

Glossary

Unit Listing:

Location	Clinical Area
Bigelow 6	Pediatric Intensive Care Unit (PICU)
Bigelow 7	Gynecology/Oncology Unit
Bigelow 9	Acute Respiratory Care & General Medicine Unit (RACU)
Bigelow 10	Hemodialysis Unit
Bigelow 11	General Medicine Unit
Bigelow 12	Emergency Department Observation Unit (EDOU)
Bigelow 13	Plastic Surgery, Burn & Burn Intensive Care Unit (ICU)
Bigelow 14	Central Resource Team (CRT)/Clinical Supervisors
Bigelow 14	Vascular Surgery Unit
Blake 4	Gastroenterology (GI)/Endoscopy Unit
Blake 6	Transplant/Transplant Intensive Care Unit (ICU)
Blake 7	Medical Intensive Care Unit (MICU)
Blake 8	Cardiac Surgical Intensive Care Unit (CSICU)
Blake 10	Neonatal Intensive Care Unit (NICU)
Blake 11	Psychiatry Unit
Blake 12	Neuroscience Intensive Care Unit (ICU)
Blake 13	Family/Newborn Unit
Blake 14	Labor, Delivery and Recovery (LDR) Unit
Cox 1	Oncology Infusion Unit
Cox Lower Level	Radiation Oncology & Photon Treatment and Planning Area
Ellison 1	Emergency Department
Ellison 4	Surgical Intensive Care Unit (SICU)
Ellison 6	Orthopaedics Unit
Ellison 7	General Surgery Unit
Ellison 8	Cardiac Surgery Unit
Ellison 9	Cardiac Medicine Critical Care Unit (CCU)
Ellison 10	Cardiac Medicine Unit
Ellison 11	Cardiac Interventional (Access) Unit
Ellison 12	Neurosciences Unit
Ellison 13	Family/Newborn Unit
Ellison 14	Oncology/Bone Marrow Transplant Unit
Ellison 16	General Medicine Unit
Ellison 17	Pediatrics Unit
Ellison 18	Pediatrics Unit
Ellison 19	Thoracic Surgery & General Medicine Unit
Francis H. Burr Proton Therapy Center	Proton Therapy
Gray 3	Main Operating Room
Jackson 121	Preadmission Testing Area (PATA)
Phillips House 20	General Medicine Unit
Phillips House 21	General Medicine/Oncology Unit
Phillips House 22	General Surgery Unit
Professional Office Building (POB 5)	Anticoagulation Management Services (AMS)

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Unit Listing Continued:

Location	Clinical Area
Wang Ambulatory Care Center (WAC 3)	Same Day Surgical Care Unit (SDSU)
White 3	Post Anesthesia Care Unit (PACU)
White 6	Orthopaedics Unit
White 7	General Surgery Unit
White 8	General Medicine Unit
White 9	General Medicine Unit
White 10	General Medicine Unit
White 11	General Medicine Unit
White 12	Neurosciences Unit
White 13	Mallinkrodt General Clinical Research Center (GCRC)
Yawkey 8	Cancer Center Infusion Unit

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1. **ACN** (Associate Chief Nurse) – A member of the nursing executive leadership team who is responsible for ensuring that competent and compassionate patient care is uniformly provided to patients in inpatient, ambulatory and community settings through development, implementation and evaluation of policies, programs and services consistent with the hospital's mission and department's vision and philosophy. Actively participates in the development of the Department's strategic plan and provides direction and support to the unit leadership triad toward attainment of short- and long-term goals and objectives.
2. **CBEDS** (Coordinated Bed Efficiency Dashboard System) – This electronic bed management system enhances patient throughput with real-time display and communication of bed and patient status.
3. **CG** (Collaborative Governance) – Comprised of seven committees, this communication and decision-making structure places the authority, responsibility and accountability for patient care with practicing clinicians. The seven committees are: Diversity, Ethics in Clinical Practice, Nursing Practice, Nursing Research, Patient Education, Quality and Staff Nurse Advisory.
4. **CGH** (Center for Global Health and Disaster Response) – Established at MGH in 2006 to improve the health of the world's most vulnerable and crisis-affected populations through care delivery, education and research.
5. **CM** (Case Manager) – Experienced Registered Nurses who assist in providing care for patient populations that require specific consideration and planned resources for post-hospitalization and/or post-treatment care. Case Management planning involves coordination with pre- and post-hospital settings, arrangements for specialized care during the hospital stay and effective communication of patient information across the continuum.
6. **CNS** (Clinical Nurse Specialist) – The Clinical Nurse Specialist is a masters-prepared nurse with an area of specialization who promotes competent, compassionate and professional nursing care for patients/families across the continuum through direct patient care and by influencing nursing personnel and systems to facilitate expert care. The role includes patient care, teaching, consultation and research and is the clinical arm of the unit leadership triad.
7. **CPM** (Clinical Performance Management) – Ten interdisciplinary teams chaired by physicians and nurses, organized around clinical and operational areas of the institution, who have set priorities for change. CPM has four principal goals: improve the quality of patient care, increase the efficiency of the care delivery processes, optimize inpatient and outpatient capacity and improve the quality of professionals' practice lives. Please note that the CPM teams are transitioning to new groups under the MGH Center for Quality & Safety.
8. **DMAT** (Disaster Medical Assist Team) – A cooperative effort between the National Disaster Medical System and the Department of State, this group of highly trained personnel are equipped to establish a free standing field surgical unit anywhere in the world.
9. **DON** (Department of Nursing) – The clinical departments and programs of Patient Care Services (PCS) that are within the discipline of nursing.

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10. **EAP** (Employee Assistance Program) – A workplace-based consultation, short-term counseling, information and referral program for employees and their families.
11. **EICPC** (Ethics in Clinical Practice Committee) – An interdisciplinary Collaborative Governance committee that provides a structure and process to support clinicians to come together to identify ethical issues and define strategies to integrate ethical standards and judgment into practice.
12. **EMAP** (Electronic Medication Administration Process) – A hospital-wide patient safety initiative designed to automate the medication administration records with bar code technology. The term, eMAR, may also be used to describe the Electronic Administration Record component.
13. **GNTP** (Global Nurse Training Program) – An intensive training program to provide on-going, short term and targeted, on-the-ground trained resources to an area in desperate need.
14. **HPWI** (Hours Per Workload Index) – A productivity measure relating staffing to workload that reflects census and acuity (patients’ needs for nursing care); a more refined measure than Hours Per Patient Day (HPPD).
15. **IMSuRT** (International Medical and Surgical Response Team) – A specialized team of highly trained personnel deployed by the Department of Homeland Security to disaster-stricken cities in the world.
16. **INHL** (Institute for Nursing Healthcare Leadership) – A partnership with other nursing services in the Harvard-affiliated hospitals whose mission is to increase nursing’s participation in health service leadership through inter-professional collaboration, leadership development and scholarly work.
17. **IPOP** (Interpreter Phone on a Pole) – A program that provides every nursing unit with immediate access to certified interpreters by telephone, 24 hours a day.
18. **Leadership Triad** – A model that embraces the key elements of unit leadership which is the responsibility, collaboration and accountability of the Nursing Director (ND), Clinical Nurse Specialist (CNS) and Operations Coordinator (OC) in inspiring, developing and supporting staff towards positive patient and unit outcomes.
19. **MGH** (Massachusetts General Hospital) – Founded in 1811, Massachusetts General Hospital (MGH) is the third oldest general hospital in the United States and the oldest and largest in New England. Located in Boston, Massachusetts, the 902-bed medical center offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery.
20. **MGPO** (Massachusetts General Physicians Organization) – Working in partnership with the Massachusetts General Hospital and in cooperation with Partners HealthCare System, the Massachusetts General Hospital Physicians Organization is the largest physician-led multi-specialty group practice in New England, consisting of approximately 2,500 employees including 1,200 physicians. Its main focus is to provide leadership and infrastructure to support physicians’ efforts in patient care, teaching, and research.

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21. **NICHE** (Nurses to Improve the Care of Health System Elders) – Nationally recognized evidence-based program developed by the John A. Hartford Foundation Institute for Geriatric Nursing at New York University, focusing on the prevention and better management of syndromes common to the hospitalized older adult. (Note: at MGH, NICHE is called *65plus*.)
22. **ND** (Nursing Director) – This role is the essential nursing leadership position with 24/7 accountability within the patient care unit triad which encompasses patient-focused management, personnel management, clinical and professional development, and business administration of the unit. Within the hospital, the ND leads collaborative teams and forms partnerships within Nursing and interdisciplinary settings to implement and evaluate policies, programs and services to support patient care. Prior to January 2007, this position was titled Nurse Manager (NM); references to which will be seen in narratives and minutes dated before January 2007.
23. **NM** (Nurse Manager) – Please refer to ND (Nursing Director).
24. **OA** (Operations Associate) – A member of the unit-based support staff, the Operations Associate interacts with patients, families and visitors to provide key information about unit logistics, and provides clerical support to the staff. Responsibilities include transcription of physician orders and initiation of processes to fulfill those orders, communication and coordination of in-patient unit activity, clerical management of the patient record, and assistance with safety and security throughout the patient unit.
25. **OC** (Operations Coordinator) – The Operations Coordinator is the direct line manager for all unit-based, non-clinical support staff, and is responsible for supervising the daily support operations of the patient care unit(s). As a member of the unit's leadership triad, leads and participates in the development, monitoring and implementation of effective and efficient unit operations. Leads and participates in departmental operations improvement initiatives. Provides administrative/project support to the Nursing Director and other Department of Nursing leadership staff.
26. **PAML** (Pre-Admission Medication List)
27. **PCA** (Patient Care Associate) – Under the direction of a Registered Nurse, the PCA assists the multi-disciplinary health care team in a wide variety of clinical support functions to promote a safe and compassionate patient care environment.
28. **PCS** (Patient Care Services) – The disciplines and programs of PCS include: Nursing; Chaplaincy; Medical Interpreter Services; Occupational Therapy; Orthotics & Prosthetics; Physical Therapy; Respiratory Therapy; Social Services; Speech, Language & Swallowing Disorders and Reading Disabilities; Cancer Resource Room; Caring Headlines; Child Protection Consultation Team; Diversity; Financial Management Systems; HAVEN (Helping Abuse and Violence End Now); Information Ambassadors; Information Systems; International Patient Center; Ladies Visiting Committee Retail Shops; MGH CarePages; MGH Quit Smoking Service; Patient and Family Lodging; Office of Patient Advocacy; Office of Quality and Safety; Systems Improvement; The Institute for Patient Care; and Volunteer Services.
29. **PCS FMS** (Patient Care Services Financial Management Systems) – Formerly Patient Care Services Management Systems (PCS MS), the change went into effect in 2006.

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30. **PCDM** (Patient Care Delivery Model) – An interdisciplinary, patient- and family-centered care-delivery system that is supported by a philosophy of caring and an environment that enhances patient outcomes. Decisions about care and the environment of care are made at the practice level by clinical staff and unit leadership through the patient care delivery model.
31. **PNPIC** (Pharmacy/Nursing Performance Improvement Committee) – An interdisciplinary team of representatives from the Nursing and Pharmacy departments brought together to discuss and analyze issues related to ensuring a safe, efficient and effective drug delivery system.
32. **PHS** (Partners HealthCare System) – Founded in March 1994, Partners HealthCare System, Inc., located in Boston, MA, is an integrated health system founded by Brigham and Women's Hospital and Massachusetts General Hospital. In addition to its two academic medical centers, the network includes community hospitals and specialty hospitals, community health centers, a physician network, home health and long-term care services, and other health-related entities.
33. **POE** (Provider Order Entry) – An electronic order communication system that is part of the Clinical Application Suite (CAS).
34. **PPM** (Professional Practice Model) – A comprehensive framework to guide care delivery across the disciplines in Patient Care Services. The components of the Professional Practice Model are patient centeredness, vision & values, standards of practice, narrative culture, professional development, clinical recognition & advancement, collaborative decision-making, research and innovation & entrepreneurial teamwork.
35. **RRT** (Rapid Response Team) – Part of the Central Resource Team (CRT), these nurses provide short-term staffing support to units in response to fluctuations in volume or acuity; traveling with high-risk patients to procedural or test areas; assisting with unit-to-unit patient transfers; or acting as clinical resource and staff support around unfamiliar procedures and equipment.
36. **Senior HealthWISE** (Wellness, Involvement, Support and Education) – Designed in 2002, a community benefit program of MGH and the MGH Senior Health Practice that provides a wide array of service focused on enhancing the health and well being of older adults in the neighborhoods surrounding MGH.
37. **SPPPE** (Staff Perceptions of the Professional Practice Environment) – A survey administered every 18 months by Patient Care Services (PCS) to clinicians throughout PCS to measure their perceptions about the following organizational characteristics: autonomy; clinician-MD relationships; control over practice; communication; teamwork/leadership; conflict management/handling disagreements; internal work motivation; and cultural sensitivity. The survey has been administered since 1999 and is evidence-based and inclusive of benchmarks.
38. **UBCGC** (Unit Based Collaborative Governance Committee) – A team developed to provide a forum for discussion of unit-based practice and clinical issues and to share ideas for improvement.
39. **USA** (Unit Service Associate) – A member of the unit-based support staff responsible for a variety of tasks to maintain the cleanliness and orderliness of assigned unit. Other responsibilities may include, but are not limited to, hospitality services and daily maintenance of unit supplies and equipment.