Magnet Hospitals: The Gold Standard for Nursing Care

Linda H. Aiken, PhD, RN
Center for Health Outcomes Research
University of Pennsylvania
laiken@nursing.upenn.edu

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Magnet Hospitals

• Term “magnet” was developed in 1982 by American Academy of Nursing to describe hospitals that “attract and retain” nurses because of the quality of the nurse work environment

• In 1990, Magnet Recognition became a form of accreditation for institutions representing the best environment for nursing practice
Essentials of Magnetism

- Working with clinically competent nurses
- Good nurse/physician relationships
- Nurse autonomy and accountability
- Supportive nurse supervisor
- Nurse control over nursing practice and the practice environment
- Support for education
- Adequate nurse staffing
- Concern for patient is paramount
Magnet Hospitals

• Concept developed in US but now disseminating internationally: www.nursecredentialing.org

• Voluntary accreditation process

• Organized around 14 standards of nursing administration and clinical care

• Staff nurses assume key roles in implementing strategies to meet standards

• Blueprint works in developed and developing countries to improve nurse retention and satisfaction and improve patient outcomes:
The history of the principles of Magnet Hospitals can be traced to Florence Nightingale in 1850s
Preventable Deaths in British Military Hospitals during Crimean War, 1855 by Florence Nightingale

Key
- Blue – Preventable Deaths
- Pink – Deaths from Wounds
- Gray – Deaths, all other causes

Estimated Annual Mortality Rate
1,174 per 1,000

Source: Notes on Matters Affecting the Heath, Efficiency and Hospital Administration of the British Army, 1858.
Mortality at Scatari Declined Sharply After Improvements in Care Environment Under Nightingale’s Influence, 1855

Death rate peaked in February 1855 at mortality rate of 43% of cases treated. Reforms began in March and within 6 months the mortality rate was 2%.

Patient Safety in Modern Hospitals

• The care environment in hospitals is still hazardous and preventable deaths are too high

• Contemporary researchers are following Nightingale’s example by compiling evidence of the link between poor care environments, nursing, and patient outcomes
Link between Nursing and Patient Safety

• Nurses are the surveillance system for early detection of adverse occurrences
• Surveillance is positively influenced by good nurse staffing and nurse education
• Surveillance is negatively affected by burnout, fatigue, disorganization that compromise vigilance
• Practice environment including good relationships between team members determine the success of patient rescue
Percent of Nurses with High Job-related Burnout

- US: 43%
- Canada: 36%
- UK: 33%
- New Zealand: 33%
- Russia: 20%
- Germany: 15%
Nurse Burnout

• Nurse burnout is too high in every country
• Burnout is associated with inadequate staffing and poor nurse practice environment
• Burnout erodes nurse surveillance, vigilance, and clinical decision-making
• Error reduction is dependent upon reducing burnout
• Retaining nurses in clinical practice is dependent upon reducing burnout
Better Nurse Work Environment is Associated with Lower Nurse Burnout

Regression lines indicate similar trends across all countries—the better the nurse work environment (organizational support) the lower the burnout.
Magnet Accredited Hospitals

- Almost 200 in U.S.
- About 250 applications pending in US
- Most U.S. hospitals aspire to be magnet hospitals
- International: Magnet concept has been successfully implemented internationally
  - Over 20 countries at some stage of magnet
  - Magnets approved in Australia and England
  - Journey to Nursing Excellence Awards in Russia and Armenia
Distribution U.S. Hospitals by Quality of Nurse Work Environment, N=168

N = 83
Mixed = 49%

N = 42
Better = 25%

N = 43
Poor = 26%
Hospital Nurses’ Reports that Medical Errors Occur Frequently by Poor versus Better Nurse Work Environments

- Medication errors: 73% more likely
- Patient falls with injuries: 90% more likely
- Nosocomial infections: 55% more likely
Odds on Dying Following Common Surgical Procedures

Odds on dying reduced by 19% in hospitals with better vs. poorer nurse practice environments
Nurse Workloads and Hospital Patient Mortality

- Countries differ in average number of patients per hospital nurse
- What is most important is that in every country, hospitals where nurses care for fewer patients have lower mortality and other adverse patient outcomes and better nurse retention
For every 100 surgical patients who die in hospitals with 4 to 1 patient to nurse ratios, the number that would die in hospitals with higher ratios would be...

(linear relationship)

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As workloads in hospitals increase, so does mortality ...

But as nurse education increases, mortality decreases ...

Deaths per 1000 patients with complications*

<table>
<thead>
<tr>
<th>Staffing (Patients per nurse)</th>
<th>Education (% of nurses with degrees)</th>
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<tbody>
<tr>
<td>4</td>
<td>20</td>
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<td>6</td>
<td>40</td>
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<td>8</td>
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*Adjusting for patient and hospital characteristics

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Staffing (Patients per Nurse)

- Good PE: 60% BSN
- Mixed PE: 40% BSN
- Poor PE: 20% BSN

Deaths Per 1000 Surgical Patients

4 P/N: 16.6, 17.9, 19.3
6 P/N: 16.6, 19.7, 23.3
8 P/N: 16.6, 21.6, 28
Research Documents Better Outcomes for Magnet Hospitals

• Lower mortality rates
• Lower morbidity rates
• Lower complication rates
• Higher patient satisfaction
• Higher staff job satisfaction
• Lower overall costs
What Impact Could Improved Nurse Work Environments Have on Lives Saved?

• If all hospitals in US had “good” nurse practice environments, adequate nurse staffing, and appropriate education of nurses,

• More than 40,000 hospital deaths per year could be prevented

• Comparable findings in Canada and U.K.
“Twinning” and Innovation

• Twinning: a strategy for implementing innovation in which health care workers in 2 institutions or communities, often in different countries, agree to work together to achieve common objectives.

• Twinning has been highly successful in nursing to improve status of nursing, nurse retention, and patient outcomes.
Magnet Twinning Initiative in Russia

• Short term exchanges of nurses resulted in observation of the important roles of nurses in highly successful hospitals in U.S. and aimed to create similar roles in our hospital.

• First we improved higher education for nurses in our school of nursing.

• Then we recruited nurses with higher education in clinical roles.

• Partnered with U.S. Magnet hospitals to implement 14 international standards for high quality nursing
  – Nurse assessment and care documentation
  – Evidence-based nursing practice
  – Good working relationships between doctors and nurses
Nursing work environment, Russia

Nursing Work Index Scales

- Nurse participation in hospital affairs
- Nursing Foundations for quality of care
- Nurse manager ability, leadership, and support for nurses
- Staffing and resource adequacy
- Good nurse-physician relations

Percent before and after
Hospital 122, St. Petersburg, Russia
Journey to Nursing Excellence Award, 2004
American Nurses Credentialing Center
Benefits of Magnet

• Transforms nurse work environment
• Improves status of nurses
• Improves professional relations with physicians and other colleagues
• Improves nurse satisfaction and retention
• Helps develop institutional loyalty
• Improves care outcomes for patients
• Overall, very positive force in a very challenging time for nurses everywhere