

The Magnet Hospital Concept is an Ideological Approach to Job Satisfaction and Quality of Care: A Systematic Review

Samia Musaad Almutairi¹, Ali Ibrahim Noshili², Hassan Ahmed Almani¹, Nourah Yousef Aldousari¹, Ghalib Hamad Aljedani¹, Areej Abdurashed Bakhsh¹, Adel Mesfer Alharthi⁴, Ali Yahay Subaie⁵, Bassam Khulaif Almutairi⁶, Saud Mohammed Said Al Zahrani⁷, Hamed Khamis Alghamdi⁸, Sayed Shahbal⁹

¹Taif Directorate of Health Affairs

²Department of Infection Prevention & Control at Alhurath General Hospital, KSA

³King Fahad General Hospital

⁴Nursing Administration of Health Affairs at Taif

⁵Khalid Hospital and prince Sultan Center (KKH&PSC)

⁶King Faisal Medical Complex

⁷King Fahad Hospital-Al Baha

⁸Baha Directorate of Health Affairs

⁹Department of Psychology, International Islamic University, Islamabad, Pakistan.

Email: syedshahabal@gmail.com ORCID: <https://orcid.org/0000-0002-5383-491X>

Corresponding Authors:

Sayed Shahbal - syedshahabal@gmail.com

Ali Ibrahim Noshili - Alinoshili2012@gmail.com

Abstract

Background: Healthcare services required effective intervention based on nursing care and services. In the early ages of advanced and scientific healthcare concerns. There were few excellent nurses who could perform scientific healthcare services to the patient. Therefore, to maintain healthcare decorum. It was important to address the excellence of healthcare performance among the nurses.

Aim: the aim was to establish the best available evidence on the impact of the "Magnetic Hospital" designation on outcomes for both nurses and clinical patients.

Method: A systematic review was conducted in the past literature published in English language by using targeted keywords.

Results: The strongest evidence thrown by the results of the review confirms the positive impact of the accreditation as "Magnetic Hospital" in the work environment perceived by nursing as well as in the association with lower levels of emotional exhaustion, greater job satisfaction, and a greater intention to remain in their job.

Conclusion: Magnet hospitals holds better outcomes as Job satisfaction can lead nurses towards better healthcare outcomes which are patient satisfaction and can produce healthy results on the reliance and productivity of such hospitals.

Keywords: Magnet Hospital, Cost-Effectiveness, Patient Satisfaction, Job Satisfaction, Care Outcome, Nurse Practices, Nurse Satisfaction, Job, Performance

Introduction

The concept of the magnetic hospital was introduced for the first time in 1983, it derives

from a policy defined by the American Academy of Nursing (AAN) in 1981, due to the serious phenomenon of shortage of nursing personnel in

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the United States, for which it was characteristics of the organization that could retain and attracting qualified nursing personnel and seeking the best conditions for professional practice (Nurmeksela et al., 2021). As a result of this study, it was determined that the best contribution would be to conduct research on the different factors that intervened in the creation of hospitals that attracted and retained nursing professionals (Crowell & Boynton, 2020). To share the results with other hospitals so that they would implement actions to implement in other institutions the values of excellence promoted by the magnetic hospital model. And items identified as hospital essentials magnetic. (El-khateeb, El Dahshan, & Shokry, 2022)

In 1988 Kramer and Schmalenberg published the results of magnetic hospitals, linked to institutions of excellence, and the concept was established in the literature that includes the most crucial element that has been identified in these institutions, job satisfaction. and its impact on the quality of care. (Schmalenberg & Kramer, 2009)

After this first review, the convenience of implementing a recognition program for these centers called so in 1994 the magnetic hospital recognition program was established known as the accreditation center United States of America Nurses Association (ANN), which evaluates 14 fundamental and essential elements to provide excellent care (Halverso & Scott Tilley, 2022):

To link these fundamental elements of magnetic hospitals with the ability to provide high-quality patient care, Kramer and Schmalenberg (2009) conducted a study with 279 nurses who worked in magnetic hospitals, this survey made it possible to identify the 8 essential elements to provide quality care, related to health satisfaction at work (which were called essential factors of magnetism). (Schmalenberg & Kramer, 2009)

It has also been identified that magnetic hospitals are characterized by having a horizontal structure, with few supervisory personnel, giving nursing professionals greater responsibility and autonomy, control over practice, and job satisfaction. (Choi & Kim, 2019)

The recognition program for magnetic hospitals

developed by the Nursing Accreditation Center has allowed researchers to carry out studies within the institutions recognized as magnetic, based on the characteristics of the work environments (characteristics organization) (Vaz, 2020), that is, the institutions that are under this model, provide the means and support of a leading head to the nurses to use their experience and knowledge in a way that favors the conditions to provide excellent care to the patient, which increases satisfaction and therefore greater retention and less intention to leave the workplace. (El-khateeb et al., 2022). They are considered excellent and recognized for the quality of nursing care and for positively influencing the organization. Currently, this credential is granted by the American Nurses Credentialing Center (ANCC) which is a subsidiary of the ANA (American Nurses Association) through a specific program developed for this purpose (Kanninen et al., 2019). The "Magnetic Hospital" model has attracted the attention of other health disciplines and its geographical scope has crossed the US borders gradually spreading throughout the world (Madebo, 2019).

Aim of Study

The Best Practice is based on the systematic reviews by Berry et al. (2002), Salmond, Begley, Brennan, and Saimbert (2009), and Toh, Ang, and Devi (2012), which were aimed to establish the best available evidence on the impact of the "Magnetic Hospital" designation on outcomes for both nurses and clinicians. patients. Specifically, the Best Practice focuses on:

1. Impact on the results of the institution (environment of the institution and work environment of the nursing staff)
2. Impact on nursing outcomes (satisfaction, recruitment, and retention of nursing staff, specifically in acute care hospitals).
3. Impact on patient outcomes.
4. Economic investment necessary to obtain the designation of "Magnetic Hospital" and if it pays off compared to the results obtained.

Method

The qualitative research design will be operationalized in this literature review to assess the primary and secondary searches based on the data analysis.

Search engine

Data was collected from research engines including Google Chrome, Maxthon, and Microsoft edge. all these search engines utilize the databases of Google scholar, research gate, Emerald Insight, Taylor and Francis, Medline, and PubMed. through these databases, the keyword that was utilized included magnet hospital, cost-

effectiveness, patient satisfaction, job satisfaction, care outcome, nurse practices, nurse satisfaction, job, and performance. through these research engines and databases, a massive amount of data was selected.

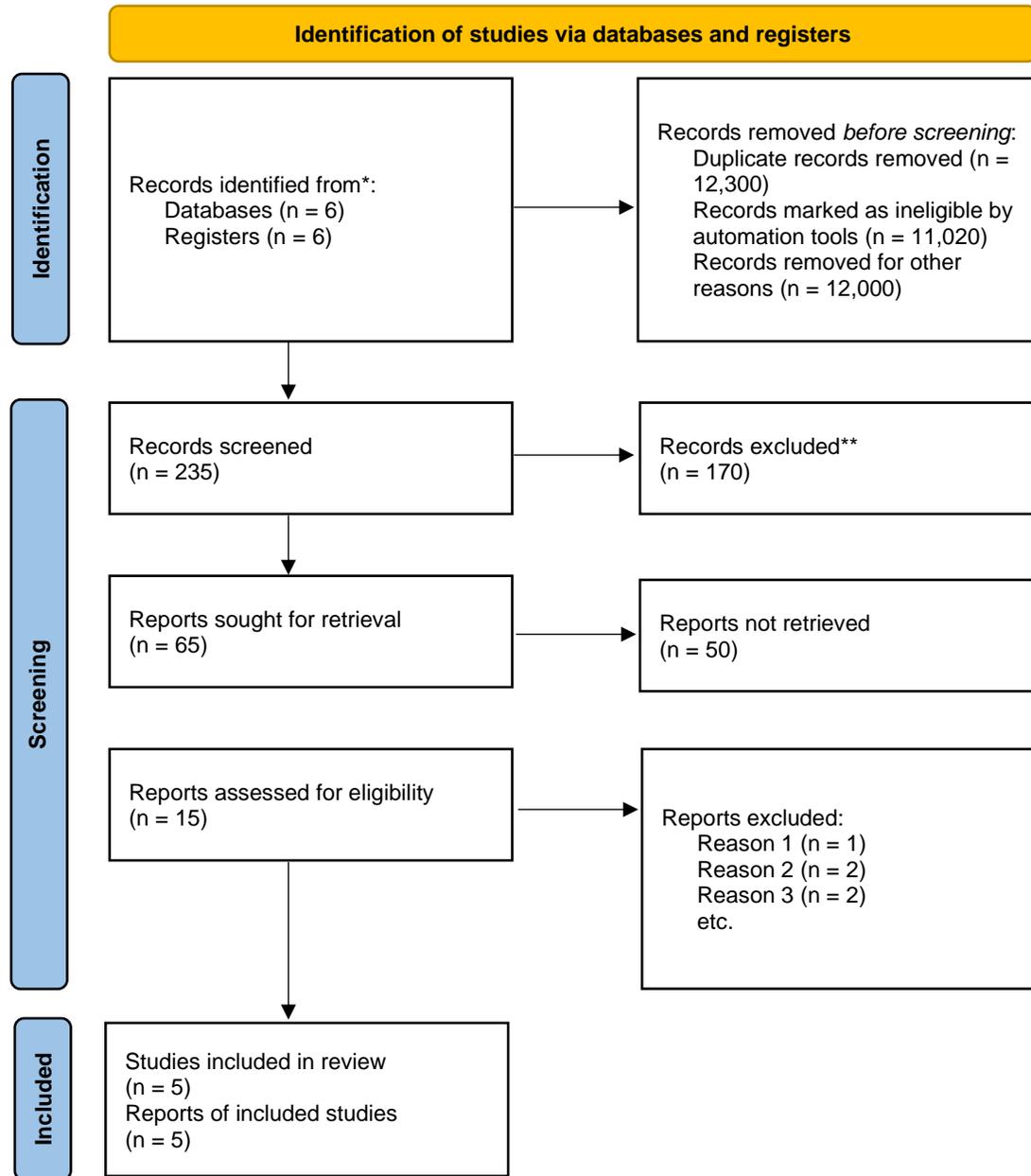
Inclusion exclusion

In this research regarding the quality of care based on the keyword's magnet hospital, cost-effectiveness, patient satisfaction, job satisfaction, care outcome, nurse practices, nurse satisfaction, job, and performance. Nation based literature-based publication based and ethnicity as an asset of cultural-based evidence and the related research design either in the form of qualitative research is science or quantitative to operationalize in the research

The Criteria of Inclusion and Exclusion of Research Includes:

No	Criteria	Inclusion	Exclusion
1	Research that ranges from 2018 to 2022.	✓	
2	Research that is below 2018.		✓
3	Multi-cultural research.	✓	
4	Topic related to magnet hospital, cost-effectiveness, patient satisfaction, job satisfaction, care outcome, nurse practices, nurse satisfaction, job, and performance	✓	
5	Research that is held in the medical department on the intervention and management of certain diseases and disorders.		✓
6	English literature.	✓	
7	Other than English literature.		✓
8	Saudi and non-Saudi nurses	✓	
9	Paramedical staff and other technicians of Medical Healthcare.		✓
10	Data will be collected from peer-reviewed journals.	✓	
11	Quantitative and qualitative Research.	✓	

PRISMA Chart



Characteristics of the Systematic Review

The systematic review considered quantitative and qualitative studies. The study subjects had to be people who had worked with the professional category of the nurse in one of the hospitals of the following categories:

- Accredited as "Magnetic Hospital" by the ANCC

- With prestige as "Magnetic Hospital"
- Aspirant to "Magnetic Hospital"
- Non-magnetic hospital.

Studies dealing exclusively with hospitals with prestige as magnetic hospitals and non-magnetic hospitals were excluded. The definition applied for "Magnetic Hospital" was that of that hospital that had the corresponding ANCC designation at

the time of the study. The results that were considered were those specific to the nurses, institution, and patient.

Of a total of 13,310 initial findings, 10 were selected and all were descriptive comparison studies, most using a cross-sectional survey as a method to compare the results of two or three categories. No economic studies were found in this mean in the review.

Results

After combining the cases, the variation in professional nursing practice was not significant between the hospitals with the best quality ratings and the rest (Kitchen, 2019). This considers that an improvement in the overall performance of the hospital (better quality) was associated with a shorter length of hospital stay, lower profitability (lower profit margin), lower growth in hospital admissions, and not belonging to the health system (Debika et al., 2020).

At the institutional level, the work environment was the variable that was most frequently evaluated, since it appeared in 10 studies reviewed. The "Magnetic Hospitals" turned out to have better environments for professional nursing practice and nurses with more power and empowerment (which are two of the three parameters of the applied questionnaire: Conditions of Work Effectiveness) (Garavandala et al., 2020). Through a survey on control, autonomy, benefits, wages, and relationships performed through the domains of the NWI (Nursing Work Index), it was found that the mean scores were significantly higher for the 5 Magnet Hospitals in the study, compared to the 23 without that designation. The veteran nurses of the "Magnetic Hospitals" (Kurtzman et al., 2020; ALI et al., 2022).

The studies showed that Magnetic Hospitals had higher scores in terms of the nursing work environment measured through the PSE-NWI scale (a scale that assesses the work environment through the following parameters: nurse participation in hospital affairs, nursing fundamentals for quality of care; capacity, leadership, and support of nurses by their

managers; nurse-doctor relationships; and adequacy of staff and resources). However, when comparing (Ansah Ofei & Paarima, 2021) hospitals accredited as "Magnetic" by the ANCC with hospitals that only had the prestige of being magnetic, only one subscale (the nursing foundations for quality of care) was significantly higher in the accredited group. Another study compared accredited and non-accredited hospitals and the results here showed higher overall scores for "Magnetic Hospitals" (Geoghegan, 2021).

Three of the PSE-NWI parameters (involvement of nurses in hospital affairs; nursing rationales for quality of care and adequacy of staff and resources) were significantly higher in ANCC-accredited hospitals as "Magnetic Hospitals" versus their unaccredited counterparts. The other two parameters (capacity (Miranda & Silva, 2022), leadership and support of nurses by their managers, and nurse-doctor relationships) were significantly higher in non-magnet hospitals (Kodama et al., 2022). Three of the PSE-NWI parameters (involvement of nurses in hospital affairs; nursing rationales for quality of care and adequacy of staff and resources) were significantly higher in ANCC-accredited hospitals as "Magnetic Hospital" versus their unaccredited counterparts (Brown, 2022).

The other two parameters (capacity, leadership, and support of nurses by their managers, and nurse-doctor relationships) were significantly higher in non-magnet hospitals (Alu, 2019). Three of the PSE-NWI parameters (involvement of nurses in hospital affairs; nursing rationales for quality of care and adequacy of staff and resources) were significantly higher in ANCC-accredited hospitals as "Magnetic Hospital" versus their unaccredited counterparts (Abalos, 2021). The other two parameters (Kurtzman et al., 2020) (capacity, leadership, and support of nurses by their managers, and nurse-doctor relationships) were significantly higher in non-magnet hospitals. versus their unaccredited counterparts (Perkins, 2020; Al-Kubaisi & Shahbal, 2022).

The other two parameters (capacity, leadership, and support of nurses by their managers, and nurse-doctor relationships) were significantly higher in non-magnet hospitals. versus their unaccredited counterparts (Marmat & Jain,

2019). The other two parameters (capacity, leadership, and support of nurses by their managers, and nurse-doctor relationships) were significantly higher in non-magnet hospitals (Rafferty et al., 2019).

The work environment perceived by nursing was evaluated using the PNWE scale. This scale compares the differences in the perception of the work environment of the nursing staff, according to different parameters. In this case, 2,092 nurses from 64 different centers (all intensive care) participated in the study (Shifrer, 2022). Those who worked in "Magnetic Hospitals" had better mean scores than those who worked in hospitals aspiring for accreditation or non-accredited in the parameters: professional practice, nursing process, and positive task-sharing environment. In multilevel hospitals and after adjusting for variability, "Magnetic Hospitals" were significantly associated ($p = 0$),

Various scales and instruments have been used to assess accreditation as a "Magnetic Hospital" and its impact on the nursing, institution, and patient outcomes (Mayo et al., 2021). The review has found evidence in favor of this designation but not supported by high-quality studies. The strongest evidence thrown by the results of the review confirms the positive impact of the accreditation as "Magnetic Hospital" in the work environment perceived by nursing as well as in the association with lower levels of emotional exhaustion, greater job satisfaction, and a greater intention to remain in their job (Alu, 2019).

Discussion

The Best Practice does not detail the primary studies from which the recommendations are drawn, and the variety of scales and data collection instruments make narrative synthesis and even the interpretation of some key data difficult. The authors of the review themselves acknowledge that the studies included are of low evidence and that studies that go beyond univariate analysis are needed. The new studies that have followed this systematic review continue to refer to better results in patients within the care provided in Magnetic Hospitals.

Lower mortality and a significantly lower number of falls in hospitalized patients are some of the findings that have been found among the results of Magnetic Hospitals. This improvement has been found not only in the adult patient but also extends to the results in pediatric patients (Abalos, 2021). There are other aspects that must be considered, and it is not only convenient to assess the "Magnetic Hospital" accreditation and its results, but it is also necessary to evaluate the continuity of the good results once the credential has been obtained and the aspects relating to reaccreditation (Geoghegan, 2021).

The concept of "Magnetic Hospital" has evolved towards the meaning of "excellent hospital", and today it is attributed to characteristics such as leadership, autonomy, participation in decision-making, fluid team relations, and resources. There are other aspects that must be taken into account, and it is not only convenient to assess the "Magnetic Hospital" accreditation and its results (Alu, 2019), but it is also necessary to evaluate the continuity of the good results once the credential has been obtained and the aspects relating to reaccreditation. The concept "Magnetic Hospital" has evolved towards the meaning of "excellent hospital", and today it is attributed characteristics such as leadership, autonomy, participation in decision-making, fluid team relations, resources. There are other aspects that must be taken into account (Ansah Ofei & Paarima, 2021), and it is not only convenient to assess the "Magnetic Hospital" accreditation and its results, but it is also necessary to evaluate the continuity of the good results once the credential has been obtained and the aspects relating to reaccreditation (Geoghegan, 2021). The concept "Magnetic Hospital" has evolved towards the meaning of "excellent hospital", and today it is attributed characteristics such as leadership, autonomy, participation in decision-making, fluid team relations, resources (Abalos, 2021; Al-Kubaisi, Shahbal & Khan, 2022; Alruwaili et al., 2022).

Recommendations and Implications

- Nursing leadership and management must use evidence-based interventions to improve the work environment perceived by the nurse. The

possible approaches that can be considered are the promotion of nurse/doctor collaboration, the development of nurse autonomy, the implementation of shared management models and support for the continuous training of nursing managers.

- Nursing directorates should consider the designation of "Magnetic Hospital" to improve the work environment perceived by the nurse in their institution.
- Nursing departments must develop processes for continuous measurement of nurse and patient satisfaction. This information can be used to develop and implement improvement strategies.
- Nursing authorities and policyholders should assess the financial implications of the work environment perceived by nurses in institutions (including those designated as "Magnetic Hospital"). In general, the work environment perceived by nursing is considered to have a positive impact.

Conclusion

The previous review allows us to identify lines of research that nurse administrators must attend to in our country in order to identify the phenomenon related to job satisfaction based on the identification of factors that can affect quality and staff satisfaction of nursing, in a way that allows proposing strategies to generate healthy environments and environments for nursing work and deal with the impact on the shortage, absenteeism and turnover of nurses (Ansah Ofei & Paarima, 2021), particularly in the quality of care of the patients, patients and their families, which will translate into benefits for the institutions of the health system in KSA going forward with the idea of Saudi Health Vision 2030. (Alharbi et al., 2022; Shahbal et al., 2022; Noshili et al., 2022; Oraibi et al., 2022; Alsaedi et al., 2022; Alotaibi et al., 2022)

Magnet hospital is among the best concepts in the healthcare sector. When talking about nurses who are more vulnerable in disastrous situations, magnet hospital is the best choice for their job satisfaction. Indeed, job satisfaction can lead

nurses towards better healthcare outcomes which are patient satisfaction. And can produce healthy results on the reliance and productivity of such hospitals.

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