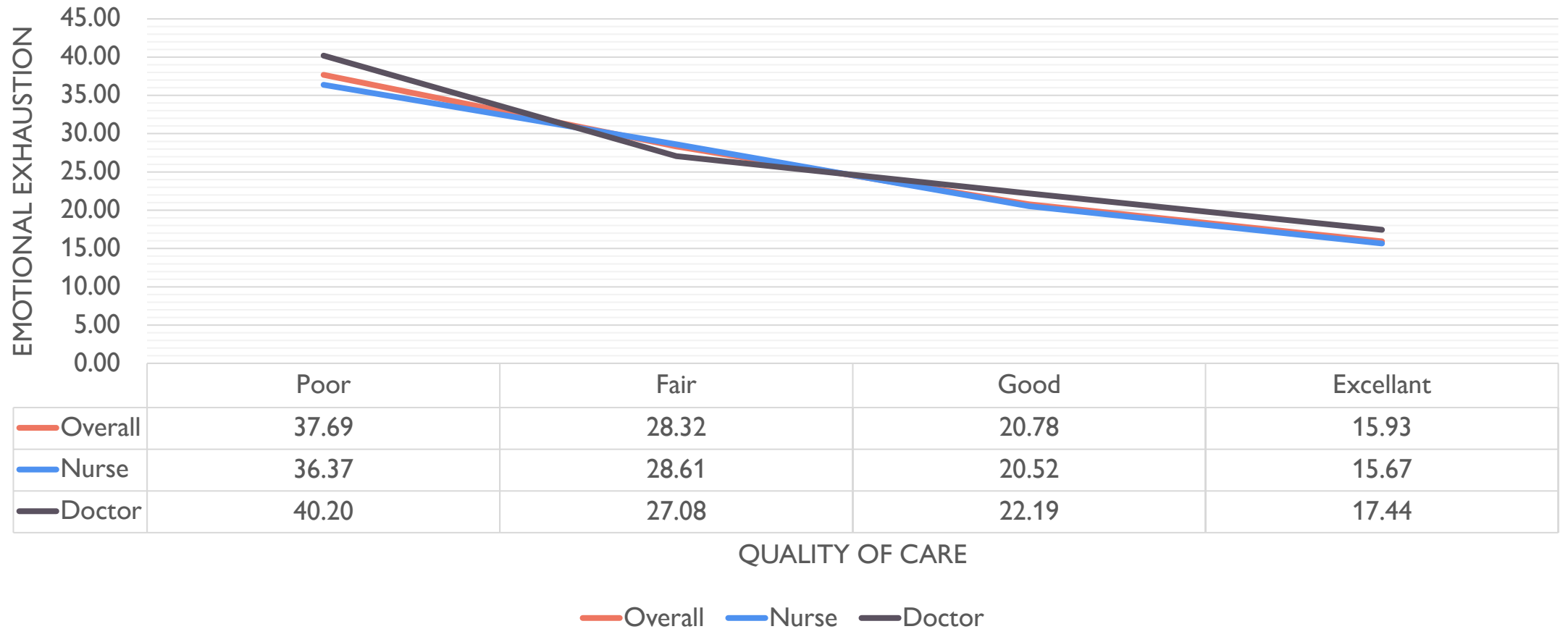
- Prevalence of job-related burnout is greater in the healthcare sector than in other settings, ranging from 10-78% among nurses and from 25-60% among physicians
- Burnout among the healthcare workforce can result in absenteeism, poor retention rates, and job dissatisfaction.
- It may lead to negative effects on patients, such as lower patient satisfaction, medical errors, reduced quality of care, and increased mortality.
- Drivers are frequently rooted within the work environment (i.e., heavy workload, long working hours, inadequate staffing)

Why is this needed in Ireland?

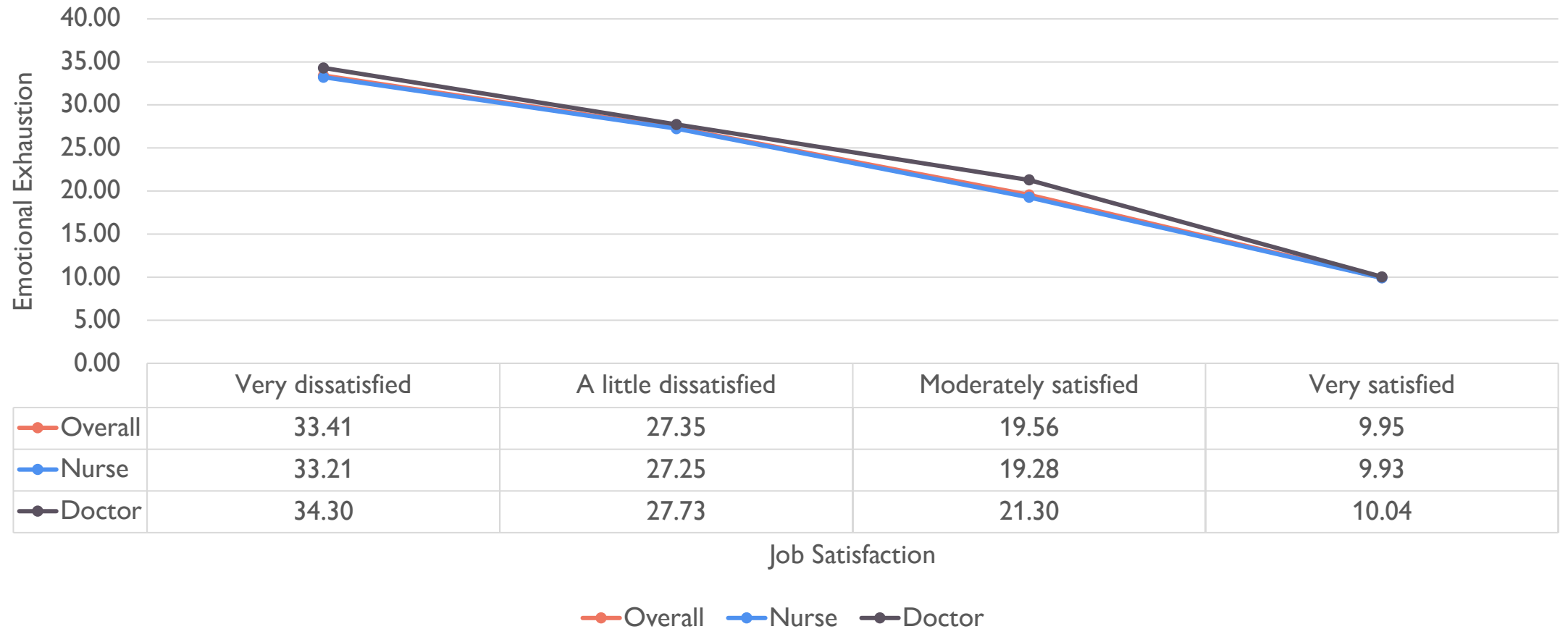
EMOTIONAL EXHAUSTION



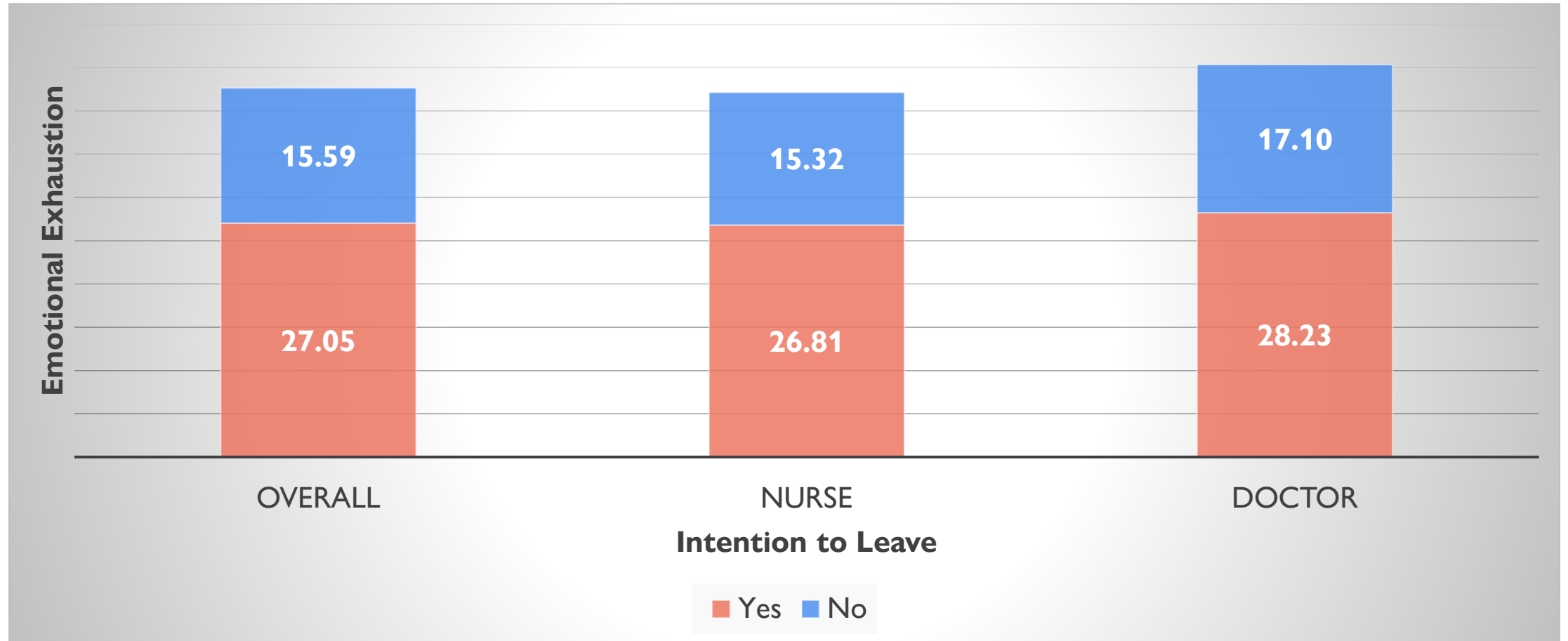
What our data tells us



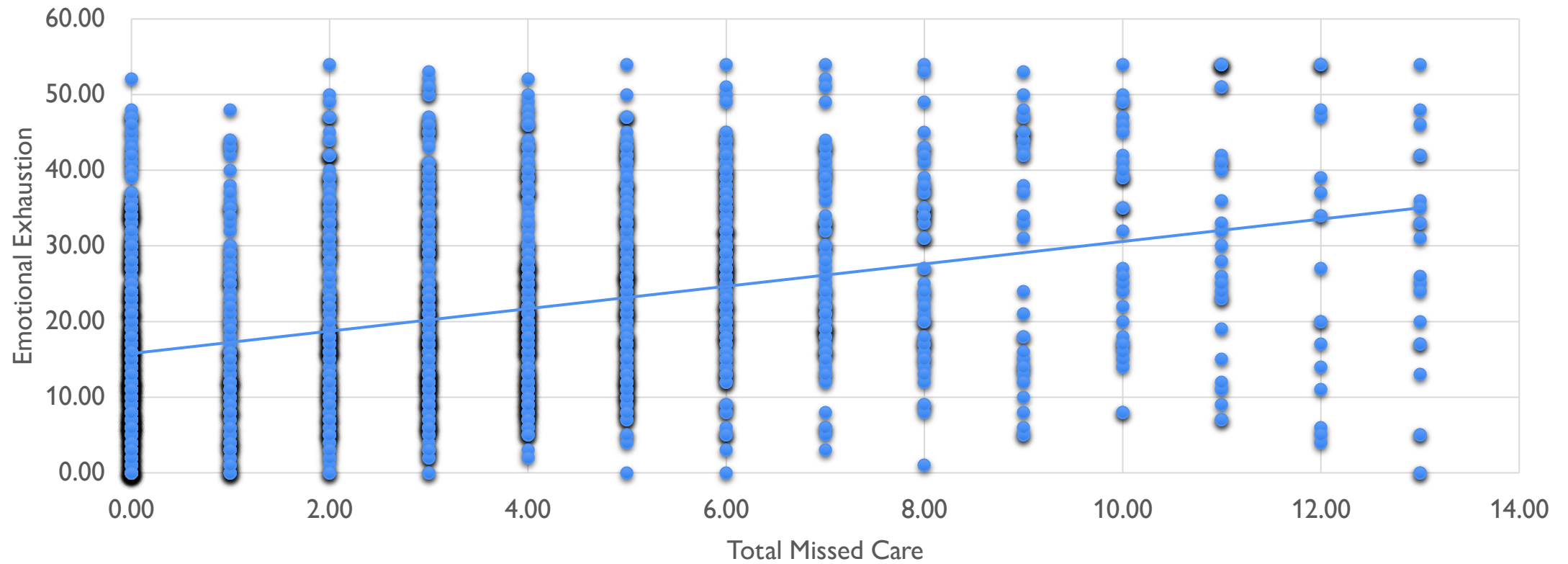
What our data tells us



What our data tells us



What our data tells us



$r = .36$, $n = 1739$, $p < .001$, CI: 0.32-0.40

Knowledge Sharing

Learning Collaboratives



National Country meetings



Twinning Partnerships



Learning Collaboratives

- Forum for hospitals to share their innovations with all the participating hospitals across Europe and the US
- 18 online learning collaboratives – partnership presentations around the Magnet components
- 3 in-person/hybrid learning collaboratives – keynotes, plenaries, posters, breakout session, panel discussion

*“nice sharing/collaboration with US/Europe colleagues. Nice
“feeling” of sharing nursing strengths”*

National Country Meetings

- Local meetings give hospitals the space to discuss issues and topics at country level
- Topics include
 - Timeline and methodology of study
 - Preparation and progress of twinning, intervention, survey, gap analysis
- Allow interaction between country hospitals enabling more support

“it’s valuable because we all have the same challenges and it’s really helpful to hear what others are doing in practice”

Twinning Partnerships

- All hospitals were successfully twinned
- On average, 3 members from each hospital participate in twinning meetings, range 1-8.
- Most twins meet fortnightly (40%) or monthly (35%)

“Both hospitals learn from each other and use the experience that both made.”

“very worthwhile & valuable to both organisations”

“evolved to a friendship, support network and surprisingly bidirectional information sharing & learning”

“A working relationship that is no work to maintain!”

Twinning Partnerships

Irish Hospital	US Hospital
Bons Secours Hospital	Bon Secours/Saint Mary's Hospital
Cork University Hospital	Morristown Medical Center
Mater Misericordiae University Hospital	Penn/Penn Presbyterian Medical Center
Mercy University Hospital	OSF/Saint Joseph Medical Center
Our Lady of Lourdes, Drogheda	Bon Secours/Saint Elizabeth Youngstown Hospital
South Tipperary General Hospital	Newport Hospital
St. James Hospital	Northwell/Long Island Jewish Medical Center
Tallaght University Hospital	The Valley Hospital
Beaumont Hospital	Northwell Lenox Hill Hospital, New York
Connolly Hospital	Hackensack/Riverview Medical Center
Letterkenny University Hospital	The Miriam Hospital
Limerick University Hospital	Northwell/Glen Cove Hospital
South Infirmary-Victoria University Hospital Hospital	Southwestern Vermont Medical Center
University Hospital Galway	Huntington Hospital
Waterford University Hospital	OSF Saint Anthony Medical Center

What have hospitals done so far?

- Complete gap analysis
- Develop Magnet4Europe merchandise, promotional materials and information
- Presentations for the launch of Magnet
- Set-up social media pages for Magnet4Europe (e.g. Twitter page)
- Staff nurses involved in poster presentations and a display area for posters
- Mental health and staff wellbeing session
- Provided feedback sessions on the staff experience survey and action plans
- Develop professional practise model and nursing strategy
- Frequent meeting with US twin (see Table 2 above)
- Development of RGN and CNM councils
- Development of Magnet champions in each unit
- Onboarding of ward managers to Magnet
- Quality improvement in different clinical areas
- Install quality initiative boards and display areas at ward and hospital levels
- Acknowledgement and increase awareness of nursing
- Transparency, role modelling, and open dialogue
- Story sharing between twins
- Implement Health Learning Literacy for RNs
- Develop principles of shared decision making
- Development of leader education programs and principles
- Enhancing nurse autonomy through shared governance
- Facilitate collaboration between different clinical areas
- Mentorship program for collaboration
- New handover process for knowledge transfer, exchange and communication
- Develop database for nurse education
- Conduct audit programmes to test evidence-based standards
- Launching an Interprofessional Advisory Board
- Assessment of nurse educational needs
- Developing National Benchmarking

How to ensure progress and build on interventions

- Final Magnet4Europe survey and gap analysis to determine the impact of the intervention
- Continue twinning relationships, long-term
- Magnet Accreditation – *“positive practice environments that support exemplary professional practice”*
- Pathway to Excellence – *“Pathway to Excellence emphasizes supportive practice environments that promote engaged and empowered staff”*

“Both Magnet and Pathway nurses support organizational goals, advance the profession, and enhance professional development through their work with professional and community groups.”

- Gap analysis
- Include other Health Care Workers
- Staff Engagement – asking for suggestions on improvements

Nurse and Doctor suggestions for improving mental health and wellbeing

Nurse	Doctor
Improve nurse staffing levels	Improve physician staffing levels
Adequate fixed staffing ratio	Improve nurse staffing levels
Reduce clinical documentation burden	Reduce bureaucracy and red tape
Limit nurses work hours	Limit physician work hours
Allow nurses to spend more time with patients	Reduce clinical documentation burden
Reduce bureaucracy and red tape	Adequate fixed staffing ratio
Improve physician staffing levels	Reduce overnight call duties
Create time and places for meditation and reflection	Allow physicians to spend more time with patients
Participate in setting up shift plans	Reduce overtime
Provide resilience training	Provide onsite child-care
Provide onsite child-care	Create time and places for meditation and reflection
Reduce overtime	Provide resilience training

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- <https://www.magnet4europe.eu>
- @magnet4Europe

