

**Letter to Editor****The importance of paying attention to the Magnet Hospital project in Iran**Hadis Ashrafizadeh¹, Abbas Ebadi^{2,3}, Maryam Rassouli*⁴¹School of Nursing, Student Research Committee, Dezful University of Medical Sciences, Dezful, Iran²Behavioral Sciences Research Center, Lifestyle Institute, Baqiyatallah University of Medical Sciences, Tehran, Iran³Nursing Faculty, Baqiyatallah University of Medical Sciences, Tehran, Iran⁴School of Nursing and Midwifery, Shahid Beheshti University of Medical Sciences, Tehran, Iran

Approximately 230,000 nursing personnel work across both public and private sectors to provide nursing care for the country's population, although the nurse-to-bed ratio remains at an estimated 0.8 (1). Due to the obvious nursing staff shortage, ensuring the desired quality of nursing care remains a paramount concern for the country's nursing officials and is a pressing demand from the people, necessitating serious attention (2). The concept of quality of care has long been associated with various aspects of health care, including interpersonal interactions, technical proficiency, patient outcomes, structural elements, and the establishment of quality standards (3). It encompasses critical factors such as patient satisfaction, patient safety, patient-centered care, staff competence, and participation. Moreover, in clinical settings, the patient's involvement in decision-making serves as an indicator of care quality (4).

The Institute of Medicine defines quality of care as the extent to which health services for individuals and populations enhance the likelihood of favorable health outcomes while aligning with current professional knowledge (5). On the other hand, Allen-Duck et al. describe healthcare quality as the assessment and delivery of effective and safe care, fostering a culture of excellence that ultimately leads to optimal health outcomes (6).

Additional definitions emphasize concepts such as effectiveness, safety, evidence-based practices, and patient-centered care. In an

ever-evolving care environment, health services must be timely, equitable, integrated, and efficient (4).

Typically, countries rely on national programs to drive progress in this area. However, the key lies in adopting a comprehensive framework that allows for the development of a balanced strategy. Consistent evaluation of essential elements over time is crucial. Achieving this goal necessitates a broad vision, the creation of a future roadmap, and the implementation of ongoing reforms. It's a long-term agenda that demands commitment, vigilant monitoring, diverse perspectives, trust-building, and the accumulation of knowledge and experience over time (7).

One innovative approach to enhancing quality of care and patient safety is Magnet Recognition through the American Nurses Credentialing Center (ANCC) (8). This prestigious designation is awarded to hospitals that achieve a high standard of excellence in professional nursing practice (9). For nurses, Magnet Recognition translates to ongoing training and career advancement, fostering greater independence. For patients, it signifies receiving care from nurses who are empowered to provide the very best. In simpler terms, Magnet hospitals are highly desirable institutions that attract both nurses and patients alike (10). The primary purpose of Magnet designation is to incentivize hospitals to recruit and retain top nurses, ultimately leading to improved patient care quality (8).

Corresponding Author: Maryam Rassouli, School of Nursing and Midwifery, Shahid Beheshti University of Medical Sciences, Tehran, Iran. Email: rassouli.m@gmail.com

DOI: 10.18502/npt.v11i2.15401

Please cite this article as: Ashrafizadeh H, Ebadi A, Rassouli M. The importance of paying attention to the Magnet Hospital project in Iran. *Nursing Practice Today*. 2024; 11(2):89-91



Copyright © 2024 Tehran University of Medical Sciences. Published by Tehran University of Medical Sciences.

This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International license

(<https://creativecommons.org/licenses/by-nc/4.0/>) Noncommercial uses of the work are permitted, provided the original work is properly Cited

Magnet Hospital project in Iran

Magnet Recognition signifies that an organization fosters a “magnet culture” to empower nurses in decision-making, training, leadership, teamwork, and professionalism. To achieve magnet hospital status, there are five main components of excellence including transformational leadership, structural empowerment, exemplary professional practice, new knowledge, innovations, and improvements, and empirical quality results (9).

These components are supported by 14 forces that respond to changing nursing and healthcare environments. These 14 forces include leadership quality, organizational structure, management style, personnel policies, and programs, professional models of care, quality of care, quality improvement, consultation and resources, independence, community and hospital, nurse as a teacher, nursing image, interdisciplinary relations, and professional development (11).

In their model, Chen & Johantgen describe magnet hospitals’ characteristics as encompassing personnel policies, management style, autonomy, professional development, management quality in nursing, and communication with other scientific disciplines. Other studies also highlight features such as decentralized organizational structures, flexible working hours, emphasis on professional autonomy and its growth, and systematic communication between management and employees. These key elements are not only observed in magnet hospitals within the United States but are also adopted by hospitals in countries like Australia, New Zealand, Europe, Canada, and Asia (12).

The Magnet Recognition program distinguishes itself from other quality improvement methods like FOCUS-PDSA and Kaizen by not only enhancing overall service quality but also improving services themselves (13). This program serves as a roadmap for nursing excellence, leveraging the available quality resources to support the entire initiative (11). Research indicates that magnet hospitals foster a better work environment, leading to increased job satisfaction among nurses and better patient prognoses when compared to non-magnet hospitals. Notably, the development of

magnet hospitals has been on the rise in various countries in recent years (14).

Drawing inspiration from the principles of magnet hospitals, several solutions emerge. These include re-organizing nursing services, involving nurses in policymaking at all levels, integrating nursing care within community services (such as universal health coverage and primary healthcare), and optimizing nursing workforce alignment with societal changes. Proper application of management skills and principles, along with creating conducive work environments and ensuring professional independence, is essential. Encouraging innovation, recognizing nurses’ achievements, supporting their growth, and integrating evidence-based practices are critical steps. Additionally, adherence to regulatory and professional standards, workplace safety, and patient safety remains paramount (11, 15).

Magnet application solutions for Iranian hospitals

Given the challenges across various service delivery areas, the Nursing Deputy has undertaken several initiatives. These include empowering the nursing workforce and strategically deploying master’s staff to relevant departments, ensuring continuity in service delivery.

One notable initiative is the Outstanding Hospital project, which aligns with the people’s need for high-quality nursing services. The project aims to enhance Nursing Sensitive Indicators (NSIs), such as pressure ulcer prevention, fall management, pain control, and patient satisfaction in selected hospitals.

Recognizing that nurses play a pivotal role in patient recovery and discharge from the hospital, the project emphasizes improving nurses’ abilities and skills. Simultaneously, it prioritizes increasing direct nursing care hours—an essential factor in patient satisfaction. To achieve this, the project meticulously defines nurses’ responsibilities, eliminating processes unrelated to their duties. Launched in July 2022, the Outstanding Hospital project standardizes main care processes, ultimately leading to improved nursing care quality at the bedside.

Aligned with the common goals of this project and the Magnet Hospital initiative, the Nursing Deputy has extended this strategy in the form of Magnet Hospital since March 2023. The plan encompasses several key components: standard nursing care guidelines based on nursing diagnoses, continuous monitoring and evaluation of service quality, electronicization of nursing documentation and reporting, and fostering inter-disciplinary collaboration, particularly with doctors.

Despite the absence of a formal report on the model's effectiveness and the need for sustained implementation over an extended period, it appears that drawing inspiration from successful global models can move us forward. By doing so, we can avoid trial-and-error pitfalls that often hinder macro policies. Ultimately, our health system's ultimate goal which is ensuring people's access to high-quality services will be taken into account.

References

1. Cheraghi MA, Ghiyasvandian S, Aarabi A. Iranian Nurses' Status in Policymaking for Nursing in Health System: A Qualitative Content Analysis. *The Open Nursing Journal*. 2015;9:15-24.
2. Farsi Z, Nasiri M, Sajadi SA, Khavasi M. Comparison of Iran's nursing education with developed and developing countries: A review on descriptive-comparative studies. *BMC Nursing*. 2022;21(1):105.
3. Svirydenka N, Ronzoni P, Dogra N. Meaning and barriers to quality care service provision in Child and Adolescent Mental Health Services: Qualitative study of stakeholder perspectives. *BMC Health Service Research*. 2017;17(1):151.
4. World Health Organization. Handbook for national quality policy and strategy: A practical approach for developing policy and strategy to improve quality of care. Geneva: WHO; 2018. 2018.
5. Institute of Medicine (US) Committee on Quality of Health Care in America. *Crossing the Quality Chasm: A New Health System for the 21st Century*. Washington (DC): National Academies Press (US); 2001. PMID: 25057539.
6. Allen-Duck A, Robinson JC, Stewart MW. Healthcare Quality: A Concept Analysis. *Nursing Forum*. 2017;52(4):377-86.
7. Dixon J. Improving the quality of care in health systems: towards better strategies. *Israel Journal of Health Policy Research*. 2021 Feb 19;10(1):15.
8. Lasater KB, Richards MR, Dandapani NB, Burns LR, McHugh MD. Magnet hospital recognition in hospital systems over time. *Health care Management Review*. 2019 Jan 1;44(1):19-29.
9. Lyle-Edrosolo G, Waxman KT. Aligning healthcare safety and quality competencies: quality and safety education for nurses (QSEN), The Joint Commission, and American Nurses Credentialing Center (ANCC) magnet® standards crosswalk. *Nurse Leader*. 2016 Feb 1;14(1):70-5.
10. Center ANCC Certification. American Nurses Credentialing Center. 2017.
11. Abuzied Y, Al-Amer R, Abuzaid M, Somduth S. The Magnet Recognition Program and Quality Improvement in Nursing. *Global Journal on Quality and Safety in Healthcare*. 2022;5(4):106-8.
12. Chen Y-M, Johantgen ME. Magnet Hospital attributes in European hospitals: A multilevel model of job satisfaction. *International Journal of Nursing Studies*. 2010;47(8):1001-12.
13. Abuzied Y. A practical guide to the kaizen approach as a quality improvement tool. *Global Journal on Quality and Safety in Healthcare*. 2022;5(3):79-81.
14. Ponte PR, Luzinski C. Comparison of patient outcomes in Magnet® and non-magnet hospitals. *JONA: The Journal of Nursing Administration*. 2012 Feb 1;42(2):65-6.
15. Barasteh S, Rassouli M, Karimirad MR, Ebadi A. Future Challenges of Nursing in Health System of Iran. *Front Public Health*. 2021;9:676160.