



Transformational Leadership

**2017 Re-designation
Site Visit Preparation**

The Magnet Vision



Magnet-recognized organizations will serve as the fount of knowledge and expertise for the delivery of nursing care globally. They will be solidly grounded in core Magnet principles, flexible, and constantly striving for discovery and innovation. They will lead the reformation of health care, the discipline of nursing, and care of the patient, family, and community.

The Commission on Magnet Recognition, 2008

Anticipated Activities of the Site Visit

(partial listing)

- Visit all inpatient units and ambulatory care areas (main campus and satellites)
- Document Review: personnel records—professional performance appraisals (looking for supervisor's evaluation, self-evaluation, peer review professional goals) and patient records (looking for interdisciplinary plan of care and interdisciplinary teaching)
- Meetings:
 - Clinical (staff) nurses—randomly selected for numerous breakfast, lunch & dinner meetings
 - Department of Nursing committees—including Collaborative Governance
 - Physicians, advanced practice nurses, other disciplines, case managers, support services
 - Interdisciplinary hospital committees
 - Patients, families, volunteers, & community representatives
 - Organizational & Patient Care Services leadership
 - MGH senior management & Board of Trustees
 - Quality and Safety initiatives leadership
 - Patient Care Services Executive Committee
 - Nursing Directors/Managers & CNSs/NPSs
 - Human Resources
 - Education
 - Research

Role of Magnet Champions

- Collaborative Governance Champions and identified staff at off-site locations
- Role: actively engage peers in on-going development of practice
Discovery | Communication | Motivation
- With local nursing leadership, leads dialogue with peers about Magnet evidence and site visit preparation



Communication and Education Plan

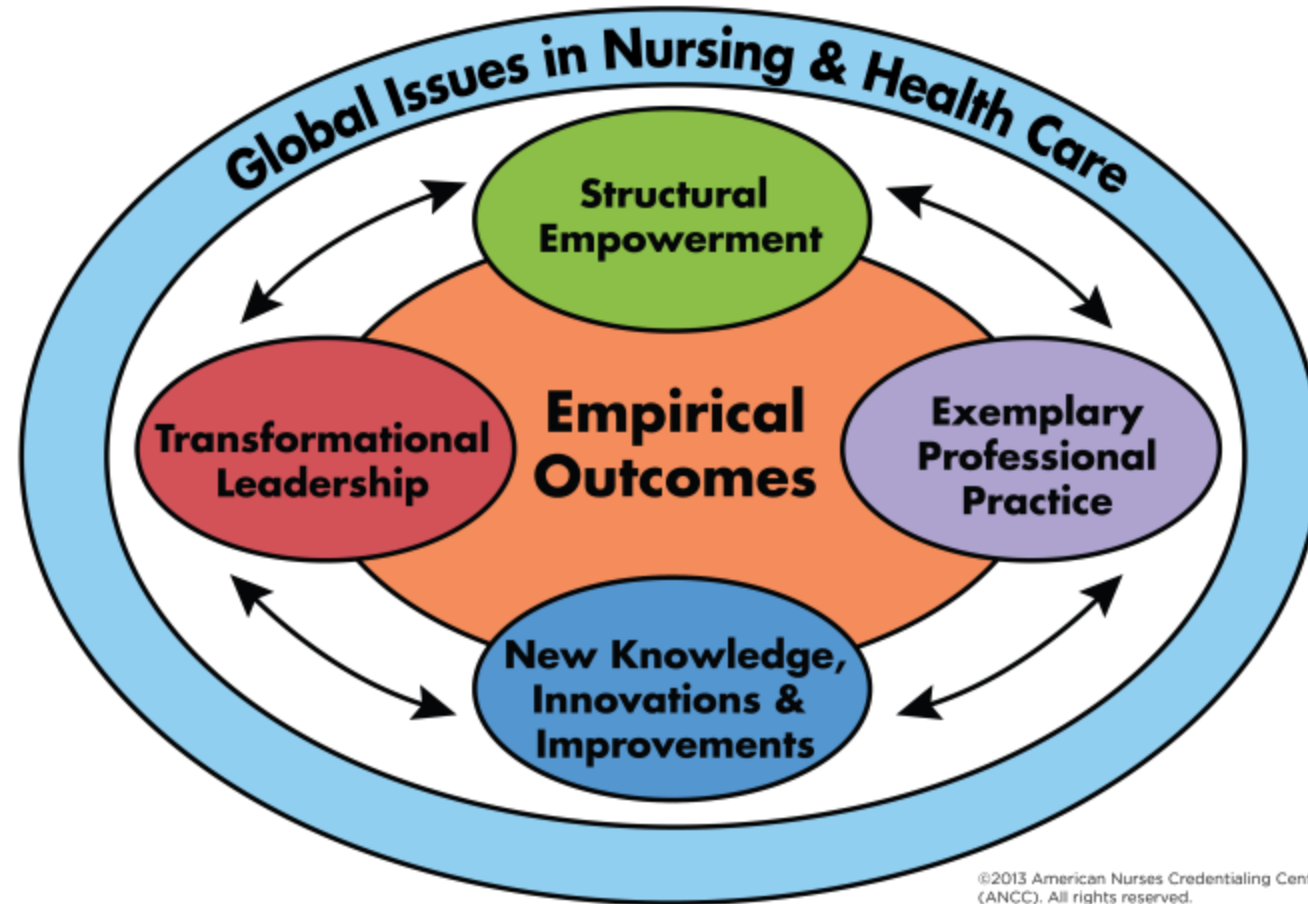
- **Weekly Focus Topics**
 - **Magnet Monday e-mails**—targeted info & resources
 - **Weekly forums for staff**—Thursdays, O’Keeffe Auditorium, 1:30-2:30pm (*videostreamed*)
 - **Updates at meetings**—Combined Leadership & Nurse Director
- **Collaborative Governance** committee meeting dialogues
- **SAFER Fair display** (Weds., Oct. 11, 12-2pm, Bulfinch Tent)
- **Magnet Recognition® Journey/Joint Commission Resource Guide** for all staff
- **“Magnet Roadmap”** poster for all units/areas
- **PPM and PCDM graphics** for display boards/staff areas
- **Excellence Every Day Magnet portal**
www.mghpcs.org/PCS/Magnet/index.asp



Weekly Focus Topics

| WEEK OF | TOPIC |
|---|---|
| | |
| Sept.18 | General Survey Preparation and Magnet 101 |
| 5 M A G N E T M O D E L C O M P O N E N T S | |
| Sept. 25 | Transformational Leadership |
| | |
| Oct. 2 | Structural Empowerment |
| | |
| Oct. 9 | Exemplary Professional Practice |
| | |
| Oct. 16 | New Knowledge, Innovations and Improvements |
| | |
| Oct. 30 | Empirical Outcomes |
| | |
| Nov. 6 | Site Visit Begins !!!! |
| | |

Magnet Model Components



Provides a framework to achieve excellence in practice

Transformational Leadership

How we lead for today and the future

Characteristics

- Leadership for today and the future
- Visionary/influential leaders—at all levels—create a shared vision;
lead others to meet needs of the future
- Challenging existing systems and proposing strategic, creative solutions
to mitigate problems
- Ability to deal with constant change; comfortable
with uncertainty



Transformational Leadership

How we lead for today and the future

Examples at MGH

- Nursing strategic plan aligns with organizational plan and provides clear direction
- Nurses at all levels advocate for/participate in practice-related decision-making
- Philosophy of Excellence Every Day
- Able to lead through planned and unplanned change
- Ongoing mentoring and succession planning at all levels



Transformational Leadership

How we lead for today and the future

Strategic Planning

The MGH Mission

“Guided by the needs of our patients and their families, we aim to deliver the very best healthcare in a safe, compassionate environment; to advance that care through innovative research and education; and to improve the health and well-being of the diverse communities we serve.”



Transformational Leadership

How we lead for today and the future

PCS Strategic Goals for 2016–2017:

- Workforce—Maintain MGH's Position as Employer of Choice
- Lead and Participate in Partners 2.0 Initiatives to Realize Targeted Cost Savings
- Implement and Support MGH Diversity Goals and Strategies
- Maximize Capacity through Emergency Department-Targeted Initiatives
- Sustain and/or Improve Select Quality, Safety and Patient Experience Indicator Performance



Transformational Leadership

How we lead for today and the future



MASSACHUSETTS
GENERAL HOSPITAL

NURSING AND
PATIENT CARE SERVICES

Nurses at all levels:

- Advocate for resources
- Participate in decision making to advance practice/support patient care

EXAMPLES:

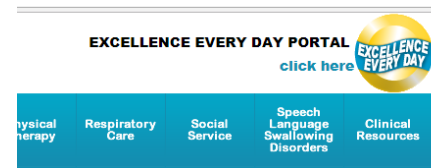
- Budget Process
- Project Proposals
- Plan of Care
- Staffing & Scheduling
- Collaborative Governance
- Interdisciplinary Committees and Subgroups
- Staff Meetings
- Unit-Based Committees & Subgroups
- Staff Perception Survey
- PLEN Learning Needs Assessment Tool

Transformational Leadership

How we lead for today and the future

Communication

- EED Portal
- Staff Meetings
- Committees
- E-mail
- Surveys
- Interdisciplinary Rounds
- Unit-based Communication Boards
- Town Meetings



Transformational Leadership

How we lead for today and the future

Planned & unplanned change



Transformational Leadership

How we lead for today and the future

Mentorship & succession planning



Transformational Leadership

How we lead for today and the future



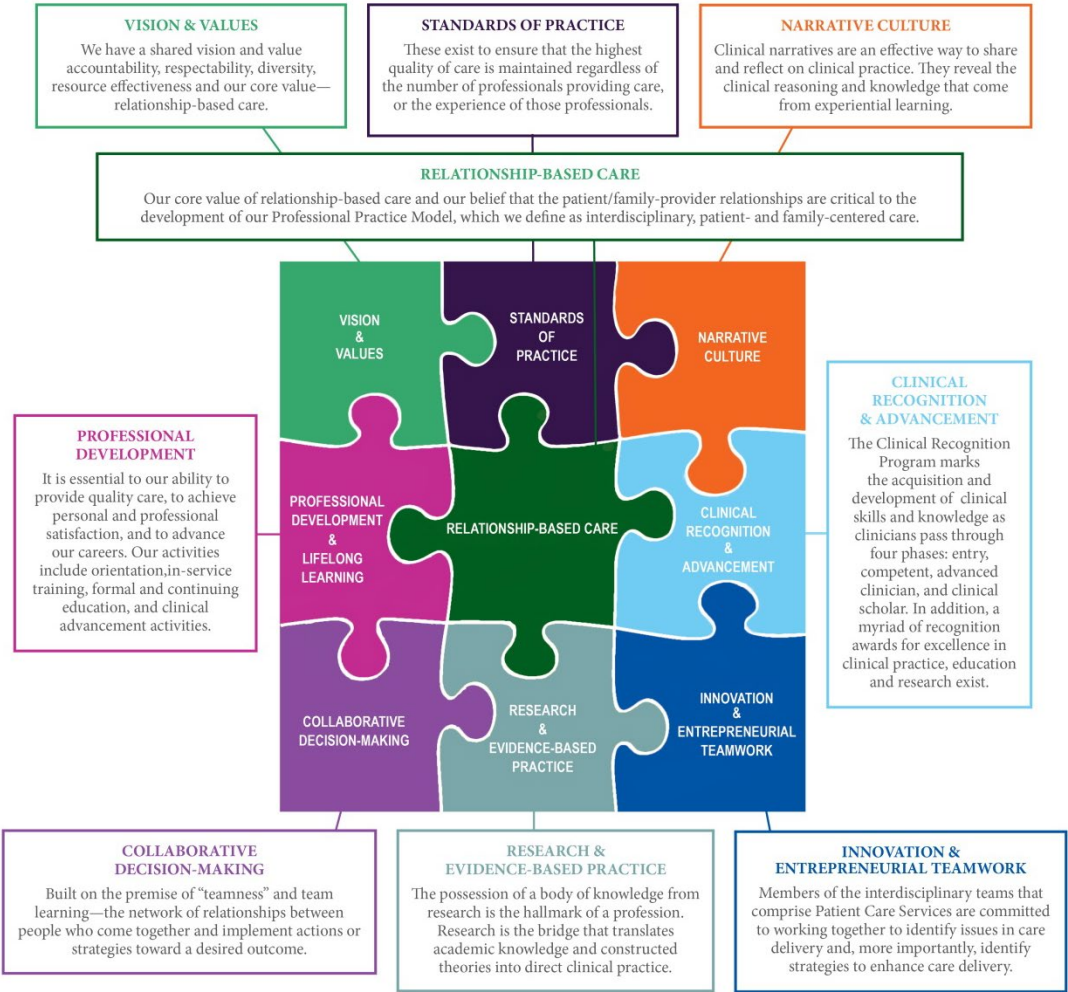
MASSACHUSETTS
GENERAL HOSPITAL

NURSING AND
PATIENT CARE SERVICES

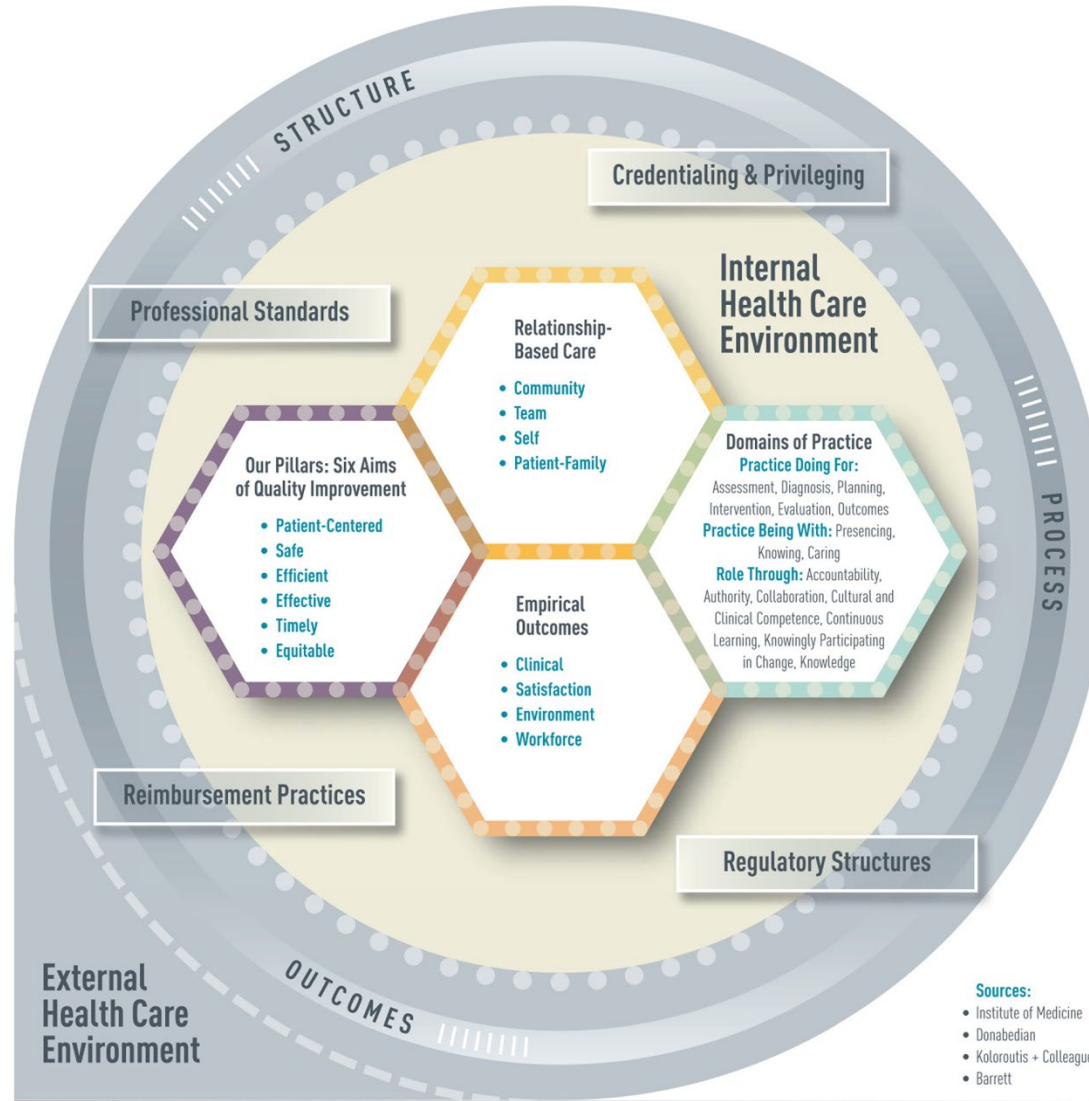
**Mock
questions...**



MGH Professional Practice Model (PPM)



Patient Care Delivery Model (PCDM)



Sources:

- Institute of Medicine
- Donabedian
- Koloroutis + Colleagues
- Barrett

Key Components

- Relationship-based care
- Domains of practice
- IOM's six aims of quality improvement
- Empirical outcomes

It's all about showcasing *your* practice...

You've got this!

For info & resources visit the EED Magnet Portal
<http://www.mghpcs.org/PCS/Magnet/index.asp>