



structure.
process.
outcomes.

MAGNET MONDAY

JANUARY 22, 2013

MGH Site Visit:
March 4-7, 2013

Magnet Lunch Forum
12-1pm, every Thurs.
(lunch provided)

An opportunity for leadership, Collaborative Governance champions and other staff to learn more about Magnet Recognition and the *Magnet Monday* topic-of-the-week.

Professional Development: Workforce and Career Development

This *Magnet Monday* is a companion piece to the Dec. 17, 2012, edition, which outlined support for nursing professional development through continued formal education, professional and specialty certification, and continuing education.

The importance of Professional Development through Workforce and Career Development is embedded in MGH culture as evidenced by the:

- MGH Mission: “...to advance that care through innovative research and education...”
- PCS Vision and Value Statements: “...our every action is guided by knowledge, enabled by skill, and motivated by compassion.”
- MGH Training and Workforce Development Mission Statement: “...facilitates and promotes employee education and training to attract, develop and retain a highly-skilled, diverse workforce through sustainable collaborations that support the MGH mission.”
- MGH Mission, Credo and Boundaries Statements: “As a member of the MGH community and in service of our mission, I believe that my colleagues and I are MGH’s greatest assets.”

How do Magnet Hospitals view workforce and career development efforts?

Nurse leaders and other leaders at Magnet hospitals recognize the importance of a well-educated, diverse workforce and the role that lifelong learning and workplace satisfaction play in the provision of safe, effective, high quality, patient-centered care. In addition, there is a commitment to developing the workforce of the future through collaborations and support with area schools and community entities.

Next week’s topic: “Peer Review”



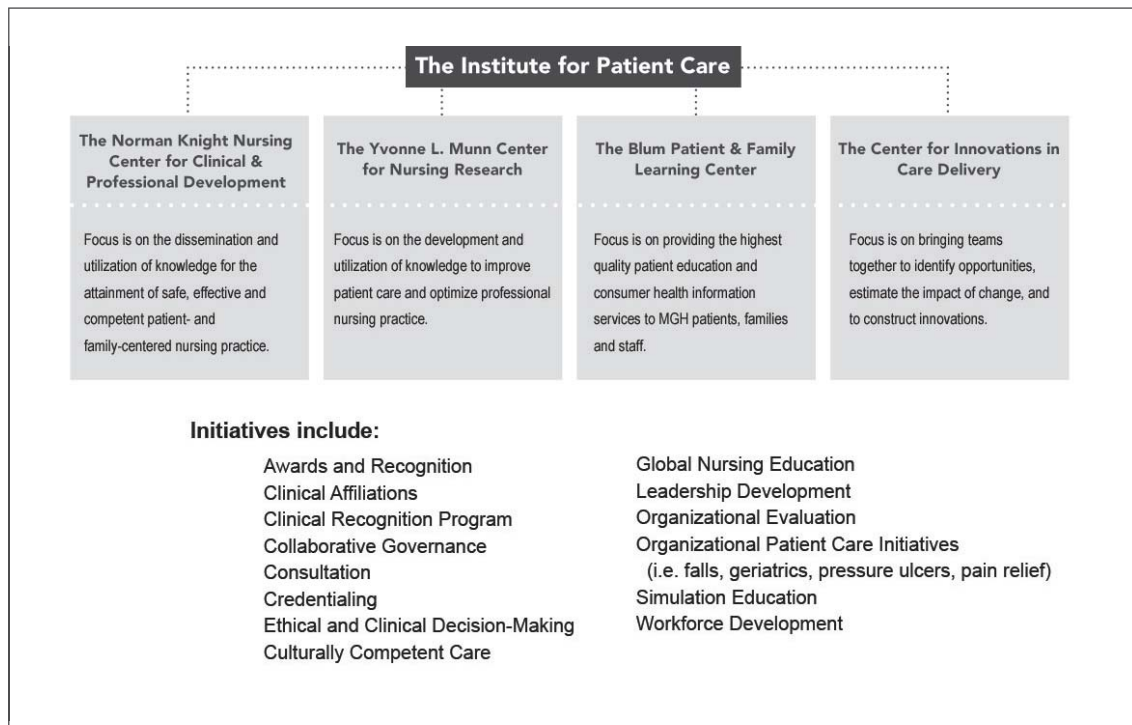
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Multiple structures and processes support Workforce and Career Development efforts for MGH nurses, other employees, students and visitors:

- *The Institute for Patient Care:* The Institute for Patient Care consists of a collaborative of centers, programs and initiatives designed to lead and support excellence in interdisciplinary clinical work in Patient Care Services and throughout the MGH. The mission of The Institute is to support and create new directions for professional development, to ensure that patients and families are educated consumers of care, and to generate, disseminate and integrate research in delivering evidence-based practice with the ultimate goal of providing safe, timely, efficient, cost-effective, high quality care.
- Institute Programs:
 - *Awards and Recognition Program:* financial support for education through vouchers, grants, scholarships, fellowships
 - *Clinical Affiliations Program:* teaching and mentoring of nursing students at baccalaureate, masters, and doctoral levels



For more information, visit mghcpcs.org/PCS/Magnet





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- *Global Nursing Education Program*: supports outreach programs and consultations to local, national and international groups of nurses as well as humanitarian efforts
- *Clinical Recognition Program*: recognizes clinical knowledge and decision-making (understanding attained through formal and experiential learning) as one of three themes of practice that distinguishes each level (Entry, Clinician, Advanced Clinician, Clinical Scholar)
- *Collaborative Governance (CG) Committee Structure and Ambulatory Practice Committee*: participation as a co-chair and/or Champion, acting as empowered communicators, content experts, and leaders in their respective areas of expertise
- *Workforce Development Program*: Choosing a Career in Nursing page on the Patient Care Services web site; coordination of Job Shadowing experiences
- *Leadership Development Program*
- The Norman Knight Nursing Center for Clinical & Professional Development (Knight Center) continuing education, inservice education, and training initiatives that are open to nurses throughout the system
- Diversity Initiatives
 - *PCS Diversity Program*: develops short- and long-range strategies to support PCS workforce diversification and best serve MGH's diverse patient population; supports a variety of initiatives to promote professional development, student outreach and culturally-competent care
 - *The Association of Multicultural Members of Partners (AMMP) scholarship and committee*: committed to advancing, retaining, recruiting, and developing multicultural professionals into leadership roles at all levels and areas within the Partners organization
 - *The MGH/UMASS Clinical Leadership Collaborative for Diversity in Nursing*: designed to increase the pipeline of diverse nurses caring for patients throughout Partners HealthCare and to develop diverse nurse leaders
 - *The Hausman Fund for Foreign-Born Nurses*: supports foreign-born employees at MGH who work 20 hours or more per week and are committed to pursuing a nursing career and practicing at MGH
- MGH Workforce Development Initiatives
 - *The MGH/James P. Timilty Middle School Partnership*: enriches the educational opportunities, improves the health, and expands the horizons of students at the Timilty School
 - *MGH Summer Jobs for Youth Program*: provides summer employment to Boston-area youth, exposing them to health-related careers and fostering career development
 - *Youth and Bicentennial Scholars Program*: supports college completion for young people of Boston, Chelsea and Revere who are interested in health and science careers

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MASSACHUSETTS
GENERAL HOSPITAL



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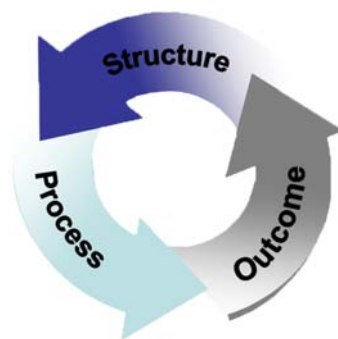
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- *Support Service Grants*: grants funded by The MGH Diversity Committee help employees in service departments fulfill their career goals
- Support for attendance at external local, regional, national, and international conferences or meetings negotiated with manager/director; guidelines for reimbursement as outlined in the “Partners Policy and Procedures for Employee Business Expenses”
- Advice and mentoring for employees wishing to advance their careers is provided centrally and at the unit level, including educational goal-setting during the annual performance appraisal process
- Flexible unit scheduling practices; allows time to attend classes

Workforce and Career Development: Select Outcomes

- MGH annually hosts an average of 1,600 nursing students from more than 30 schools of nursing.
- MGH nurses annually spend an average of 50,000 hours teaching and mentoring area nursing students in preceptored clinical experiences.
- 133 MGH nurses hold academic appointments at area nursing and medical schools.
- In 2012, MGH hosted 152 nurse visitors from around the world representing 17 different countries.
- AMMP annually awards an average of \$12,500 in scholarships to support minority employees in degree and certification programs.
- In FY 2011/2012, 71 employees received a total of \$54,750 towards their education from the Support Service Grant Program; 25 of these employees used their award to fund nursing education courses.



Donabedian, 1966; 1990
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