



MASSACHUSETTS
GENERAL HOSPITAL

NURSING



FORCE 13 Interdisciplinary Relationships

Interdisciplinary relationships are characterized as positive. A sense of mutual respect is exhibited among all disciplines.

EXECUTIVE SUMMARY FORCE 13: INTERDISCIPLINARY RELATIONSHIPS

Interdisciplinary relationships are characterized as positive. A sense of mutual respect is exhibited among all disciplines

At the MGH, the Patient Care Delivery Model is interdisciplinary and patient- and family-centered. It articulates a care-delivery system that is supported by a philosophy of care and an environment that enhances patient outcomes. It is recognized that to actualize this model and meet the institutional commitment to safe, timely, efficient, cost effective patient care, relationships both within and among the disciplines must be exquisite. In Peter Senge's book, The Fifth Discipline, Boston Celtics player Bill Russell summarizes the experience of effective team performance, "By design and talent, [we] were a team of specialists, and like a team of specialists in any field, our performance depended on both individual excellence and on how well we worked together. None of us had to strain to understand that we had to complement each other's specialties; it was a simple fact, and we all tried to make our combination more effective".

MGH is a highly collegial organization. Developed more than a decade ago and then revised in 2007, The PCS Professional Practice Model (PPM) creates the framework and expectation for interdisciplinary patient care. Specifically, the Collaborative Governance structure was designed to bring together clinicians from all disciplines to help translate the organization's visions and values into a reality. Four of the seven Collaborative Governance Committees are inherently multidisciplinary; Quality, Ethics in Clinical Practice, Patient Education, and Diversity, with the remaining three Committees; Nursing Research, Nursing Practice and Staff Nurse Advisory, soliciting interdisciplinary input when appropriate. Key information is disseminated through Collaborative Governance. The Clinical Recognition and Advancement component of the PPM also speaks to the impact of interdisciplinary care. One of the four clinical practice themes that emerged from review of clinical narratives and is now an essential component of the Clinical Recognition Program is teamwork and collaboration.

Over the past ten years, the Chief Nurse has consistently advocated for structures that facilitate interdisciplinary interaction. Reflecting this commitment, the organization has literally hundreds of multidisciplinary committees and workgroups through which decisions effecting patient care or the environment of care are made. From unit-based work groups to corporate level steering committees, the presence and input of the Registered Nurse is sought and valued. Processes for membership selection as well as Committee rosters are embedded throughout this Force.

The Bylaws of the Massachusetts General Hospital Corporation and the Bylaws of the Professional Staff of the Massachusetts General Hospital specifically outline the operations at the senior policy-making level, including membership, voting privileges and the processes used in making decisions. Nursing is represented at all interdisciplinary decision-making forums at the senior policy-making level. Examples of the formulation as well as the approval of clinical care policies are described in this Force as well as interdisciplinary efforts within the organization focused on quality and process improvement issues.

MGH also has longstanding policies and procedures related to documentation for patient care planning ensuring interdisciplinary communication. During the past two years, through a new interdisciplinary initiative, DocCom, the existing documentation and communication systems have been revisited in preparation for electronic documentation throughout the organization.

For the past six years, the Staff Perceptions of the Professional Practice Environment Survey has been administered to clinicians across Patient Care Services. One of the organizational characteristics that is measured by this survey tool is conflict management. The mean score for conflict management has consistently measured at 2.7 in a scale from 1-4. Across the years, leadership and staff have requested education and coaching to better equip staff to handle conflict situations. A wide array of programming on this topic is offered at MGH through the MGH Leadership Academy, MGH Training and Workforce Development, the MGH Nursing Leadership Academy, and through The Norman Knight Nursing Center for Clinical & Professional Development. Examples depicting different strategies to successfully address interdisciplinary conflict are described in this Force.

TABLE OF CONTENTS

Volume 11

Force 13: Interdisciplinary Relationships

Sources of Evidence

| | | |
|-------|-------|-------------------------|
| 13.1 | Pages | 1-3 |
| 13.2 | Pages | 4-9 |
| 13.3 | Pages | 10-28 |
| 13.4 | Pages | 29-41 |
| 13.5 | Pages | 42-71 |
| 13.6 | Pages | 72-96 |
| 13.7 | Pages | 97-108 |
| 13.8 | Pages | 109-112 |
| 13.9 | Pages | 113-117 |
| 13.10 | Pages | 118-121 |
| 13.11 | Pages | 122-123 |
| 13.12 | Pages | 124-129 |
| 13.13 | Pages | 130-135 |
| 13.14 | Pages | 136-137 |
| 13.15 | Pages | 138-141 |
| 13.16 | Pages | 142-159 |
| 13.17 | Pages | 160-170 |