

THE CHALLENGES OF NURSING MANAGEMENT IN THE SPOTLIGHT OF SOLUTIONS

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What are the **challenges?** → What are the **solutions?**



- Aging of the population and employees
- Dwindling resources
- Low birth rate
- Globalization
- New diseases and crises are approaching
- War and climate refugees
- Multi-culture
- Multilingualism
- Valuing free time
- Instrumental value at work
- Valuing autonomy
- Good leadership self-evident
- Flexibility is expected
- Science is evolving
- Location independence



CHALLENGES RELATED TO POPULATION AND ORGANIZATIONS

The population is getting older, and the age groups are getting smaller.
More care is needed with fewer staff. → What are the solutions?



REFORM OF HEALTH CARE, SOCIAL WELFARE AND RESCUE SERVICES IN FINLAND 2023

The 22 wellbeing service counties responsible for all healthcare, social welfare and rescue services started in January 2023.

Restructuring was necessary in order to curb the increase in costs and ensure equal health and social services for future generations.



New wellbeing services county structure 1 January 2023

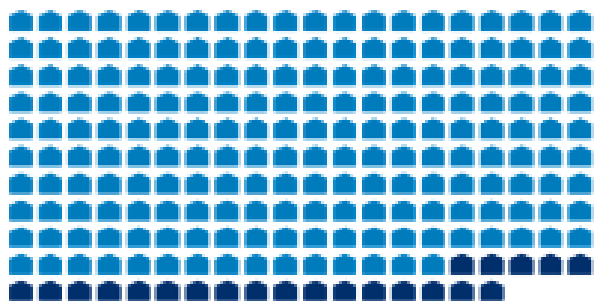


Structure before 2023

195

22

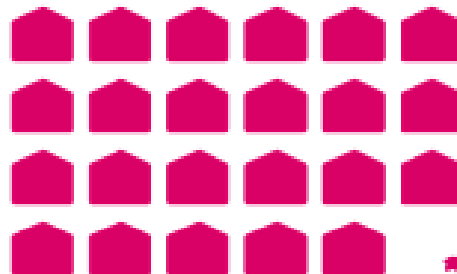
195 health and social services
organisations
+ 22 rescue departments



Structure now

22+1

22 health, social and rescue
services organisations
+ Hospital District of
Helsinki and Uusimaa



Sote-uudistus

Health and
social services reform

OBJECTIVES OF THE REFORM

- Reducing inequalities in health and wellbeing.
- Safeguarding equal and quality health, social and rescue services for all.
- Improving the availability and accessibility of services, especially primary-level services.
- Ensuring the availability of skilled labour.
- Responding to the challenges of changes in society.
- Curbing the growth of costs.
- Improving security.



FINNISH NURSES' STATEMENT TO THE GOVERNMENT PROGRAMME 2023–2027

The biggest and most acute problem is the shortage of nurses in social and health care.

Goals of the statement 16.6.2022:

- 1) **Salary** at the level corresponding to the demands of the work and education.
- 2) **Education**, the high level and uniformity of nursing education must be secured
- 3) **Competence:** maintenance, systematic career paths, continuing education, specialization education
- 4) **Conditions** for doing work: personnel sizing and structure, absences and crisis situations, post-pandemic work wellbeing and coping
- 5) **Management**, the management of nursing must be secured and ensured in administrative regulations and at different levels of the social and health care sector, also in the ministry



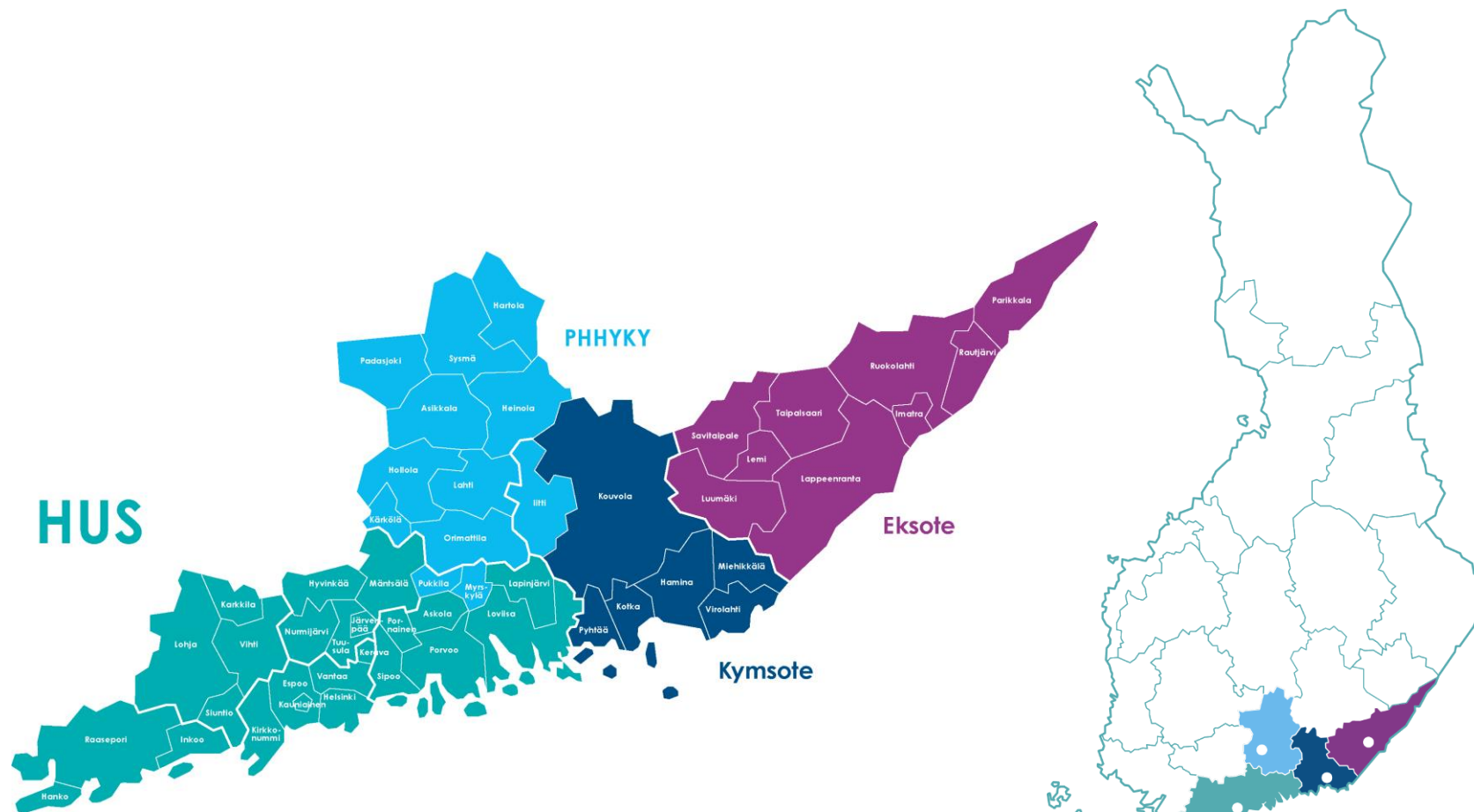
The spotlight of solutions in nursing management

HELSINKI UNIVERSITY HOSPITAL JOURNEY TO MAGNET[®] RECOGNITION

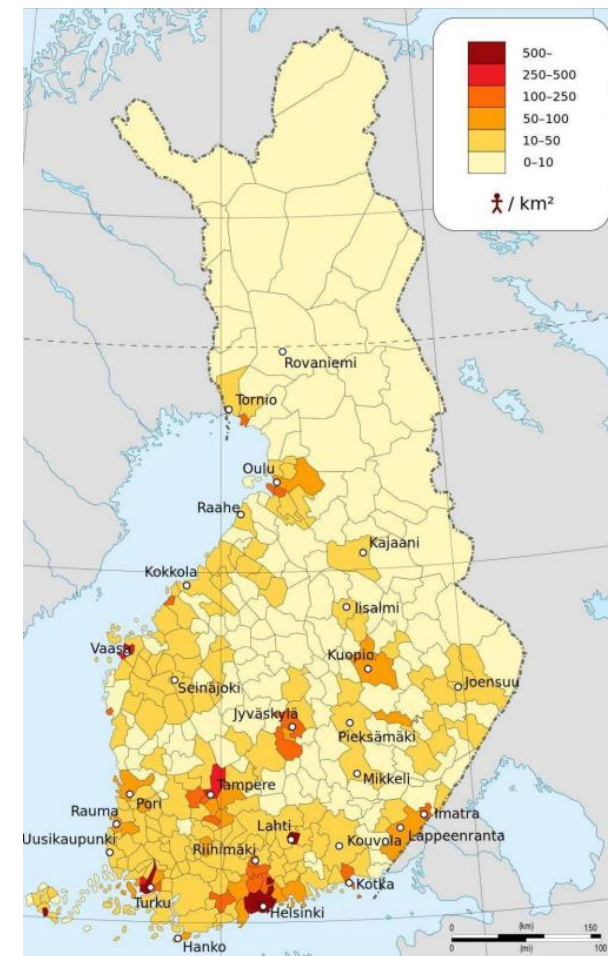
Marita Ritmala, RN, PhD
Magnet Program Director
HUS Nursing Administration



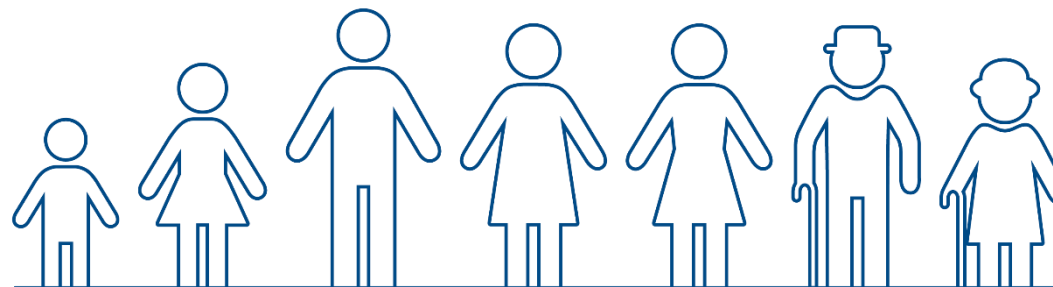
HUS SOUTHERN FINLAND COLLABORATIVE AREA



Population density in Finland



OUR KEY FIGURES 2023



Responsible for the specialized healthcare of **2.2 million** people

27,500 employees

Cared for **700 000** in-patients

>14,000 nurses

Operate in **25** hospital buildings

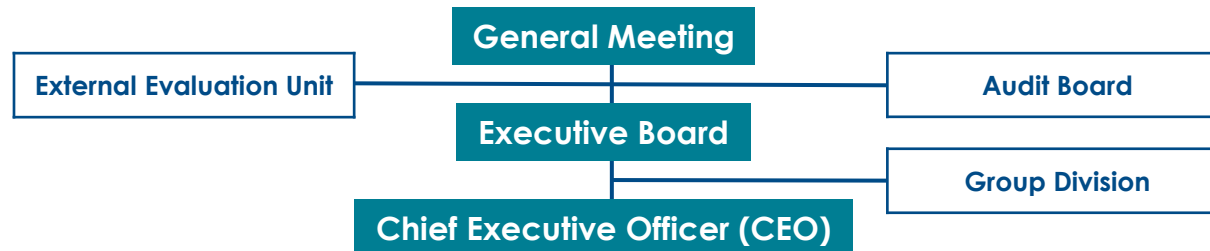
3000 hospital beds

200 locations

2,4 million out-patient visits

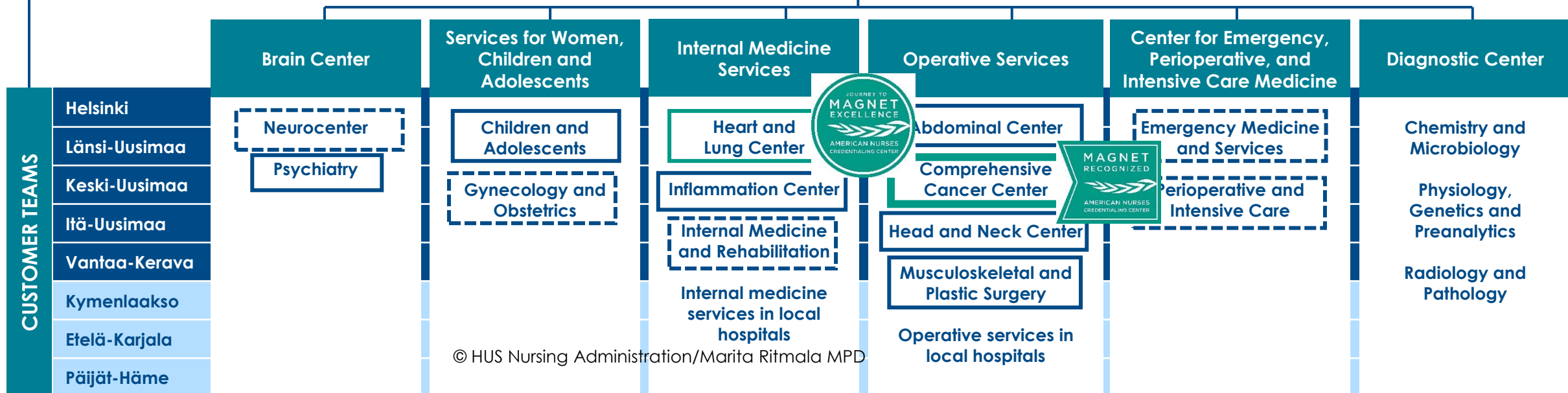
79% would recommend their place of work

HUS organization 2024



SHARED GROUP SERVICES			
Communication	Finance and Funding	Human Resources and Management	
IT Management	Legal Department and Administration	Medical Management	
Customer Relations	Nursing Management	Procurement	
Strategy and Development			
Departments and Real Estate	Occupational Health Care	Pharmaceutical Services	Support Services

LIMITED LIABILITY COMPANIES
Clinical Research Institute HUCH Ltd.
HUS Kiinteistöt Oy
Orton Oy
Puro Tekstiilihuoltopalvelut Oy



Magnet Hospital[®] is

NURSING FRAMEWORK IN HUS

HUS Heart and Lung Center



HUS Comprehensive Cancer Center

HUS Hospital for Children and Adolescents



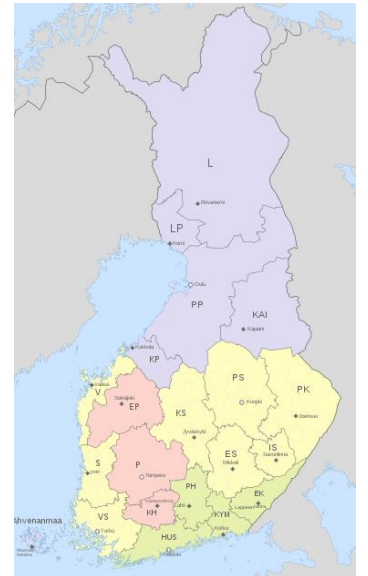
HUS Psychiatric Center

American Nurses Credentialing Center ANCC recognizes and certifies health care organizations

Recognition of Nursing Excellence

WHY ARE HUS HOSPITALS GOING FOR MAGNET RECOGNITION?

- Started in 2014
- Wanted to prove that our care is excellent
- Wanted to guarantee our magnetism in the future
 - Patients' right to choose a hospital ↑
 - Lack of nurses ↑ (retirement, profession not attractive)

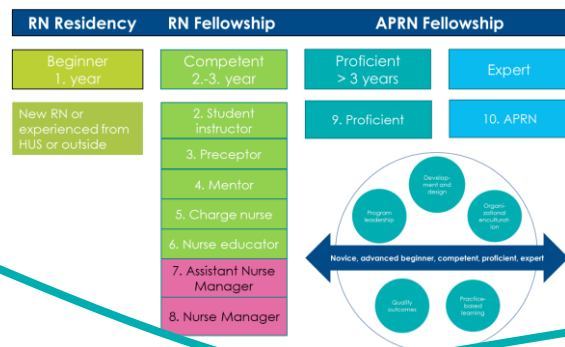
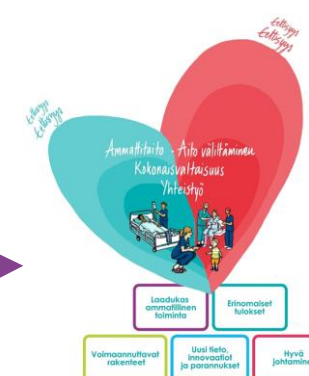


OUR JOURNEY

2014

- No Structured shared governance
- No Nursing Professional Practice Model
- No Transition to practice programs
- No Systematic quality data follow-up
- No Systematic follow-up of nurses' education
- Not many nurses had heard about Magnet®...
- We did have many examples of nursing excellence

2024



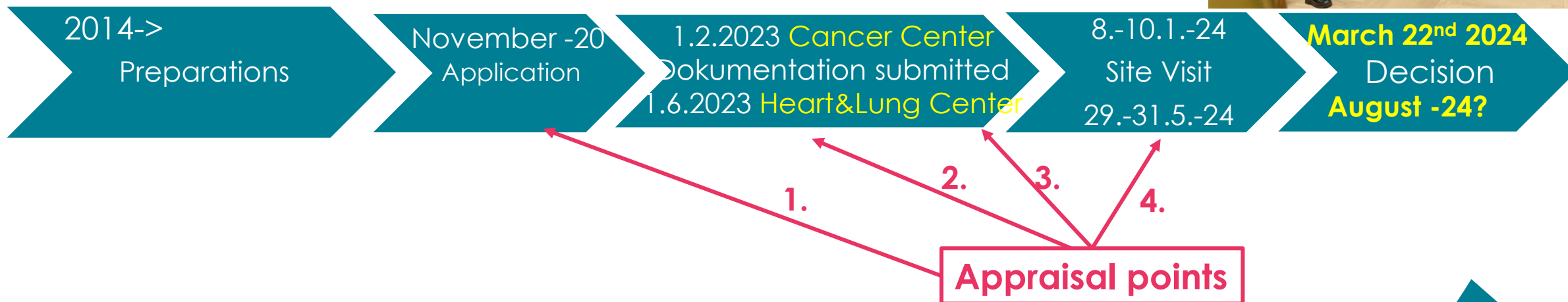
NDNQI

YKSIKÖT JA PÄIVÄOSASTOT

	Q2/2018	Q3/2018	Q4/2018	Q1/2019	Q2/2019	Q3/2019	Q4/2019	Q1/2020	Q2/2020	HT
Kliininen trial-yksikkö	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8/8
Infuusioyksikkö	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.07	0.00	3/5
Gynekologiset syövät pkl	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8/8
Syöpätautien poliklinikka	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8/8
Palliativisen hoidon yksikkö	0.00	0.00	0.00	0.00	0.00	1.01	0.00	0.76	0.00	6/6
Rintarauhaskirurgian poliklinikka	0.00	0.00	1.18	0.00	0.00	0.00	0.00	0.00	0.00	7/7
Sädehoito-osasto	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.18	0.00	7/8
Sädehoito-osasto Lahti	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7/7
Benchmark, mean	0.02	0.05	0.04	0.05	0.03	0.07	0.06			

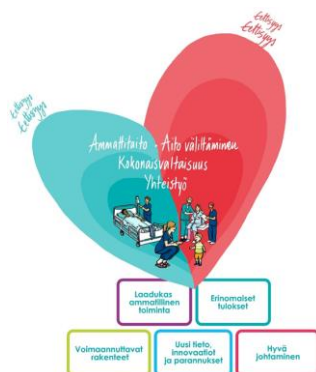
- Nurse Managers follow nurses' education
- Magnet Champions
- Examples written i.e. made visible

WHERE WE ARE NOW



BENEFITS OF MAGNET[®] JOURNEY – NURSES' VIEW

- Nurses have a voice – nurses' empowerment
- Supporting nurses' professional growth is systematic



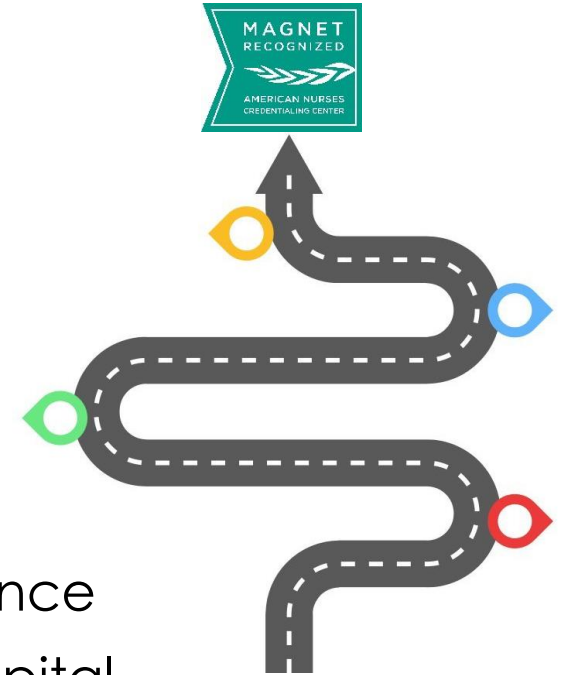
RN Residency	RN Fellowship	APRN Fellowship	
Beginner 1. year	Competent 2.-3. year	Proficient > 3 years	Expert
New RN or experienced from HUS or outside	2. Student instructor 3. Preceptor 4. Mentor 5. Charge nurse 6. Nurse educator	9. Proficient	10. APRN
	7. Assistant Nurse Manager 8. Nurse Manager		

BENEFITS OF MAGNET[®] JOURNEY – PATIENT CARE

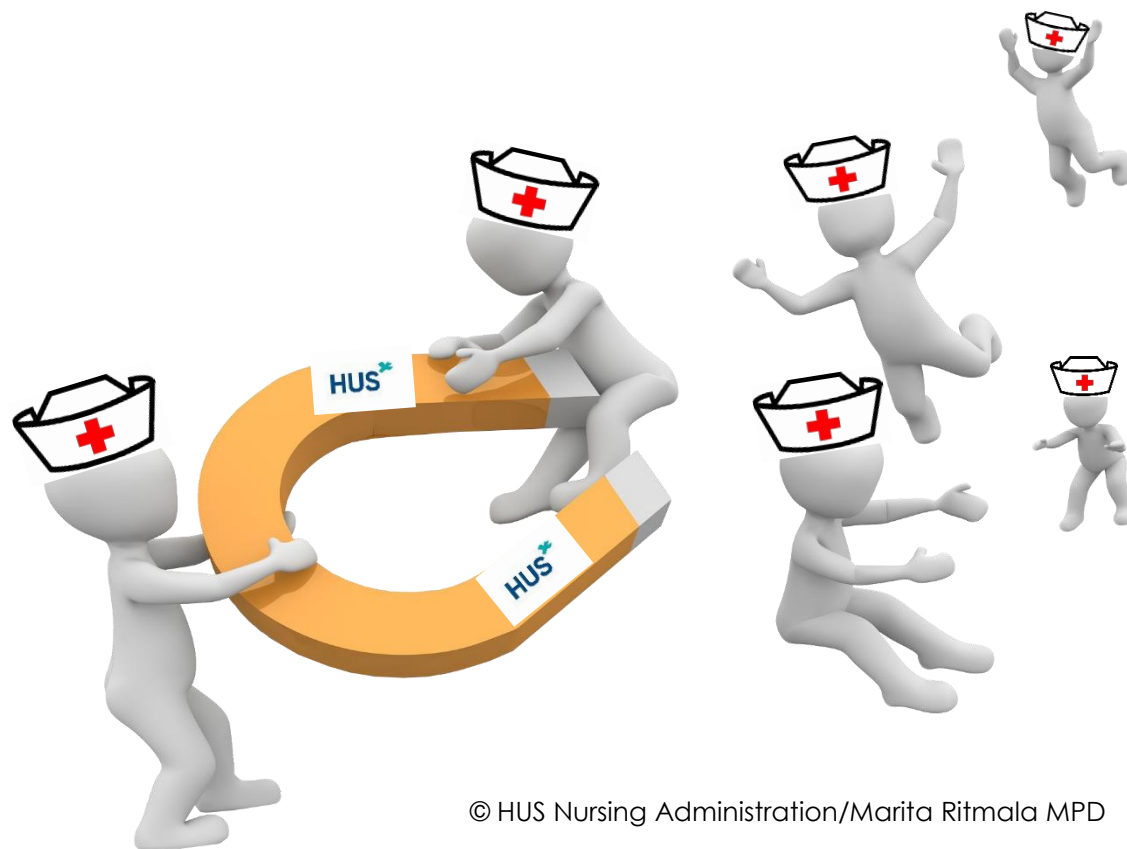
- We know the quality of our nursing care
 - It is improving
 - Interventions are made quickly

WHAT NEXT

- Foundations and structures are ok, however we still need to strengthen them
- Preparation for renewal with the Manual 2023
- We are much wiser now than 10 years ago
- Next HUS Hospital's journey will be shorter
- We are forming a Road Map
 - Based on ANCC Magnet Self Assessment and our experience
 - Guides development of next Nursing Strategy in each hospital



JUST DO YOUR JOB WELL AND YOU ARE MAGNET[®]



© HUS Nursing Administration/Marita Ritmala MPD

The journey is
more important
than the
recognition



marita.ritmala@hus.fi

HUS⁺

Vision

We are a pioneer
in healthcare



Strategic
pillars

Proven to provide
best medical
care and service.

Best community for
learning, research and
meaningful work.

Promoting health
efficiently and
effectively.

Our responsibility
for the common
good.

Customer-driven
digital
transformation.



Promise & brand
experience



OUR PROMISE

**Better care
for every patient,
every day.**



BRAND EXPERIENCE

**Leading
healthcare.**

Values

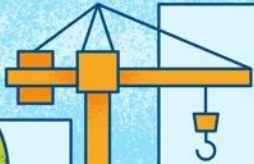
Caring



Pioneership



Equality





HUS STRATEGY AT THE PERSPECTIVE OF NURSE LEADERS

"Better care for every patient, every day"

Strategic pillars:

- Patient is always number one
 - customer-driven projects
- Management
 - coaching, present
- Best community for learning, research and meaningful work education, wellbeing, tools, care culture
- Multiprofessional work and development of service system
- Influencing of nurses and nurse leaders

CHALLENGES RELATED TO POPULATION AND ORGANIZATIONS

The population is getting older, and the age groups are getting smaller

More care is needed with fewer staff

1. **Use of digital services:** users and caregivers are remote at least part of the time
2. Short-term care continues to strengthen: day hospital, home hospital, mobile hospital, remote ward positions: at home but with books in the ward, etc.
3. **Customer participation** is strengthened
4. The use of volunteers will be increased
5. Pensioners are needed to help
6. The contribution of the underemployed is utilized

DIGITAL SERVICES SUPPORT TREATMENT

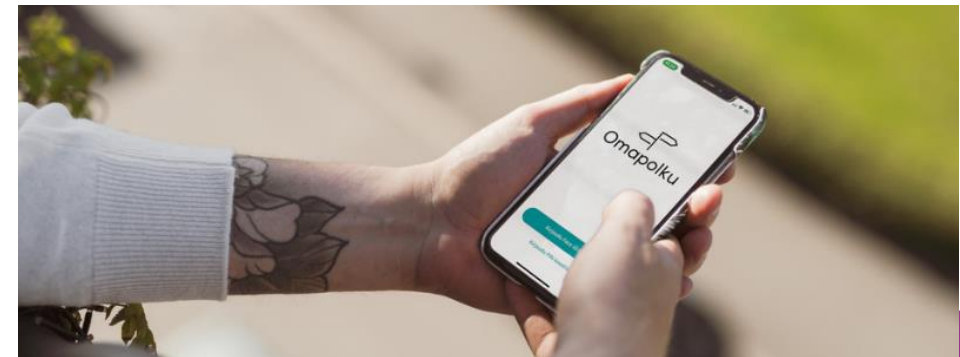
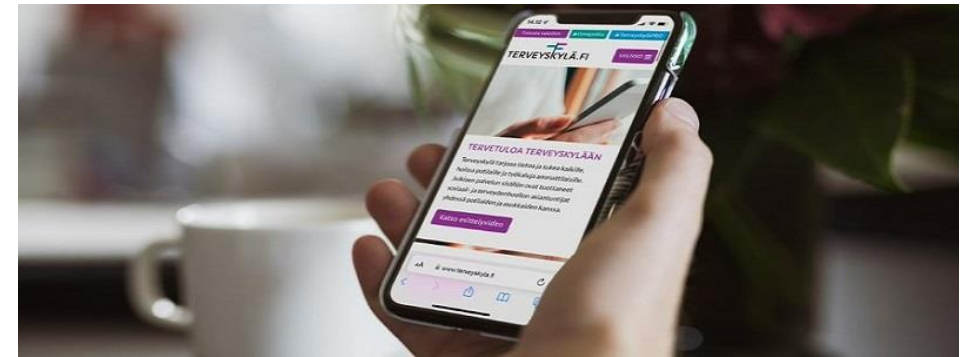
- Our patients have at their disposal several chat services and the digital care pathways of the Health Village.
- Our patients can attend a doctor's appointment remotely via the Maisa app. For example, some emergency department patients can be treated with the help of a remote consultation.
- eConsultation allows a healthcare or social welfare professional to consult a professional in specialized healthcare via video during a patient's appointment.



HEALTH VILLAGE

Material for patients, family and professionals

- **Health Village** offers information and support for everyone, care for patients and tools for professionals. The content of the public service has been produced by social and health care professionals together with the users of the service.
- On **My Path**, patients can be active in matters related to his own care 24 hours a day. Patient's health information and treatment instructions are in My Path.
- <https://www.mielenterveystalo.fi/en/Pages/default.aspx>



Health

Hubs

You will find reliable health information in the 33 virtual hubs that are built around different themes.

Care and support

My Path

HealthVillage's My Path includes referral-based digital care pathways, digital social service pathways, remote receptions, and self-care programs open to all. My Path is a secure online service that uses strong authentication.

For professionals

HealthVillagePRO

HealthVillagePRO is a service portal for social and health care professionals. It increases professional skills and encourages the use of new ways of operating.

TOGETHER WITH OUR PATIENTS

- We are developing our services together with 300 trained volunteers who participate in customer or research panels or act as expert by experience.
- Our customer panels develop patient-centered care culture, and the use of the facilities and services together with our staff.
- Our research panel members contribute at the different stages of pharmaceutical, therapeutic, and health science studies.
- Our experts by experience have first-hand experience of an illness and provide a valuable perspective on the development of treatment processes.



CHALLENGES RELATED TO EMPLOYEES AND MANAGEMENT

Attracting younger age groups to nursing jobs

1. The attractiveness of the industry needs to be strengthened and the industry updated: Some visibility! Educational institution cooperation elementary and high school
2. The premises, equipment and infrastructure are up-to-date, as easy to use as possible
3. Management is encouraging, empowering and coaching
4. **Flexibility is increased**
 1. Part-time skills are translated into strengths; all %'s are important
 2. Discovering career landscapes, we listen sensitively to career aspirations and identify skills -> We tailor work tasks

NURSING MANAGEMENT

Challenges:

- Human resource management is strategically important. The challenge is to ensure the sufficiency of a skilled work force and to make diverse use of people's creativity and skills.

Goals: The effectiveness of operations, economy, patient customer satisfaction and the well being of professionals at work.

- **Top leaders/managers** create the work conditions from nurses' perspective, support nurses in their heavy workload and enable nurses' opportunity to influence their work.
- **Top units:** mutually appreciative and positive atmosphere, flexible multiprofessional collaboration, continuous learning and daily collegial guidance.



Internal Medicine Services 2024

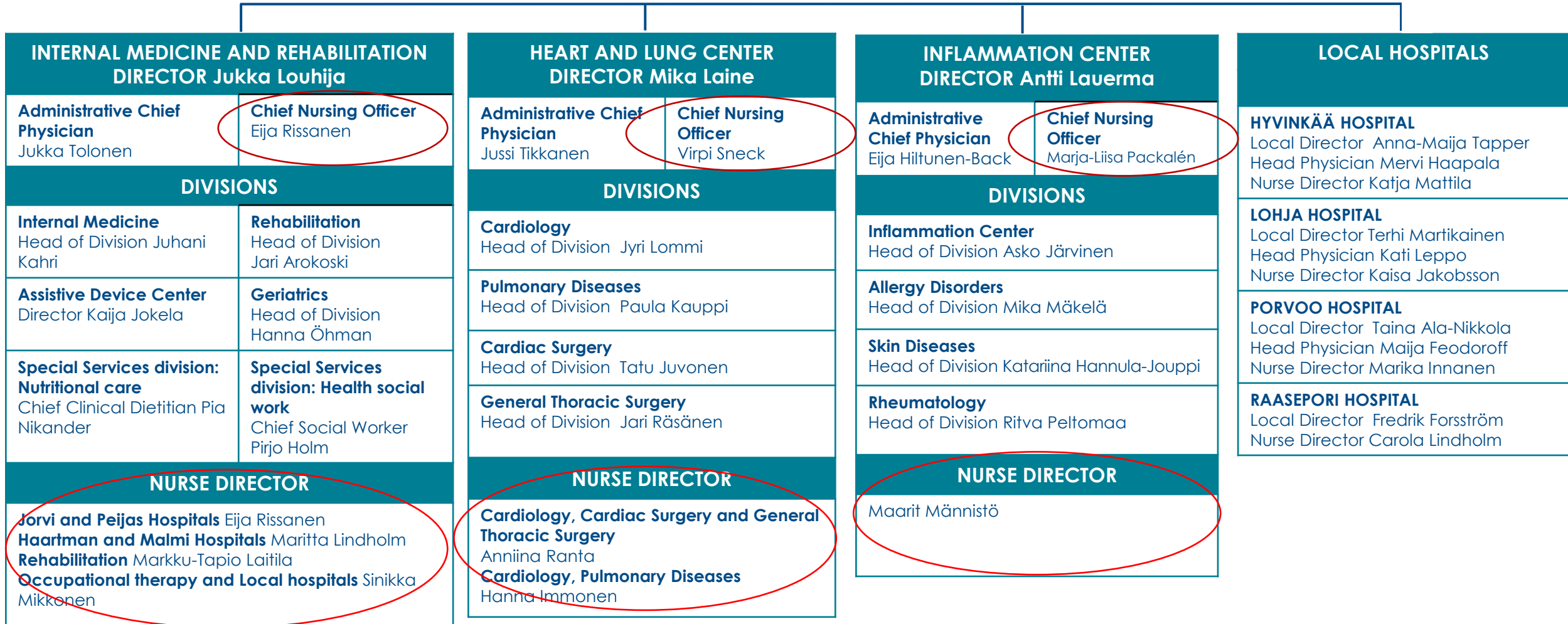
- Over 3000 employees
- Budget 600 million Eur

Personnel Manager Eeva Ihaksi
Financial Manager Veera Anttila
Labor Protection Manager Leila Konkola-Loikkanen
Communications Specialist Timo Korpela

DIRECTOR OF INTERNAL MEDICINE SERVICES Raija Kontio



~~Administrative Chief Physician~~ Terhi Martikainen
~~Chief Nursing Officer~~ Taina Ala-Nikkola
~~Management assistant~~ Pauliina Hämmäläinen



Hospitals of Internal Medicine Services

- Regular hospital visits / **Appreciate the work being done on the front line near the patients and get there!**
- Systematic meeting and cooperation practices, personnel briefings



Meilahti Tower Hospital



Haartman Hospital



Meilahti Triangle Hospital



Skin and Allergy Hospital



Jorvi Hospital



Peijas Hospital



Malmi Hospital



Porvoo Hospital



Hyvinkää Hospital



Lohja Hospital



Raaseborg Hospital



Patient Hotel

CONCLUSIONS



Reform of health care, social welfare and rescue services

- Nurses' role in building and securing services for all is essential
- Influencing of nurses and nurse leaders!

The shortage of nurses is the biggest and most acute problem - How to increase the attractiveness and appeal of the work?

- The goals of the Finnish Nurses' statement to the Government Programme / Tehy's statement: Salary, education, competence, conditions for doing work, management, preventing violence encountered at work
- Just do your job well and you are **magnet** – the journey is more important than the recognition!

Strategy / Innovative experiments

- Use of digital services
- Developing our services together with our patients
- Emphasize the empowerment of nurses to develop their work, research and take evidence based knowledge into their work



Caring
Pioneers
Equality

Thank you! raija.kontio@hus.fi