



MASSACHUSETTS
GENERAL HOSPITAL

NURSING



FORCE 6 Quality of Care

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EXECUTIVE SUMMARY FORCE 6: QUALITY OF CARE

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From the U.S. News and World Report annual ranking of best hospitals to *Boston Magazine's* yearly Best Doctors list, Massachusetts General Hospital (MGH) has long been recognized as one of the top institutions in the country for patient care. In 2006 and 2007, several different dimensions of the hospital were honored for their excellence. Awards from *Working Mother* magazine, the AARP, the American Heart Association, the National Business Group on Health and the Alliance for Work-Life Progress put a formal framework around what many MGH employees have long known: that the hospital is not only one of the best places for patients to receive care, but also one of the best places to work.

The annual Staff Perceptions of the Professional Practice Environment Survey further reinforces the above assertion with 92% of the direct care Staff Nurses at MGH reporting being satisfied or very satisfied with the professional practice environment. The staff nurses' responses also indicate that they perceive they are providing high-quality patient care with 87% agreeing or strongly agreeing that "they have the freedom to make important patient care and work decisions", 81% agreeing or strongly agreeing that "they have enough time and opportunity to discuss patient care problems with other nurses" and 90% agreeing or strongly agreeing that "they have access to the necessary resources to provide culturally competent care." Moreover, clinical narratives, which have become part of the fabric of professional life at MGH and a vital component of the Professional Practice Model, mirror the assertion that patients, who choose MGH for their healthcare, receive exceptional, high quality care.

Sustaining and improving the quality of care delivered at MGH is integral to the mission of the institution and day-to-day work of all hospital staff and employees. MGH has a culture of local accountability for performance and performance improvement in the context of organization-wide values and priorities. MGH has an intricate infrastructure that supports and coordinates these quality and safety related efforts that underwent a significant reorganization in late 2006 to be consistent with Institute of Medicines Six Aims for Healthcare Systems Improvement- safety, effectiveness, patient centeredness, timeliness, efficiency and equity. Out of the redesign, two components emerged: The MGH/MGPO Center for Quality and Safety and Patient Care Services Office of

Quality and Safety. Details of the reorganization as well as committee and subcommittee structures and membership rosters are embedded throughout this Force. Two key initiatives are highlighted as well: The use of state-of-the-art Simulation Labs and the implementation of RL Solutions, a Web-Based Incident Reporting System.

MGH has numerous systems in place that support patient and staff safety. The MGH Safety Management Plan describes a comprehensive program that involves all employees and staff in an effort to reduce accidents and injuries through education and training, and the identification and elimination of known hazards. National standards as well as local, state, and federal regulations are applied as part of the program in order to reach the stated goals. The organization has also provided resources for a number of initiatives that improve workplace safety, including those around safe patient handling, sharp safety, tuberculosis prevention, and prevention and management of violence in the workplace which are detailed in this Force. In addition, the Hospital's commitment to integrity, honesty and safety is reflected in many of the policies and procedures including those addressing zero tolerance issues; such as, Fraud and Abuse Reporting, Conflict of Interest, Substance Abuse, Harassment, and Sexual Harassment.

The PCS Professional Practice Model embraces the tenets of the ANA Code of Ethics for Nurses as well as the Patients' Bill of Rights, providing the framework for nurses to use ethical analysis and decision-making in practice. Evidence of the nine statements articulated in the ANA document is clearly demonstrated by the participation of nurses at all levels of the organization in the interdisciplinary team approach to patient-focused care.

The Collaborative Governance structure, in its entirety, supports professional nursing practice at the MGH. The Ethics in Clinical Practice Committee provides a targeted forum for nurses and other disciplines to come together to identify, discuss, and seek resolution for ethical issues in practice. There are numerous additional committees; such as, The Advance Care Planning Task Force, MGH Ethics Task Force, Optimum Care Committee, Pediatrics Bioethics Committee, Harvard Ethics Leaders Council, Interdisciplinary Ethics Resource Program, and Unit Based Ethics Rounds, serving the functions of education, policy development and consultation to solidify the principles of ethics into practice. These committees which are further articulated in this Force have a broad interdisciplinary membership, with strong presence from nurses practicing at the bedside.

Nursing research is also an integral component of the Professional Practice Model at MGH. The Yvonne L. Munn Center for Nursing Research (The Munn Center) is the organizational structure that supports and promotes nursing research. Generated out of the quality improvement

and evaluation programs of the 1980s and funded initially as a research award and lectureship in the 1990s, The Munn Center has evolved into an established research center within the Institute for Patient Care. It is the bridge that translates academic knowledge and theory into clinical practice. The development of The Munn Center included the creation and enhancement of a number of research components: the Nursing Research Committee within the Collaborative Governance structure, the Clinical Nurse Specialist Research Task Force, the Nursing Research Operations Group, the Norman Knight Visiting Scholar Program, the Yvonne L. Munn Nursing Research Awards, the Yvonne L. Munn Post-Doctoral Fellowship, and the Doctoral Forum. Each of these committees or programs and their contribution to research at MGH are discussed at length in this Force. The CG Nursing Research Committee focuses on three main initiatives: Nursing Research Committee Journal Club, Did You Know Posters, and The Annual Nursing Research Expo, which are highlighted as well.

The development of The Munn Center culminated this year in the incorporation of The Yvonne L. Munn Center for Nursing Research as one of the pillars of the Institute for Patient Care; the creation of a discrete Munn Center cost center and budget; the appointment of the first Director of The Munn Center; the hiring of Nurse Researchers and other staff for The Munn Center; the move into dedicated space; and the initiation of the first-of-its kind Nurse Scientist Advancement Model for doctorally-prepared nurses. The Munn Center will continue to provide the infrastructure to showcase nursing knowledge; to ask and study the questions of concern to clinicians and patients; to build on existing knowledge and translate knowledge into evidence-based practice; to cultivate a spirit of inquiry; to create a community of scholars; and to promote nursing research at all levels.

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