



Exemplary Professional Practice

**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

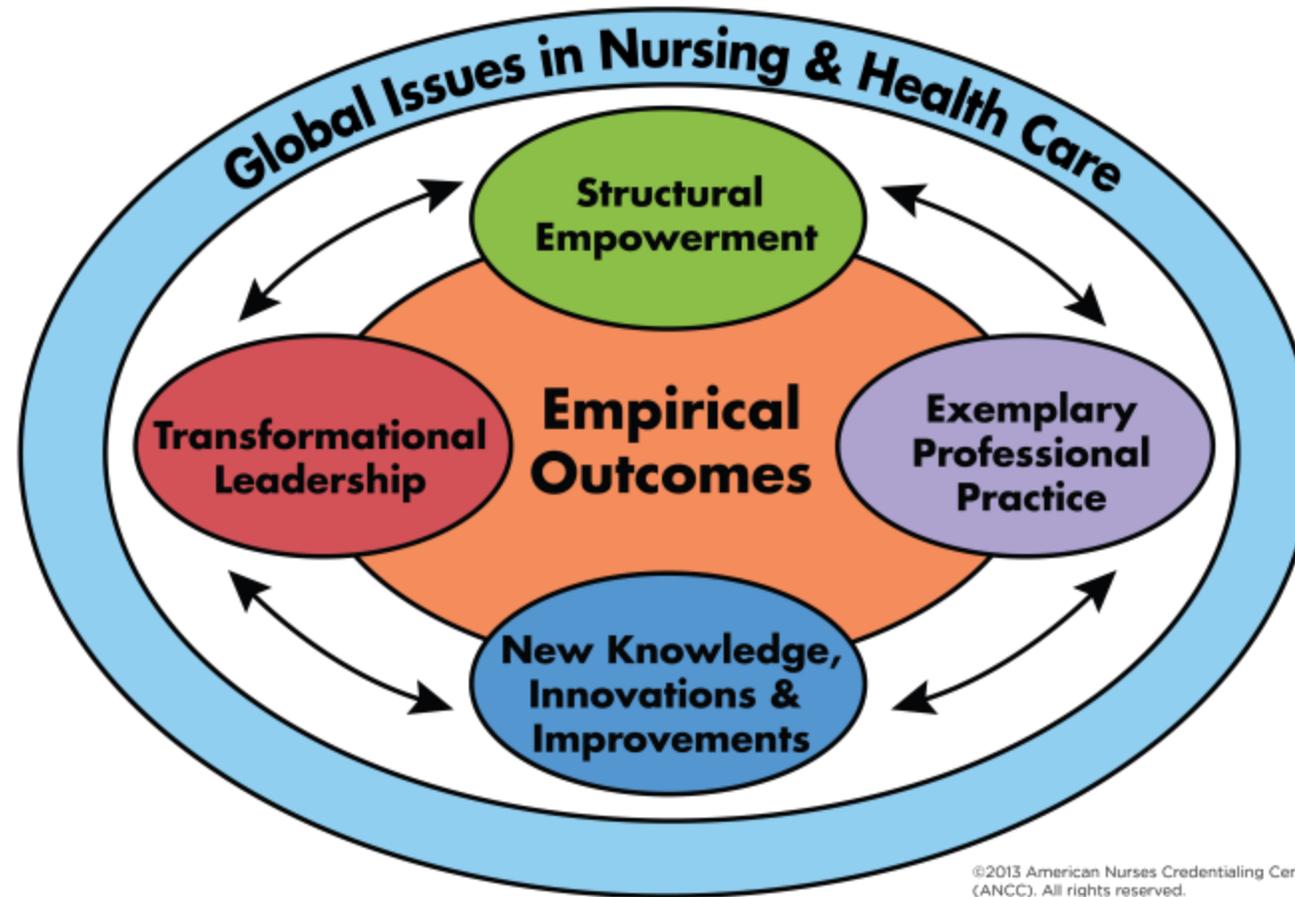
- **Weekly Focus Topics**
 - **Magnet Monday e-mails**—targeted info & resources
 - **Weekly forums for staff**—Thursdays, O’Keeffe Auditorium, 1:30-2:30pm (*videostreamed*)
 - **Updates at meetings**—Combined Leadership & Nurse Director
- **Collaborative Governance** committee meeting dialogues
- **SAFER 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

Characteristics

- Exemplary professional nursing practice is the essence of a Magnet organization – it is about what nursing can achieve.
- It is about how nurses interact with patients, families, communications and the interdisciplinary team to impact positive patient outcomes.
- Allows nurses to work in an environment where autonomy and accountability help define quality patient care and best practices.

Examples at MGH

Models

- Professional Practice Model
- Patient Care Delivery Model
- Relationship-Based Care

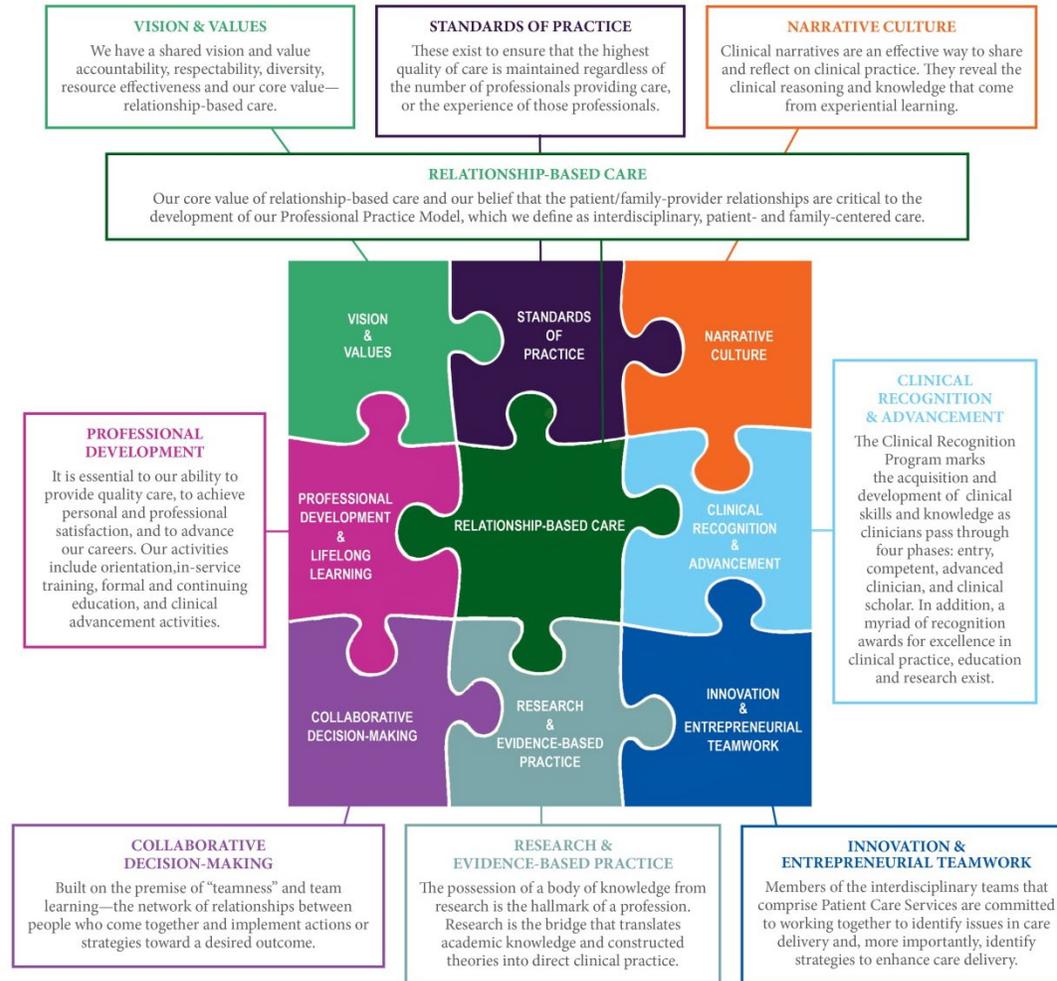
Processes

- Performance Appraisal Process
- Staffing, Scheduling & Budgeting
- Recruitment & Retention
- Policies & Procedures
- Culture of Safety
 - Workplace Safety
 - Safety Reporting
 - National Patient Safety Goals

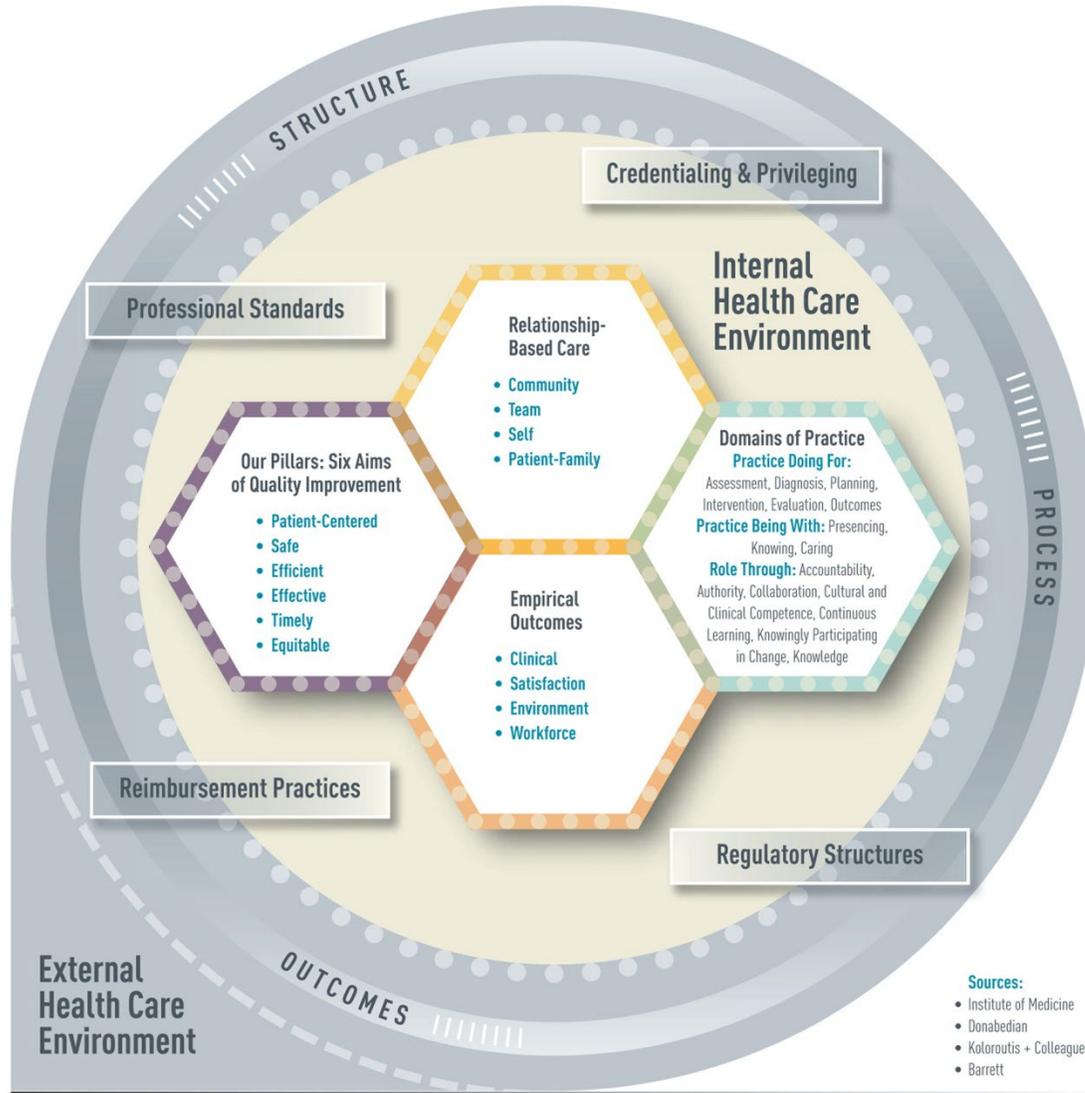
Clinical

- Scope of Practice
- Five Rights of Delegation
- Autonomy in Nursing Practice
- Use of Internal/External Experts
- Ethical Decision-Making & Resources
- Documentation
 - Interdisciplinary Plan of Care
 - Interdisciplinary Patient Teaching

MGH Professional Practice Model (PPM)



Patient Care Delivery Model (PCDM)



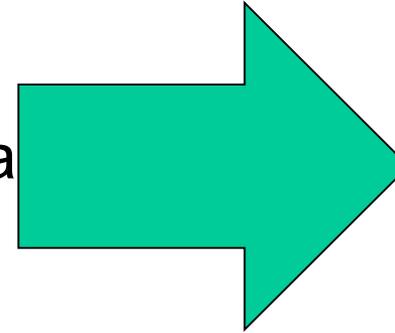
Key Components

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

Performance Appraisal Process

Four key components

- Self-Reflection- self-evaluation and clinical na
- Manager Review
- Peer Review



Mutually Determined Goals

*(The roadmap for
professional development)*

Staffing, Scheduling & Budgeting

- Clinical Nurses involved by:
 - Providing input into scheduling
 - Participating in time planning
 - Entering data related to patient care needs using the Quadramed AcuityPlus™ Productivity, Benchmarking, and Outcomes System - Inpatient Methodology (40 units)
 - Providing feedback to leadership regarding adequacy of staffing
- Clinical Nurses are supported by guidance documents, such as the Department of Nursing's *"Direct Care Staffing Guidelines"*
 - Staffing is based on patient care needs
 - Shift-to-shift staffing decisions are made by the Nursing Directors, Clinical Nurse Managers and/or unit-based registered nurses
 - Staffing is flexed up or down are based on a unit's actual workload

Recruitment & Retention

- #1 Referral Source: Word of Mouth
- Strong Professional Practice Environment

Examples:

- Variety of Onboarding and Residency Programs
- Norman Knight Nursing Center for Clinical & Professional Development and Simulation Center
- Interdisciplinary Teamwork
- Culture of Safety
- Clinical Recognition Program – advancement at the bedside
- Collaborative Governance – a voice in key decisions about practice and quality of work-life

Policies & Procedures

- Evidence-based
- Nurse/Interdisciplinary Team-Driven
- Set expectations for practice and care
- Specialty-Based Standards

Workplace Safety

Examples:

- Falls
- Sharps
- Patient Handling
- Flu Vaccination

Safety Reporting

Speak up for safety through sharing errors and near misses through narratives and filing of safety reports

Joint Commission National Patient Safety Goals

Identify patients correctly

Always use 2 patient identifiers

Two person verification for blood product administration

Improve staff communication

Report critical results on a timely basis

Use medications safely

Label all medications and solutions

Utilize and teach safe practices for anticoagulation therapy

Maintain and share accurate patient medication information

Use alarms safely

Respond promptly to every clinical alarm

Individualize parameter limits for the patient

Prevent Infections

Use hand hygiene

Adhere to Infection Control guidelines

Educate patients and families

Identify safety risks

Identify patients at risk for suicide or self-harm

Universal Protocol

Conduct a pre-procedure check, mark the site, and perform a Time Out to verify

Scope of Practice and Five Rights of Delegation

Nurse Practice Act: directs entry into practice, defines the scope of nursing practice, and identifies practices that must be reported to ensure public safety

- MA Board of Registration in Nursing (BORN) website
- MGH Magnet portal

Five Rights for Delegation

- Right **Task**
- Right **Person**
- Right **Circumstances**
- Right **Communication and Direction**
- Right **Supervision**

Autonomy: A hallmark of nursing practice at the Massachusetts General Hospital (MGH) is clinical autonomy where nurses practice to the full extent of their scope with the authority and freedom to make nursing care decisions for their patients in every setting.

MGH Examples

- OR nurse had the authority to delay start of a case to fully assess potential allergens in supplies
- CRNA developed ordering guidelines for blood transfusion

Internal Experts

- Clinical Nurse Specialists/Nursing Practice Specialists
- Interdisciplinary Rounds
- The Institute for Patient Care

External Experts

- Visiting Scholars
- Professional Organizations

- Excellence Every Day Portal
- Collaborative Governance Ethics in Clinical Practice Committee
- Unit- and service-based Ethics Rounds
- Optimum Care Committee
- Pediatric Bioethics Committee
- Palliative Care Service

Interdisciplinary Plan of Care

Plan of Care

- Overview
 - Plan of Care Progress Notes
 - Event Log
- Neurological Condition - Adult**
 - Activity Intolerance - Neurological Condition - Adult
 - Able to participate in acute rehabilitation during hospitalization -
 - Problem Interventions
 - Mobility promotion
 - Nonpharmacologic sleep promotion
 - Rest promotion
 - Aspiration Risk - Neurological Condition - Adult
 - Problem Interventions
 - Aspiration signs and symptoms assessment
 - Swallowing assessment - neurological condition
 - Cognitive-Perceptual Pattern, Impaired - Neurological Condition - A
 - Problem Interventions
 - Reorientation
 - Communication, Impaired - Neurological Condition - Adult
 - Problem Interventions
 - Effective communication techniques
 - Education, communication impairment
 - Discharge Readiness - Neurological Condition - Adult
 - Discharge to level of care that meets patient needs.
 - Problem Interventions
 - Discharge barriers assessment
 - Discharge expectations assessment
 - Discharge readiness assessment - adult
 - Discharge referral risk assessment

Interdisciplinary Patient Teaching

Assessment **Education**

Clear Selections Active All Filter

- Neurological Condition - Adult
 - nonpharmacologic pain management
 - pain communication
 - reality orientation
 - Stroke education: postdischarge follow-up
 - Stroke education: stroke risk factors
 - diabetic diet
 - management of abnormal glucose level signs & symptoms
 - increased cardiac output signs and symptoms
 - prescribed activity level
 - skin care
 - venous thromboembolism prevention and treatment
 - communication impairment
 - blood pressure monitoring
 - Stroke education: warning signs and symptoms of stroke
 - Stroke education: medications prescribed at discharge
 - Stroke education: activation of emergency medical system
 - community resources - stroke
 - prescribed diet - cerebrovascular disease
 - body weight control - cerebrovascular disease
 - Stroke education: written discharge instructions

Exemplary Professional Practice

Ensure Excellence

**Mock
questions...**



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>