



Mental health at the frontline of the pandemic: stress management in the health workforce

Health Management in action:
Fostering health systems' resilience

An EHMA Webinar Series

#EHMAWebinars





George Valiotis

EHMA Executive Director



This webinar is co-funded by the EU4Health
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About EHMA

OUR VISION is excellent health management for a healthy Europe.

OUR MISSION is to support the spread of knowledge on effective health management.

OUR VALUES are excellence, quality, inclusiveness, relevance, and respect.



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- We are the **only membership organisation in Europe** to bring together the full health management ecosystem.
- We are a recognised and respected **amplifier of best practices** in the evolution of health management.
- We provide an environment where **evidence, challenge and experience are valued**, and complex debates on current topics can take place.



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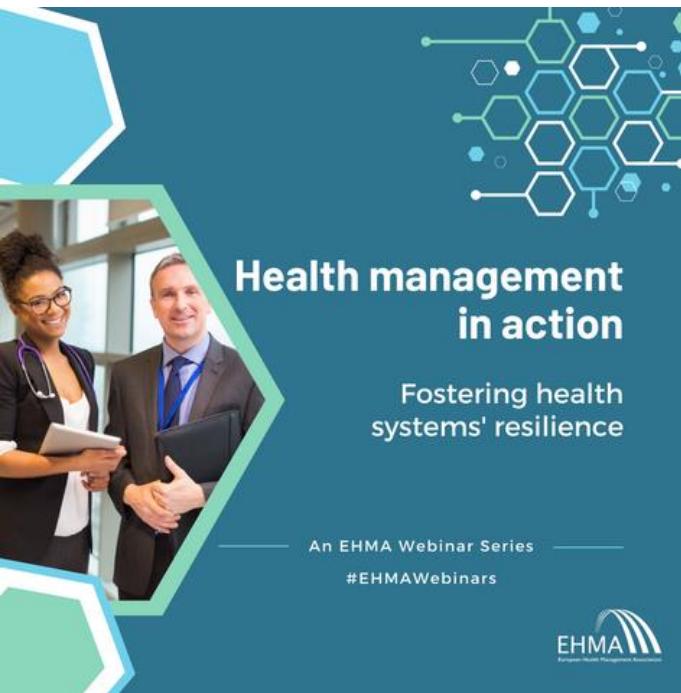
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About this webinar series

Our webinar series, 'Health Management in action: fostering health systems' resilience', discusses **health management topics** that are crucial **to improve health systems preparedness and response.**



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Practical information

1. All participant **microphones should remain muted** to keep the audio clear
2. If you have any questions, you can **type them in the chat box**. We will answer them during the Q&A.
3. This webinar is being recorded. **The recording, materials and a summary report will be made available** on the EHMA website - www.ehma.org
4. **We are live-tweeting**. Join us tagging us at [@EHMAinfo](https://twitter.com/EHMAinfo) and using the hashtag [#EHMAwebinars](#)



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Agenda



- **13.30- 13.40 (10 minutes)**: Welcome and introduction
- **13.40 - 13.50 (10 minutes)**: Presentation on the Magnet4Europe study delivered by Dr. Walter Sermeus
- **13.50 - 14.00 (10 minutes)**: Presentation on the case of Hospital Bremerhaven-Reinkenheide by Mr. Patrick Focken
- **14.00 - 14.15 (15 minutes)**: Q & A



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Our speakers



Dr Walter Sermeus

Full professor at KU Leuven Institute for Healthcare Policy,
Programme Director of the Master of Healthcare Management
& Policy KU Leuven, Head of the KU Leuven WHO CC on Human
Resources for Health Research & Policy, Belgium



Mr Patrick Focken

Magnet Coordinator at Hospital Bremerhaven,
Reinkenheide, Germany



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Magnet4Europe study

Walter Sermeus, PhD, RN

Leuven Institute for Healthcare Policy, KU Leuven, Belgium

Director Magnet4Europe



Magnet4Europe study: Improving Mental Health and Wellbeing in the Health care workplace

- Funded by the European Union: Jan 1, 2020 – Dec 31, 2023
- Call: Mental Health in the workplace
- Aim: To determine if redesign of hospital environments is effective in improving nurses and physicians wellbeing and patient care quality and safety

10 research partners



Website: www.magnet4europe.eu

65 European hospitals (6 countries) & 65 US magnet hospitals



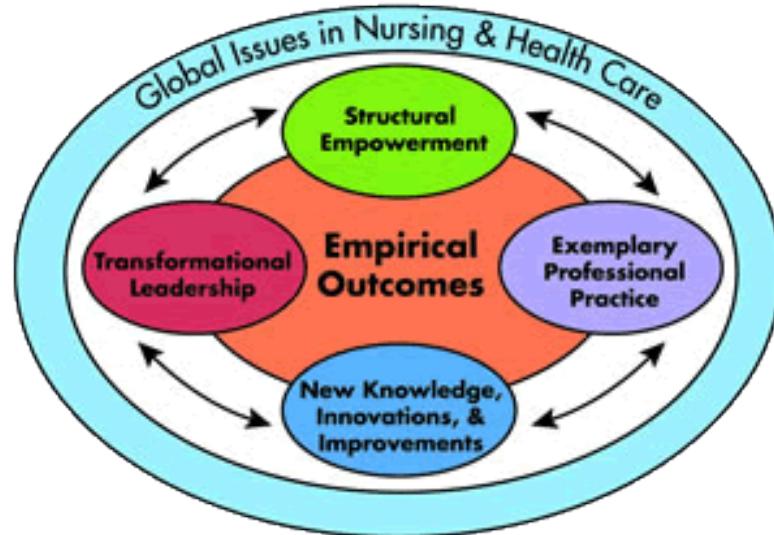
Magnet4Europe Intervention

- Largest Organisational redesign project ever seeking to improve clinician wellbeing
- Intervention:

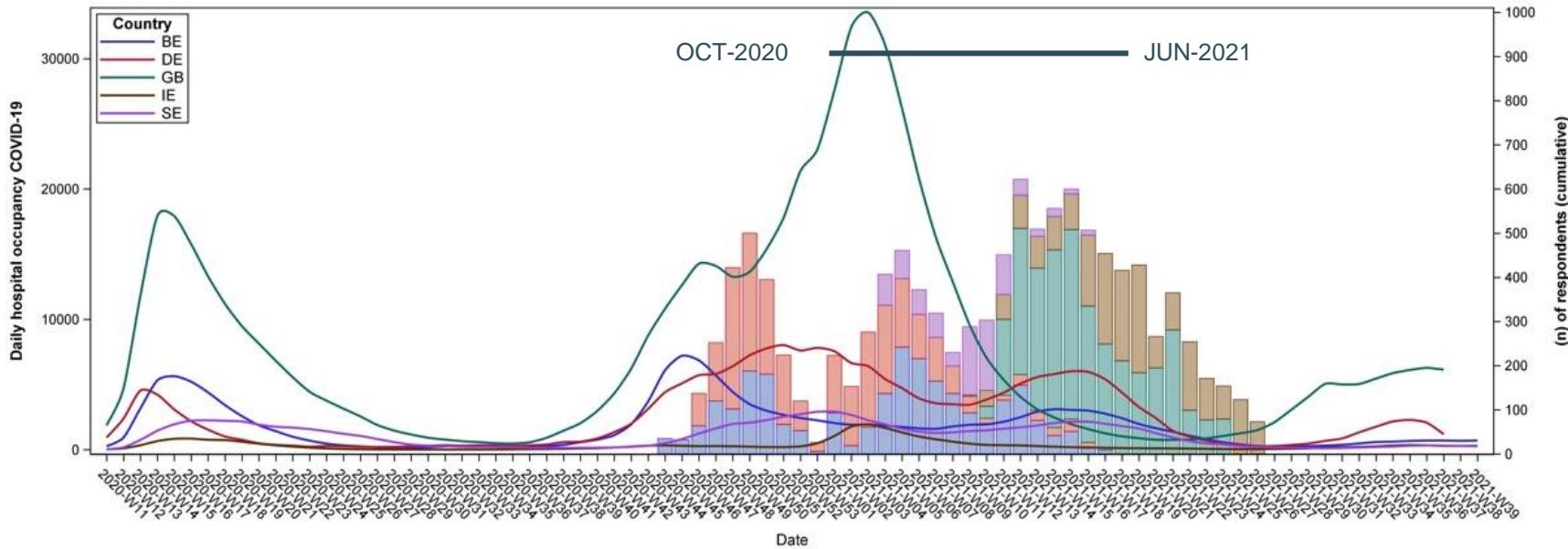


Redesign hospital work environments based on Magnet ® principles in co-design (gap analysis – action plan)

- 1:1 twinning with established Magnet hospitals
- Monthly Zoom Learning Collaboratives – Sites visits
- Critical mass of hospitals in multiple countries
- Rigorous scientific evaluation



Baseline survey in the participating EU hospitals during covid-19



Total: N=11506 (9338 nurses, 2168 physicians)

Baseline findings on clinician wellbeing

	Nurses (N=9338)	Physicians (N=2168)
High burnout	25%	23%
Job Dissatisfaction	24%	26%
Intent to leave the hospital	31%	28%
Depressed	19%	16%
Anxious	22%	17%
Fair/Poor Overall Health	28%	17%
Work doesn't leave enough time for personal/family life	39%	56%

Interventions most/least important for improving clinician wellbeing

MOST	Nurses (N=9338)	Physicians (N=2168)
Improve nurse staffing levels	79%	42%
Reduce bureaucracy and red tape	23%	60%
Reduce clinical documentation burden	42%	43%
Allow clinicians to spend more time with their patients	30%	18%
Improve physician staffing levels	9%	42%
LEAST		
Reduce overtime	8%	14%
Create time/places for meditation & reflection	8%	7%
Provide resilience training	7%	5%

Impact work environment on mental health and wellbeing

Work Environment (PES-NWI):

- Staffing adequacy
- Foundations for Quality
- Management & Leadership support
- Nurse-physician relationships
- Involvement in hospital affairs

NURSES (N=9338 – 67)

Work Environment	Job satisfaction (score 1-4)	Percentage burn-out EE	Percentage Intention-to-leave
Low	2.81 96%)	28%	38%
Medium	2.92 (100%)	24%	30%
High	3.10 (106%)	17%	21%

PHYSICIANS (N=2168 – 67)

Work Environment	Job Satisfaction (score 1-4)	Percentage burn-out EE	Percentage Intention-to-leave
Low	2.70 (92%)	35%	47%
Medium	2.92 (100%)	22%	26%
High	3.22 (110%)	16%	15%

Lessons learnt sofar

The cause of burnout & other mental health issues is mainly situated in the organization of work

There is a difference in individual interventions focused on coping with stress and organizational interventions in preventing stress

Organisational interventions are highly preferred by staff as they work on the cause rather than on the symptoms

Covid-19 has worsened mental health and wellbeing of clinicians but some organizations were better prepared

Improving the working environment will be important in the future to attract and retain clinicians

Magnet model contains more than 40 year experience in improving the hospital work environment

Introduction to Mr. Patrick Focken

Magnet coordinator Klinikum Bremerhaven Reinkenheide



Klinikum Bremerhaven Reinkenheide, Germany twinned with Ohio State University James Cancer Center, USA

Magnet4Europe Best Practice



Short Overview KBR

- Community Hospital
- 800 beds
- 1.900 nurses & physicians
- Telemedicine for Research Journeys to the Artic and Antartic



Professional Practice Model (EP1EO)

Definition:

A conceptual framework for nurses, nursing care, and interprofessional patient care that depicts how nurses practice, collaborate, communicate, and develop professionally to provide the highest-quality care.

(Magnet-Manual, 2023)

Professional Practice Model (EP1EO)

- Working group founded 04/2021 → 6 meetings
- Interviews with nurses (n > 100).
- data analyzed qualitatively (inductive category formation)
- 1st draft → revision → roll-out



Professional Practice Model (EP1EO)

- Working group founded 04/2021 → 6 meetings
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 - data analyzed qualitatively (inductive category formation)
 - 1st draft → revision → roll-out
- **High signal effect of self-empowerment (bottom-up)**
- **Important milestone**



Mentoring-Program (TL09)

Definition:

Mentoring is a professional partnership between a mentor and a mentee to accompany new colleagues from the beginning on their way into a new area of responsibility in order to retain them in the long term.

(Magnet-Manual, 2023)

Mentoring-Program (TL9)

- Start April 2021 → Working group → 8 Meetings
- Literature Review + Brainstorming + Exchange Twinning
- Create 1st concept → testing on geriatric ward
- Revision/ Presentation Management
- Concept revision → *testing emergency unit*
- Roll-Out Fall 2022

Mentoring-Program (TL9): Feedback

- **Mentor** Dr. Verena Flemke (physician): “Mentoring requires a relatively small investment of time, but it brings great benefits for the mentee and also for the hospital. This made implementation possible even at times when things were very busy.”
- **Mentee** Greta Gerhold (physician): “Mentoring provides a common thread, especially in the hustle and hurry of everyday routine. It also provides security should you ever lose track of what you’re doing. This means there is always someone to talk to.”



CONCLUSION

- Magnet offers many opportunities to meet the existing challenges
 - Nurses and physicians are empowered to improve their own work-environment
 - Formed network extremely valuable to learn from each other
- *But measurable successes still to emerge*

Thanks for listening!

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Director Magnet4Europe

Magnet4Europe Best Practice





Q & A

Type your questions in the chat box
or raise your hand to ask your question live.



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90-second survey

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Next webinar



A promotional graphic for an EHMA webinar. It features a teal background with a white hexagonal overlay containing a photograph of two people, one wearing a 'VOLUNTEER' t-shirt. To the right of the photo is a molecular structure graphic composed of green, blue, and white hexagons. Below the hexagon is the title text. At the bottom left is a small portrait of a man in a green shirt, and at the bottom center is the text "An EHMA Webinar Series" and the hashtag "#EHMAWebinars".

Empowering communities: a way towards stronger health systems

Health Management in action:
Fostering health systems' resilience

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Empowering communities: a way towards stronger health systems

When: **Thurs., 27 October 2022**, 13.30-14.15 CEST

Speaker:

- **Ms Caroline Costongs**, Director, EuroHealthNet, Belgium



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