OOD 2: Current chief nursing officer’s job description and curriculum vitae.

Exhibit 2.a  Job Description – Massachusetts General Hospital Senior Vice President for Patient Care and Chief Nurse

Exhibit 2.b  Curriculum Vitae – Current Chief Nursing Officer
MASSACHUSETTS GENERAL HOSPITAL
Patient Care Services

JOB DESCRIPTION

TITLE: SENIOR VICE PRESIDENT FOR PATIENT CARE AND CHIEF NURSE

FLSA STATUS: EXEMPT

Last Revision: 6/19/12

OVERVIEW:

The Senior Vice President for Patient Care and Chief Nurse directs the activities of all sections of the institution responsible for direct patient care. This work is done with Associate Chief Nurses, Directors and administrators. Areas of responsibility include providing leadership for nine disciplines: Nursing, Speech, Language & Swallowing Disorders and Reading Disabilities, Physical Therapy, Occupational Therapy, Respiratory Therapy, Orthotics/Prosthetics, Medical Interpreters, Social Services and Chaplaincy. Areas of accountability also include oversight of 18 programs within Patient Care Services including: the Cancer Resource Room, Caring Headlines, Diversity Program, Financial Management Systems, the Haven Domestic Violence Program, Information Systems, Information Ambassadors, The Institute for Patient Care (comprised of The Center for Innovations in Care Delivery, The Maxwell & Eleanor Blum Patient And Family Learning Center, The Norman Knight Nursing Center for Clinical & Professional Development, and The Yvonne L. Munn Center for Nursing Research), the International Patient Program, Ladies Visiting Committee Retail Shops, Patient and Family Lodging, MGH Quit Smoking Services, Office of Patient Advocacy, Office of Quality and Safety, Clinical Support Services, Disabilities Program, Center for Global Health and Volunteer Services. In addition, there are four Patient and Family Advisory Committees that inform our work.

The Senior Vice President for Patient Care and Chief Nurse is accountable for assuring that competent, compassionate patient care is uniformly provided to patients in ambulatory, inpatient and community settings; directing, developing and advocating for the organization and operations of departments for which responsible; leading the management team toward attainment of identified short- and long-term goals and objectives; executing strategies and plans designed to achieve said objectives; and collaborating with other Hospital executives to meet Institutional goals and objectives.

As the Chief overseeing clinical practice throughout Patient Care Services, three key areas of focus include: quality of care and treatment of all patients; conduct and discipline of all staff members; and, the administration of all programs of education, research, and clinical care.

PRINCIPAL DUTIES/RESPONSIBILITIES:

1.0 Patient Care Quality and Safety – creates a bold agenda for ensuring that patient care is patient-centered, timely, efficient, equitable, effective, and safe. These six aims are operationalized as follows:

1.1 Safety — no needless death, injury, pain or suffering for patients or staff.
1.1.1 For our patients: harm no patient in our care.
1.1.2 For our staff: ensure the safest possible work environment.
1.1.3 For our hospital: seek out and maximize any opportunity to learn and improve; support and encourage every effort aimed at ensuring safety.

1.2 **Effectiveness** — care and service will be based on best evidence, informed by patient values and preferences

1.2.1 For our patients: care and service at the MGH will always reflect the best evidence, always informed by patient values and preferences.
1.2.2 For our staff: equip staff with the education and resources needed to perform at their best and to learn continuously.
1.2.3 For our hospital: develop systems and a culture that makes it easy to do the right thing.

1.3 **Patient Centeredness** — all care and service will honor the individual patients — their values, choices, culture, social context and specific needs.

1.3.1 For our patients: partner with patients to incorporate and respect their needs and preferences in all we do.
1.3.2 For our staff: create an environment that fully supports all staff working in the patient’s best interest.
1.3.3 For our hospital: actively seek patient and staff participation throughout the design and implementation of programs that will affect them.

1.4 **Timeliness** — waste no one’s time; no unnecessary waiting.

1.4.1 For our patients: provide care without delay.
1.4.2 For our staff: treat staff time as one of our most valuable assets.
1.4.3 For our hospital: develop systems to facilitate and enhance timely interactions between patients and staff.

1.5 **Efficiency** — remove all unnecessary processes or steps in a process; streamline all activities.

1.5.1 For our patients: focus on getting it right the first time, valuing patients’ time, money and other resources.
1.5.2 For our staff: support our staff with systems that maximize their ability to do their best work.
1.5.3 For our hospital: remain open to all ideas to decrease waste and improve efficiency, while assuring the quality of patient care and staff life is not compromised.

1.6 **Equity** — all care and service will be fair and equitable — the system will treat all patients equally.

1.6.1 For our patients: provide every patient with the same high level of quality and safety.
1.6.2 For our staff: Ensure an environment in which all staff are treated with dignity and respect and provided opportunity to realize their goals.

1.6.3 For our hospital: develop programs, policies and practices that do not discriminate against patients, employees or clinicians.

2.0 Leadership and Strategy

2.1 Directs the development and implementation of patient care delivery models and clinical standards.

2.2 Collaborates with the MGH President and other Senior Leadership for the growth and development of the Hospital's integrated health care system.

2.3 Formulates and communicates the vision and leads both short and long-term strategies to lead all disciplines and programs within Patient Care.

2.4 Initiates and facilitates broad-based performance improvement activities. In a rapidly changing health care environment, concentrates focus on the delivery of uncompromising health-care, efficiently utilizing human resources and effecting cost-savings.

2.5 Participates as member of the hospital administrative management group representing the discipline of nursing and other health professional groups, on various organizational decision-making bodies: including the Board of Trustees, Board Quality Committee, General Executive Committee, Chiefs Council, Medical Policy Committee, MGH/MGPO Quality Oversight Committee. Participation on numerous standing committees and ad hoc committees is embraced to provide input into the development of the hospital-wide strategic planning process, goals, plans, objectives, operating policies and financial management of the institution. As an invited guest at the Hospital Board of Trustees meetings, presents the Patient Care Service’s perspective on key initiatives and issues.

2.6 Develops and maintains effective working relationships with MGH and MGPO Senior Executives.

2.7 Develops and maintains a leadership position in patient care-related associations and organizations outside of the hospital in order to represent the interests of MGH and improve the provision of health-care services.

2.8 Participates with other hospital administrators, senior executives, and clinicians in the development and achievement of the hospital’s community benefit goals.

2.9 Develops and implements plans and programs designed to improve the community’s awareness and use of hospital services and improve the health of the population within the areas served by the hospital.

2.10 Serves as a hospital spokesperson, as needed, representing the hospital, in general, and
the Department of Nursing and Patient Care Services, in particular.

2.11 Engages in a variety of professional development and educational activities designed to help promote and manage the department and the institution and maintain state-of-the-art knowledge of developments in healthcare delivery, management theory, legislation and nursing.

2.12 Establishes the institutional standards for nursing practice and the practice of other health care professions across Patient Care Services.

2.13 Assures system for preventing and reporting abuse, incompetent care, unethical or illegal practices. Creates and supports mechanisms for addressing ethical issues.

2.14 Addresses needs of diverse and unique populations through culturally competent interventions. Promotes a climate sensitive to, and supportive of, diversity.

2.15 Assures input regarding areas of responsibility into the development and implementation of information systems.

3.0 Operations

Directs the activities of the following disciplines:

3.1 Nursing – Focus on evaluation and improvement of a patient's health status and health potential by applying a body of knowledge for the purpose of identifying, intervening, and evaluating response to actual or potential health problems. Through caring, diagnostic, and therapeutic actions, nurses assist patients and families to regain or maintain optimum health as well as provide comfort, strength, and understanding in terminal illness and death. Actions may be directly dependent on physician's orders and/or independently based on the patient/nurse interaction. Develops organizational patient care programs, policies and procedures to assess, evaluate, and meet the nursing care of patients.

3.2 Chaplaincy Service – Focus on meeting the spiritual, religious and emotional needs, of patients and staff. Programs include religious rituals, chapel services, memorial services and individual consultations.

3.3 Medical Interpreter Services – Focus on the provision of timely and appropriate translational services to facilitate the communication of key information required for the delivery of high quality and safe patient care. Interpret key information between MGH patients/families and clinicians through the skilled expertise of professional medical interpreters. Translate materials for patients in appropriate languages.

3.4 Occupational Therapy – Focus on improving patient’s functioning during daily work, home, school, or leisure activities using purposeful activity or therapeutic interventions.
3.5 **Orthotics/Prosthetics** – Focus on providing quality services in orthotics/prosthetics to meet hospital and patient needs.

3.6 **Physical Therapy** – Focus on providing physical therapy examination, evaluation and intervention to patients with a wide variety of diagnoses and diseases including those with orthopaedic, neurologic, medical, surgical, cardiac, pulmonary, solid organ and bone marrow transplantation, multi-system, and developmental disorders. The services include consultation regarding the need for intervention, primary care involving patient examination and direct intervention, as well as patient and family education.

3.7 **Respiratory Therapy** – Focus on providing assessment, evaluation and therapeutic intervention based on broad-based knowledge of basic sciences, physiology and technology to patients with cardio-pulmonary dysfunction. In addition to consultation and management assistance during acute illness, patient and family education directed at disease prevention and self care are primary therapeutic goals.

3.8 **Social Services** – Focus on helping inpatients and outpatients find solutions to many problems – from daily issues to life's most difficult situations through a unique combination of private and confidential counseling, group services, psychosocial education and direct connection with the network of community resources. The department also includes domestic violence screening, advocacy, and education through the Haven Domestic Violence Program as well as other victim services for children, elders and disabled persons. Also recommendations for affordable patient and family lodging services are provided.

3.9 **Speech, Language & Swallowing Disorders and Reading Disabilities** – Focus on facilitating the development and maintenance of human communication, feeding, and swallowing through screening, identifying, assessing and interpreting, diagnosing, rehabilitating, and preventing disorders of speech and spoken language, disorders of oral-pharyngeal function, and cognitive-communication disorders.

Directs the activities of the following Patient Care Services programs:

3.10 **Cancer Resource Room** – Focus is on the provision of pertinent health information for patients and families so they can make informed decisions about their health care.

3.11 **Caring Headlines** – Bi-weekly newsletter for Patient Care Services which disseminates key and timely information, in addition to, showcasing the clinical and professional accomplishments of leadership and staff throughout Patient Care Services.

3.12 **Diversity Program** – Focus is on maximizing the potential of employees from diverse backgrounds. Also educates managers and employees to be culturally competent in practice and interpersonal relationships.

3.13 **Financial Management Systems** – Accountable for personnel, non-salary and capital budgeting processes from design through evaluation. Tracks key data and serves as clearinghouse of data and statistics for survey and benchmark reporting.

3.14 **Haven Domestic Violence Program** – Provides a safe and confidential services that
support victims and victims’ families of domestic violence.

3.15 **Information Systems** – Focus is on the oversight of key information systems that support the operations of Patient Care Services, including, but not limited to: productivity management systems, scheduling and payroll systems and the design, implementation and evaluation of automated documentation systems.

3.16 **Information Ambassadors** – Focus is on the provision of wayfinding information to ensure the MGH environment is welcoming to patients, families, and visitors.

3.17 **Institute for Patient Care** – Focus is on the promotion of multidisciplinary teamwork, sharing of best practices, and bringing together an informed interdisciplinary approach to patient and family-centered care.

3.17.1 **The Center for Innovations in Care Delivery** – Focus is on bringing interdisciplinary teams together to identify opportunities, to estimate the impact of change (including workforce demographics, new technologies and regulatory change) and to construct innovations.

3.17.2 **The Maxwell & Eleanor Blum Patient and Family Learning Center** – Focus on creating a centralized learning environment for patients and families which enables them to learn about health, illness, and health care through independent and assisted research.

3.17.3 **The Norman Knight Nursing Center for Clinical & Professional Development** – Focus is on the use of knowledge to inform orientation, education and continued staff development.

3.17.4 **The Yvonne L. Munn Center for Nursing Research** – Focus is the development, testing and utilization of knowledge to improve patient care and optimize professional nursing practice through research.

3.18 **International Patient Program** – Focus on providing culturally-competent care to patients and families from around the world.

3.19 **Visiting Committee Retails Shops** – Focus is on the provision of retail merchandise and services that enhances the patient- and family-centered environment.

3.20 **Patient and Family Lodging** – Focus is on ensuring that cost-effective lodging is available to patients and families.

3.21 **MGH Quit Smoking Program** – Focus is on counseling for MGH patients regarding smoking cessation strategies during and post hospitalization.

3.22 **Office of Patient Advocacy** – Focus on serving as a liaison between patients and the organization in their expressions of staff commendation or patient-care concerns so that moral, ethical, operational, and care standards are upheld on behalf of MGH patients. The department promotes confidentiality, respect, and dignity for all persons as standards of care for the MGH community.

3.23 **Office of Quality and Safety** – Focus is on ensuring the safest possible environment of care
for patients, families, visitors and staff alike.

3.24 **Clinical Support Services** – Responsible for the unit-based support staff including Operations Associates and Unit Service Associates. In addition, focus is on convening interdisciplinary teams of leadership, clinicians and support staff (as appropriate) to identify and address issues that impact care delivery and the environment of care.

3.26 **Volunteer Services** – Focus is on providing service to support and comfort MGH patients, families and staff through volunteer programs.

Directs the activities of the following hospital-wide initiative:

3.27 **MGH Center for Global Health** – Improve the health of the world’s vulnerable and crisis-affected populations through care delivery, education and research.

3.28 **Disabilities Program** – In conjunction with other executives ensures that MGH workforce is knowledgeable, have the correct technology and inventory to care for patients who are disabled or to ensure success of workforce that has disabilities.

4.0 **Compliance**

4.1 Ensures assigned functions, including record keeping and reporting, are in compliance with applicable local, state and federal regulations, and accepted rules of accrediting agencies; initiates corrective action as necessary.

4.2 Directs continuous evaluation and improvement of quality of patient care provided by Patient Care Services. Meets regularly with physicians, patient care personnel and representatives of ancillary departments to discuss and resolve patient care problems.

4.3 Develops nursing policies and procedures which assure that patient care is in compliance with all accepted standards of nursing practice.

5.0 **Fiscal**

5.1 Oversees preparation of operational and capital budgets for all Patient Care Services departments. Assures that the budgets are monitored throughout the course of the fiscal year, and that operating costs remain within the established fiscal parameters.

5.1 Directs and/or conducts determination-of-need and cost-benefit studies.

5.2 Sets priorities and advocates with administrative peers for allocation of resources.

5.3 Responsible for coordinating with Vice President of Finance to assure that key operational components are appropriately reflected in financial statements.

5.4 Directs, coordinates and oversees preparation of department records, reports and
analyses. Reviews and interprets records and reports to ascertain extent to which goals are being attained.

5.5 Integrates clinical, human resources and financial data in decision-making.

6.0 Human Resources

6.1 Develops directors and administrators and ensures that the management team functions in a manner consistent with the hospital’s values and culture.

6.2 Works with employees to advance the vision, mission and values of the hospital. Fosters employee morale, via opened lines of communication, fair and equitable treatment and annual evaluations of all individuals associated with his/her span of control.

6.3 Implements policies and programs designed to attract and retain employees that continually perform at high levels.

6.4 Defines qualifications, responsibilities and functions of positions; assists subordinate department heads and administrators in establishing staffing requirements.

6.5 Selects, trains, directs, evaluates the performance of, and, when necessary, disciplines and discharges “direct report” personnel. Participates in peer review of staff and leadership throughout Patient Care Services, including participation in the evaluation of nurse managers. Assists subordinates with difficult “employee relations” problems, as necessary.

6.6 Responsible for ensuring that staff are aware of institutional strategic goals and objectives and how these directly effect the goals and objectives for their respective areas.

6.7 Assures that clinicians perform within the scope of their respective practice act (e.g. the Nurse Practice Act for nurses), and, that interventions are provided by the most appropriate personnel and that proper delegation is assured.

6.8 Assures confidentiality and security for patient and employee information.

7.0 Research

7.1 Directs professional department research including studies of activities and developments in the fields which may be germane to hospital’s patient care programs. Ensures internal audits of hospital compliance with established hospital and regulatory standards.

7.2 Assures the protection of human subjects in participating in research.

7.3 Utilizes research in performance improvement efforts.
8.0 Education

8.1 Ensures that employees are competent to perform their jobs and provides ongoing training and continuing education programs.

8.2 Develops and implements strategies to promote development of staff through preceptorships, mentorships and coaching. This occurs within an environment grounded in a climate of mutual respect.

8.3 Conducts self-evaluation of performance.

8.4 Performs other duties consistent with the role of Senior Vice President for Patient Care and Chief Nurse.

QUALIFICATIONS:

An advanced level of knowledge in a specialized field normally acquired through completion of formal and continuing education in Nursing and management and ten to thirteen years of related work experience. Doctoral degree required.

Registered Nursing licensure in the Commonwealth of Massachusetts required.

SKILLS/ABILITIES/COMPETENCIES REQUIRED:

Superior analytical ability required to resolve extremely complex problems by the application of scientific, mathematical, clinical and management principles, theories and concepts and in-depth experienced-based knowledge. Ability to develop short- and long-range plans to solve complex, multidimensional problems.

Outstanding leadership skills necessary to advance and coordinate the achievement of organizational objectives through the management and motivation of others.

High level interpersonal and communication skills required representing the hospital optimally in legal proceedings, in negotiations with on issues and programs that impact a department. Ability to manage large diverse groups of employees.

Demonstrated organizational, managerial, and entrepreneurial skills necessary to advance the types of services provided by all reporting departments. Must be able to formulate and communicate the vision and values of the work from a global perspective, in order to lead others toward the attainment of established goals.

Last revised: June 2012
Approved: President, MGH, June 2012
CURRICULUM VITAE

NAME: JEANETTE IVES ERICKSON, RN, DNP, FAAN

ADDRESS:

PHONE: 617-726-3100
FAX: 617-724-3486
EMAIL: jiveserickson@partners.org

EDUCATION

2011 MGH Institute of Health Professions
Doctor of Nursing Practice

1987 Boston University, Boston, MA
Master of Science - Nursing Administration

1986 Westbrook College, Portland, ME
Bachelor of Science – Nursing

1971 Mercy Hospital School of Nursing, Portland, ME
Diploma in Nursing

POST-GRADUATE TRAINING

2009 Patient Safety Officer Executive Training Program
Institute for Healthcare Improvement
Cambridge MA

2006 Quality and Safety Leadership Executive Education Program
Harvard Business School
Boston, MA

1998 – 2001 Inaugural Class, Executive Nurse Fellows Program
Robert Wood Johnson Foundation
University of California at San Francisco, San Francisco, CA

1997 Center for Nursing Leadership
American Organization of Nurse Executives/Network for Healthcare Management

1990 Strategies for Successful Nurse Management
Leonard Davis Institute for Health Economics, Philadelphia, PA
Wharton School of Business, University of Pennsylvania

July 1, 2012 Jeanette Ives Erickson, RN, DNP, FAAN
EMPLOYMENT HISTORY

Massachusetts General Hospital, Boston, MA
1996 – Present  Senior Vice President for Patient Care Services and Chief Nurse: Responsibilities include providing strategic direction for hospital operations and clinical responsibilities for Patient Care Services including the disciplines of Nursing, Social Work, Physical Therapy, Respiratory Care, Occupational Therapy, Chaplaincy, Speech Language and Swallowing Disorders, and clinical support programs including Domestic Violence, Child Protection, Patient and Family Education, Tobacco Treatment, Patient and Family Lodging Services, Orthotics, Volunteer Services, Interpreter Services, the MGH International Patient Center, The Center for Global Health, and The Institute for Patient Care. Line management includes over 4,200 FTEs and budgetary authority for $525 million.

1995 – 1996  Deputy Chief Nurse, Gynecology, Medicine, Obstetrics, Orthopaedics, Neurosciences, Pediatrics, Nursing Support, and Psychiatry

1994 – 1995  Clinical Director, Vincent Memorial Obstetric Nursing Service, Orthopaedic and Neuroscience Nursing Services

1993 – 1995  Clinical Director, Orthopaedic and Neuroscience Nursing Service

1989 – 1996  Director, Nursing Support Services

1988  Staff Specialist, Medical and Emergency Nursing Services

Mercy Hospital, Portland, ME
1984 – 1988  Administrator for Nursing, Women’s Health, Ambulatory Care, Surgical, Orthopaedics, Neuroscience and Admitting

1975  Manager, Surgical Services

1971  Staff Nurse, Critical Care

LICENSEURE

1988 – Present  Registered Nurse, Massachusetts

1971 – Present  Registered Nurse, Maine

ACADEMIC APPOINTMENTS

2010 – Present  Visiting Professor
Huashan Hospital/Fudan University, Shanghai, China

2006 – Present  Instructor, Obstetrics, Gynecology, and Reproductive Biology
Harvard Medical School, Boston, MA
1997 – Present  Clinical Assistant Professor, Adjunct Faculty  
MGH Institute of Health Professions, Boston, MA

2007 – Present  Clinical Professor of Nursing  
Massachusetts College of Pharmacy and Health Sciences  
School of Nursing

1996 – Present  Visiting Scholar  
William F. Connell School of Nursing, Boston College, Boston, MA

2001 – 2006  Teaching Associate, Obstetrics, Gynecology, and Reproductive Biology  
Harvard Medical School, Boston, MA

1977 – 1983  Instructor  
Medical Care Development – Rural Education Opportunities for Health Care Professionals in Northern Maine

1977 – 1979  Visiting Faculty  
Dalhousie University, Halifax, Nova Scotia

1978  Instructor  
New England College of Osteopathic Medicine, Portland, ME

TEACHING EXPERIENCE

“Seminar in Professional Nursing,” Teachers College Columbia University, New York, April 2011

“The Quality of Healthcare in America: A Nursing Perspective,” Harvard University, Cambridge, MA, March 2010


“Nursing & Health Policy,” MGH Institute of Health Professions Health Policy, November 2003, October 2005, October 2006


“Exploring the Brain,” an educational forum for the public leaders of Massachusetts sponsored by Jeanette Ives Erickson, RN, Peter Slavin, MD, David Torchiana, MD, at Massachusetts General Hospital, September 23, 2004

“The Role of the Nurse Practitioner,” MGH Institute of Health Professions, Organizational Perspectives, Boston, March 25, 2003

“The New Nurse Leader,” MGH Institute of Health Professions, Organizational Perspectives, Boston, October 15, 2002

"Nursing: Where is it Going?” MGH Institute of Health Professions, Organizational Perspectives,
Boston, MA, 2001

"Patient Care Delivery Model at the Massachusetts General Hospital," Harvard School of Business Administration, Boston, MA, 1999, 2000

“Adverse Outcomes and Variations in Organization of Care Delivery,” Harvard School of Business Administration, Boston, MA, 1999

GLOBAL HEALTH INITIATIVES

2009 Senior Nurse Consultant, South Africa and Uganda AIDS/HIV clinics, tuberculosis programs, and research facilities at Nelson R. Mandela School of Medicine-University of KwaZulu-Natal, Doris Duke Medical Research Institute, CAPRISA Vulindlela Clinic, King Edward VIII Hospital, and Inkosi Albert Luthuli Hospital

2008 -2010 Senior Nurse Consultant, Magnet Twinning Collaboration – University Hospital, Dubai, UAE/Massachusetts General Hospital, Boston, MA

2008 –2010 Member, Middle East Nursing Task Force, Dubai, UAE

2008 – 2010 Member International Nursing Advisory Group, Dubai, UAE

2007 – 2010 Member, University Hospital Nursing Advisory Council, Dubai, UAE

2006 – Present Member, Harvard Humanitarian Initiative Executive Committee

2006 – 2009 Senior Nurse Consultant (planning, hiring, training, policies & procedures and operations timeline) and Mentor for Chief Nurse, Project Hope Basrah Children’s Hospital, Basrah, Iraq

2005 – Present Chairperson, Massachusetts General Hospital Center for Global Health Advisory Committee

2005 Volunteer, Project Hope, Humanitarian Relief mission to Banda Aceh, Indonesia aboard the USNS Mercy

2005 Coordinated the deployment of teams of Massachusetts General Hospital nurses & social workers to participate in Project Hope Relief efforts post-tsunami in Indonesia and post-Katrina in Louisiana.

2004 – Present Board Member, Durant Fellowship for Refugee Medicine

RESEARCH AND GRANT FUNDING

Understanding the Nurse Executive and Executive Administrative Assistant Relationship. Report from the 2009 INHL Conference.
www.inhl.org/inhl/publications/other_conf.html

2009

2008
www.inhl.org/inhl/publications/other_conf.html

2007
www.inhl.org/inhl/publications/other_conf.html

2006
The Humane Society, $25,000 funding.
Principle Investigator, Nursing Research Fellowship in Global Health and Disaster Relief

2005
Fidelity Non-Profit Management Foundation, $250,000 seed funding.
The MGH Center for Global Health and Disaster Relief project development

2001
Robert Wood Johnson Executive Nurse Fellows Program, $60,000 funding
Principal Investigator, “Chief Nurse Executive Role in Integrated Delivery Systems”

1996 – Present
Staff Perceptions of the Professional Practice Environment Annual Survey
Massachusetts General Hospital

1994
Harvard School of Public Health, Massachusetts General Hospital & Brigham & Women’s Hospital
Phase II Investigator, “Prevention of Drug-Related Complications in Hospitalized Patients.”

1993
Harvard School of Public Health, Massachusetts General Hospital & Brigham & Women’s Hospital
Phase I Systems Analyst, “Prevention of Drug-Related Complications in Hospitalized Patients.”

1993
Ernst & Young, Massachusetts General Hospital & Support Systems International
Principal Investigator, “Incontinence Management Cost Study.”

AWARDS & HONORS

2012
Mary Ann Garrigan Award for outstanding professional achievement and leadership in the nursing profession. Boston University.
2012 Lamplighter Award. *MGH Nursing at Two Hundred* was recognized in the Publications-Special Purpose category, sponsored by the New England Society for Healthcare Communications to recognize "excellent and exceptional healthcare communications."

2010 Chancellor's Award for Longstanding Community Commitment and Service in recognition of efforts to increase diversity in the nursing profession. University of Massachusetts Boston

2007 Fellow in the American Academy of Nursing

2007 Massachusetts Association of Registered Nurse’s President’s Award for “persistence and courage to do the right thing while making a difference in health care”

2006 Honored by First Lady Laura Bush at the Project Hope Gala for Basrah Children’s Hospital

2005 The Boston Business Journal’s 2005 Champions in Health Care Award

2005 The Elaine B. Sherwood Service Award for “outstanding commitment and contribution to the work of the Massachusetts Organization of Nurse Executives” (MONE)

2005 Honored by President Bush at the White House for Project Hope tsunami relief work

2003 The Prism Award (inaugural year), AONE 36th Annual Meeting & Exposition

2002 The New England Regional Black Nurses Association’s President’s Award

2002 “Sharing the Vision,” Featured in AONE Movers & Shakers, Nursing Management

2001 Mary B. Conceison Award for Excellence in Nursing Leadership, Massachusetts Organization of Nurse Executives (MONE)


2000 Massachusetts General Hospital for Children, Family Centered Care Award

2000 Inaugural recipient of the Jeanette Ives Erickson Award for Invaluable Contributions to Resident Life and Teaching on the Vincent Memorial Obstetrics and Gynecology Service, Vincent Memorial Obstetrics and Gynecology Hospital at Massachusetts General Hospital

1998 Sigma Theta Tau International, Gamma Epsilon Chapter, Northeastern
University, Certificate of Appreciation for Creative and Innovative Nursing Leadership

1996 – 1998 The American College of Obstetricians and Gynecologists, Outstanding Service on the Committee on Professional Standards, Boston, MA

1995 Recognized by the Massachusetts State Senate and Massachusetts Governor, William Weld, for her efforts in the legislative process of Senate Bill 2057, “Drive-Through Delivery” bill becoming law, Boston, MA


PROFESSIONAL ACTIVITIES

2012 Nursing Archives Associates, Boston University, Boston, MA

2012 Member, National Consensus Project on Compassionate Care Steering Committee, MGH Schwartz Center, Boston, MA

2011 Board Chair, Dineen Maine MGH Healthcare Partnership

2009 – Present Member, Greater Boston Aligning Forces for Quality Initiative Planning Grant Community Council.

2009 – Present Member, Greater Boston Aligning Forces for Quality Initiative Planning Grant Planning Group.

2007 - Present Member National Advisory Council on Nurse Education and Practice (NACNEP), Health and Human Services Administration, Washington, DC
2007 – 2009 Co-Chair, CNO-Dean Advisory Council, Honor Society of Nursing – Sigma Theta Tau International

2008 Founding Member and Inaugural Chairperson, CNO Research Council Health Workforce Solution, LLC, San Francisco, CA

2006 – Present Member, Harvard Humanitarian Initiative Executive Committee Harvard University

2006 – Present Member, Board of Directors The Benson-Henry Institute for Mind Body Medicine

2005 – 2012 Member, Editorial Advisory Board Nursing 2005 – 2012 Lippincott Williams & Wilkins

2004 – Present Member, Board of Directors The Institute for Nursing Healthcare Leadership, Boston, MA

2003 – Present Member, Nurse Leadership Association, Board of Directors Robert Wood Johnson Executive Nurse Fellows Program

2003 – Present Member, Online Journal of Issues in Nursing, Editorial Review Board Kent, OH


2003 – 2006 Member, National Advisory Committee, Robert Wood Johnson Executive Nurse Fellows Program

2002 – Present Member, American Nurses Association/Massachusetts Association of Registered Nurses

2002 – Present Member, Journal of Nursing Administration, Editorial Review Board Annual Nursing Research Issue

2001 – Present Senior Associate The Institute for Nursing Healthcare Leadership, Boston, MA


1999 - Present Honorary Member, Sigma Theta Tau International Gamma Epsilon Chapter

1990 – Present Founding Editor Caring Headlines, Massachusetts General Hospital, Boston, MA

1989 – Present Preceptor, Administrative Fellowship Program Massachusetts General Hospital, Boston, MA
1988 – Present  Member, Sigma Theta Tau International
Kappa Zeta-at-Large Chapter

2007  Member, Advisory Panel, *Licensed to Care – Nursing in the 21st Century*,
Crosskeys Media, Santa Barbara, CA

2007  Member, Communication Expert Panel
Joint Commission International Center for Patient Safety, Oakbrook, IL

1999, 2006, 2011  Member, Operational Review Team
National Institutes of Health, Warren G. Magnuson Clinical Center,
Bethesda, MD

1996 – 2006  Consultant
Spaulding Rehabilitation Hospital, Boston, MA

1997 – 2005  Consultant
Newton-Wellesley Hospital, Newton, MA

2004  Member, Nursing Shortage Advisory Committee
University of California/San Francisco and Robert Wood Johnson
Foundation

2004  Member, Toolkit Project Advisory Committee
Robert Wood Johnson Executive Nurse Fellows Program

2003  Planning Committee Member, Department of Public Health Nursing Summit
Cap Gemini Ernst & Young

2002 – 2003  Member, American Organization of Nurse Executives Nominating
Committee, Region I

2002  Grant Reviewer
The John A. Hartford Institution for Geriatric Nursing

2000  Member, Chief Nursing Officer Search Committee
National Institutes of Health, Warren G. Magnuson Clinical Center,
Bethesda, MD

2000  Member, Nursing Advisory Board
Massachusetts College of Pharmacy and Allied Health Sciences

1999 - 2001  Advisory Board
New England Nursing Spectrum, Lexington, MA

1997 – 1999  Consultant
Mercy Hospital, Portland, ME

1997  Consultant
Barnes-Jewish Hospital, St. Louis, MO
1996  Member, American College of Obstetricians and Gynecologists Committee on Professional Standards
1996  Member, Massachusetts Organization of Nurse Executives, Government Affairs Committee
1994  Member, American Organization of Nurse Executives, Communication Advisory Panel
1994 – 1999 Member, Editorial Board
Bay State Nurse News, KLM Communications, North Quincy, MA
1993 – 1996 Member, Editorial Board
Leadership Prospectives
1992 – 1997 Member, Editorial Review Board
Nursing Dynamics, Mosby-Yearbook, Inc., St. Louis, MO
1992 – 1993 Chairperson, Massachusetts Organization of Nurse Executives, Public Relations Committee
1992  Planning Consultant
International Conference for Japanese Nurses, Boston, MA
1991 – 1994 Member, Society for Health Systems, Institute of Industrial Engineers
1991  Member, Massachusetts Organization of Nurse Executives, Mary B. Concession Award Committee
1991  Member, Massachusetts Organization of Nurse Executives, By-laws Committee
1991 – 1994 Member, Editorial Review Board
Boston Nurse News, Boston, MA
1990 – 1994 Member, Abstract Panel
SCAN in Nursing Administration
1986 – 1988 Member, Clinical Users Task Force
Intermountain Health Care, Salt Lake City, UT
1985  Consultant
Women’s Health Care Seminar, Chicago, IL
1984 – 1986 Consultant, OB Facilities
Deering & Associates, Spokane, WA
# COMMUNITY SERVICE

<table>
<thead>
<tr>
<th>Year</th>
<th>Role and Affiliation</th>
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<tbody>
<tr>
<td>2009 - Present</td>
<td>Member, Board of Trustees MGH Institute of Health Professions, Inc.</td>
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<tr>
<td>2003, 2005, 2007</td>
<td>Chairperson, The Promise of Nursing for Massachusetts Initiative</td>
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<td>Johnson &amp; Johnson, Boston, MA</td>
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<td>2003 – Present</td>
<td>Co-Chairperson, Host Committee, Celebration of Women in Health Care</td>
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<td>Kenneth B. Schwartz Center, Boston MA</td>
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<tr>
<td>2002 – 2003</td>
<td>Member, Board of Trustees Saint Joseph’s College of Maine, Standish, ME</td>
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<td></td>
<td>City of Boston Public Schools, Timilty School, Boston, MA</td>
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<tr>
<td>1998</td>
<td>Guest Speaker, History and Our Neighborhood</td>
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<td></td>
<td>Charlestown Health Center, 30 Year Anniversary, Charlestown, MA</td>
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<tr>
<td>1997 – 2001</td>
<td>Member, Board of Trustees Rehabilitation Hospital of the Cape and Islands, Sandwich, MA</td>
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<tr>
<td>1997</td>
<td>Advisory Council Member, HAVEN Domestic Violence Program</td>
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<td></td>
<td>Massachusetts General Hospital, Boston, MA</td>
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# PUBLICATIONS

Adams JM, L’Europa T, Chisari RG, Alexander, G, and Ives Erickson J. (under development) Organizational Considerations in the Implementation of a New Graduate RN Residency: Confronting a Human Resources Challenge with Innovation. *Nursing Economic*§.


Adams, JM, Chisari, RG. Ditomassi, M., Ives Erickson, J. Understanding and Influencing Policy: An Imperative for the Contemporary Nurse Leader. AONE Voice of Nursing Leadership, July 2011.


*Massachusetts General Hospital Nursing at Two Hundred*. Ives Erickson, J., publisher, Ditomassi, M., Peirce, G., editors. Boston, MA; Massachusetts General Hospital and the Massachusetts General Nurses’ Alumnae Association. 2011.


Ives Erickson, J. A nurse leader’s perspective on disaster preparedness and response: Experiences from Haiti. AONE Voice, May 2010.


Ives Erickson, J, Daniels, A, Smith, M.E, Vega-Barachowitz, C. Recognizing clinical excellence at all levels of practice: a multidisciplinary clinical recognition program. Journal of Nursing Administration; 2008 (Feb) (Vol. 38, No. 2) 1-8.

Ives Erickson, J., Relationships: the importance of a staff-friendly culture. In June Fabre, Smart nursing: how to create a positive work environment that empowers and retains nurses (pp.7-18). Springer Publishing. 2005.


Ives Erickson J, Millar S. Caring for patients while respecting their privacy: renewing our commitment. Online Journal of Issues in Nursing; 2005;10 (May) (No. 2).

Ives Erickson J, Ditomassi M. The clinical nurse leader: new in name only. Journal of Nursing Education; 2005;44(Mar) (No. 3).


Ives Erickson J, Holm L, Chelminiak L. Keeping the nursing shortage from becoming a nursing crisis. Journal of Nursing Administration; 2004;34(Feb) (No. 2).


Ives Erickson J. Doctorally-prepared nurses. Boston College, William F. Connell School of Nursing Newsletter; 2002(Fall).


Ives Erickson J. A plan to solve nursing shortage. The Boston Globe; 2002(Jun 10).


Ives Erickson J. Managing change through strategic planning. Nursing Spectrum; 1998;2(Jul) (No. 15).

Ives Erickson J. Becoming a high performance organization. Nursing Spectrum; 1998;3(Feb) (No. 3).


Villet M. Incidence of adverse drug events and potential adverse drug events: implications for prevention. JAMA; 1995;274(Jul) (No. 1).


Ives J, Mello J. Implementing quality improvement with clinical and support staff. Proceedings of the Second Asian Conference on Quality and Reliability; 1993; Beijing, China.


Ives J. Articulating a nursing organization’s vision and values. Proceedings of the Quest for Quality & Productivity in Health Services, Institute of Industrial Engineers; 1992; Norcross, GA.

Ives J. A nursing service for quality improvement. Proceedings of the Quest for Quality & Productivity in Health Services, Institute of Industrial Engineers; 1992; Norcross, GA.


Ives J. The evolution of primary nursing at Mercy. The Nursing Newsletter of Mercy Hospital; 1988;1(spring/summer) (No. 1).


MEDIA CITATIONS

2009 Interview “Nursing Excellence Makes a Difference to Patients.” Health Leaders Media. January 26, 2010
2009 Interview

2006 Interview

2006 Quoted
“New website provides detailed nurse staffing data from Massachusetts hospitals.” Nursing Executive Watch 2006;7(Feb) (No. 4)

2005 Newspaper Interview

2005 Interview
“Public Perception Limits Interest in Nursing Profession,” by Christina Orlovsky, Nursezone.com

2005 Letter to the Editor
“Clinical Nurse Specialist.” The Journal for Advanced Practice Nursing 2005;19(Jul/Aug) (No. 4)

2005 Guest Editorial
“The Clinical Nurse Leader: New in Name Only.” Journal of Nursing Education 2005;44(Mar) (No. 3)

2004 Feature Story
“Nursing our Resources” featured in Worcester Telegram & Gazette following keynote speech and presentation of the “Future of Nursing…Healthcare in the Balance” at the Becker College Symposium, Worcester, MA, September 27, 2004

2004 Radio Interview
“The Nursing Shortage,” with Gina Cervetti, News Anchor, WBUR-FM

2004 Radio Interview
“The Nursing Shortage,” On the Money with Steve Bailey, WBIX radio

2003 Interview with Roundtable Participants

2002 Interview
"Healthcare at the Crossroads," JCAHO nursing shortage study, CBS Radio

2002 Interview and Caller Participation
"The Nursing Shortage," The Keith Larson Show, WBT Radio, Charlotte, NC

2002 Interview
“Portrait of an American Nurse,” by P. Luton, Revue de L’Infirmiere
2002(Sept) (No. 83)

2002

Interview

2000

Radio Interview
“All Nurses, All the Time,” by Madge Kaplan, Kaiser Media Fellow

2000

Interview
“Nurse, Nurse, Where are You?” by Harry Keaney. Irish Echo 2000(Aug)

2000

Interview

1996

Letter to the Editor
“Layoff Plans.” AJN 1996;96(Sept) (No. 9)

1994

Quoted
“Surviving Downsizing, re: the Utilization of Systems Thinking and Strategic Planning Initiatives.” Critical Care Management 1994;1(Aug) (No. 12)

1994

Quoted
“Work Restructuring Transforms Support Staff.” OR Manager;6 (No. 12)

1990

Letter to the Editor
"Entry into Practice.” Nursing Management;21 (No. 10)

PRESENTATIONS

2012

“From the Board Room to the Bedside: Influencing the Professional Practice Environment,” Institute for Nursing Leadership/North Shore Long Island Jewish Health System, Hyde Park, NY, June.

2012


2012


2012

"Promoting a Culture of Professional Practice through a Twinning Relationship,” poster presentation, AONE Annual Meeting, Boston, MA, March.

2011

"The Evolution and Revolution in Patient Care," Nursing History Lecture Series, Old South Meetinghouse, Boston, MA, December.

2011


2010 “The Importance of Nursing,” Huashan Hospital, Shanghai, China, October.


2009 “Creating a Professional Practice Model: The pathway to Clinical Excellence,” Huashan Hospital, Shanghai, China, October.

2009 “Joint Commission International Patient Safety Goals,” Huashan Hospital, Shanghai, China, October.


2009 “Advancing the Practice of Patient-and Family-Centered Care: The Role of the Nurse Executive,” Institute for Family-Centered Care Conference, Boston, MA, March.


2007  “Global Nursing Partnerships for Dealing with the Unexpected: Creativity, Culture and Collaboration,” International Council of Nurses Conference, Yokohama, Japan.

2006  “Innovations and Challenges in Nursing Education: The Emerging Programs of CNL and DNP,” Institute for Nursing Health Care Leadership (INHL) Panel Presentation, Cambridge, MA.

2006  “Nexus of Nursing Knowledge and Practice Accomplished by PhD Nurses in an Acute-Care Setting,” Boston College School of Nursing, PhD Colloquia, Boston, MA.

2005  “Nursing Workforce,” MGH Institute of Health Professions, Board of Trustees, Boston MA.


2005  “Disclosures,” The Joint Commission’s 19th Annual Conference on Quality & Safety, Chicago, IL.


2004  “How Will You Make a Difference?” Massachusetts Student Nurse Association Annual Convention, Welcome Address, Boston, MA.


2004  “Building the Clinical Infrastructure to Support Research,” Eastern Nursing Research Society, Quincy, MA.

2004  “Women: Inspiring Hope and Possibility,” The Association of Multicultural Members of Partners, Massachusetts General Hospital, Boston, MA.

2003  “Clara Barton: Her Life, Her Legacy and Her Contributions to Humanity,”

2003 “The Nursing Shortage: A Path to Resolution,” Nantucket Cottage Hospital Board of Trustees Meeting, Nantucket, MA.

2003 “The Nursing Shortage,” The Promise of Nursing for Massachusetts, Sponsored by Johnson and Johnson, Boston, MA.


2003 "The Nursing Shortage," Nurses for Improving Care for Health System Elders Conference (NICHE), New York, NY.

2003 "Reinventing the Health Care Workplace," National Health Policy Conference, Washington, DC.

2002 "Children's Perception of Nursing: How to Recruit the Next Generation," MONE Winter Quarterly Meeting, Burlington, MA.


2002 "The CNO in the Current Health Care Environment: Preparation, Role and Responsibilities," Institute for Nursing Healthcare Leadership, Annual Conference, Boston, MA.

2001 "The Emerging Role of the Chief Nurse Executive in Integrated Delivery Systems," MONE Annual Meeting, Ogunquit, ME.


2001 “A Comparative Study of Collaborative Governance (CG) in a Major Medical Center in the USA” (Hamilton, GA, Ives Erickson, J, Jones, D, Ditomassi, M.) accepted as a poster presentation at the International Council of Nurses.
2001  Testimony before the Joint Committee on Education, Arts and Humanities in support of legislation put forth by Senator Richard T. Moore to establish financial incentives designed to recruit and retain nurses; Massachusetts Senate Bill S301 and S302.

2001  Reviewed testimony in support of Massachusetts Senate Bill S301 and S302. Massachusetts State Legislature Luncheon hosted by Lt. Governor, Jane Swift.

2001  “Promoting Health Care Assess through Recruitment and Retention of a Diverse Workforce” New England Regional Black Nurses Association, Inc., Woburn, MA.

2001  “Recruiting, Retaining, and Revitalizing Your Workforce” Massachusetts Healthcare Human Resources Association, Needham, MA.

2000  “Clinical Narratives: Articulating Our Practice,” Nursing Forum 2000, North Shore Medical Center, Salem Hospital, Salem, MA.


2000  “MGH Patient Care Services, Strategic and Operating Plan 2000,” Massachusetts General Hospital Institute of Health Professions, Faculty Presentation, Boston, MA.

1999  “Creating a Caring and Clinically-Competent Environment for Patients and Nurses,” Regis College, Sigma Theta Tau, Induction Ceremony, Waltham, MA.

1999  “View of MGH: Nursing Perspective,” Massachusetts General Hospital Nursing Alumnae Association, Annual Meeting, Boston, MA.

1999  “Restructuring: Impact on Health Professionals,” Massachusetts General Hospital Institute of Health Professions, Faculty Presentation, Boston, MA.

1999  “Changes in Health Care: Links to the Community,” Sigma Theta Tau, Boston, MA.

1999  “Restructuring: Impact of Hospital Organization on Nursing Leadership,” MONE, Quarterly Meeting, Marlborough, MA.

1999  “Nursing at Massachusetts General Hospital, 1999,” Massachusetts General Hospital, Development Office Fundraiser, Palm Beach, FL.

1998  “Nurses, Present to the Moment,” Spaulding Hospital, Nurse Recognition Week, Boston, MA.
1998 “Using a Professional Practice Model to Articulate Nursing Practice,” Boston College School of Nursing, Sigma Theta Tau International, Alpha Chi Chapter, Boston, MA.

1998 “Where We Are, Where We Are Going,” Massachusetts General Hospital Nursing Alumnae Association, 125th Anniversary, Boston, MA.

1997 “Caring, Compassion, and Competence: Hallmarks of the Healthcare Professions,” MGH Institute of Health Professions, 17th Commencement, Boston, MA.

1997 “Patient Care Services Redesign,” Barnes-Jewish Hospital, St. Louis, MO.

1996 “Patient Care Delivery Model: Evaluation of Training and Model Implementation at MGH, The Quality Forum, Massachusetts General Hospital, Boston, MA.

1995 “Contemporary Topics in Neuroscience Nursing,” 1st Annual Neuroscience Nursing Conference, Boston, MA.

1995 “Re-engineering, Quality Improvement and the Design Process at Massachusetts General Hospital,” NEOCON ’95, World's Trade Fair, Chicago, IL.


1994 “Broken Bones...Shattered Lives,” 5th Annual Orthopaedic Nursing Conference, Boston, MA.


1993 “Nursing in the Twenty-First Century,” Baxter International Quality Conference, Round Lake, IL.

1992 “Moving Into New Patient Care Units,” The Second Annual Boston Education Consortium, Boston, MA.

1992 “Implementing TQM in your OR,” Managing Today's OR Conference, Boston, MA.

1992 “The Nurse's Presence to the Patient,” Baxter President's Council, Deerfield, IL.


1992 "Nursing as an Agent for Improvement of the Healthcare System," Institute
for Healthcare Improvement, National Forum, Panel Moderator, Orlando, FL.

1992
“A Nursing Service for Quality Improvement,” Institute of Industrial Engineers, Atlanta, GA.

1992
“Articulating Organizational Vision and Values,” Institute of Industrial Engineers, Atlanta, GA.

1992
“Articulating the Nursing Organization's Vision and Values,” Shared Governance Conference, San Diego, CA.

1992
“Quality Improvement in Linen Management,” The Second Annual Boston Education Consortium, Boston, MA.

1992
“Nursing and Medical Records Quality Improvement Project,” Quality Improvement Consortium, Chicago, IL.

1992
“Patient Valuables Quality Improvement Project,” Quality Improvement Consortium, Chicago, IL.

1992
“Nursing/Clinical Laboratories Quality Improvement Project,” Quality Improvement Consortium, Chicago, IL.

1992
“Improving a Discharge Planning Process,” Quality Improvement Consortium, Chicago, IL.

1992
“Nursing and Dietetics Quality Improvement Project,” Quality Improvement Consortium, Chicago, IL.

1992
“Improving a Patient Transport System,” Quality Improvement Consortium, Chicago, IL.

1992
“Forms Management System,” Quality Improvement Consortium, Chicago, IL.

1992
“Preparing the Soil for TQM,” National Forum on Quality Improvement in Health Care, Orlando, FL.

1992
“The Uninitiated QI Clinical Team-Process and Case Study,” National Forum on Quality Improvement in Health Care, Orlando, FL.

1992
“Articulating the Organization’s Vision and Values for Quality Improvement,” National Forum on Quality Improvement in Health Care, Orlando, FL.

1992
“A Department of Nursing for CQI,” Quest for Quality Conference, Washington, DC.

1991
“Entry Into Practice,” Boston University, Boston, MA.

1991 “Designing and Planning a Quality Linen Management System,” Health Services Forum for the Promotion of Continuous Quality Improvement, Society for Health Systems of the Institute of Industrial Engineers, Atlanta, GA.

1991 “The Patient As Customer,” Hospitex, President's Meeting, Oak Brook, IL
1984 “Single Room Obstetrical Services,” NAACOG Annual Meeting, Portland, ME.

1984 “Family-Infant Bonding,” Mercy Hospital, Portland, ME.

1977 “Metric Conversion of Acute Care Institution,” Maine Society for Directors of Nursing, Maine Hospital Association, Portland, ME.

1974 “Tracheostomy Care” South Portland Visiting Nurse Association, Portland, ME.