



Structural Empowerment

**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

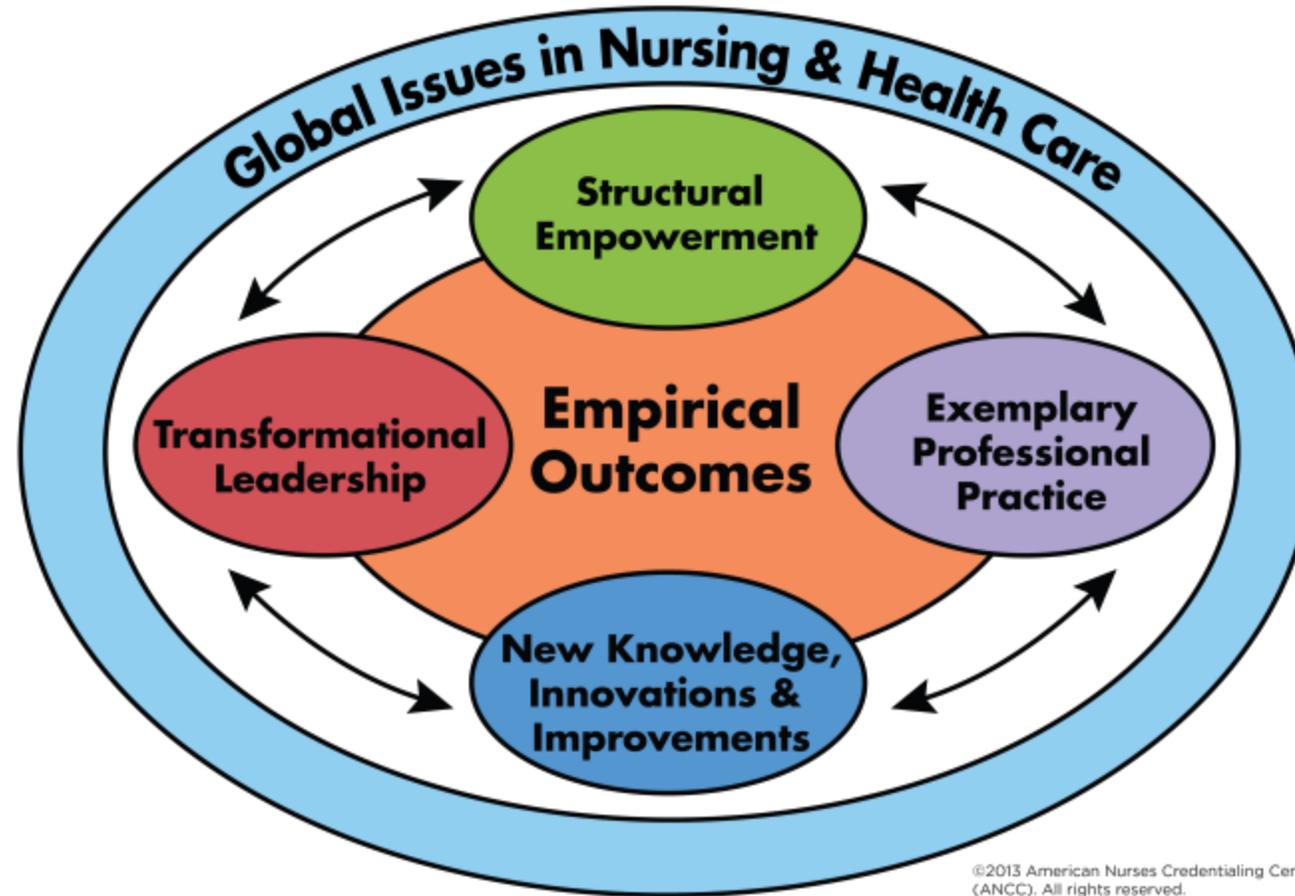
- **Weekly Focus Topics**
 - **Magnet Monday e-mails**—targeted info & resources
 - **Weekly forums for staff**—Thursdays, O’Keeffe Auditorium, 1:30-2:30pm (*videostreamed*)
 - **Updates at meetings**—Combined Leadership & Nurse Director
- **Collaborative Governance** committee meeting dialogues
- **SAFER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

Structural Empowerment

Support practice

Characteristics

- Transformational leaders create foundations that bring the mission, vision and values to life and encourage professional nursing practice to achieve its highest level
- Multi-directional communication among nurse leaders, bedside nurses and interdisciplinary teams
- Strong, collaborative relationships with other disciplines internally and in the community

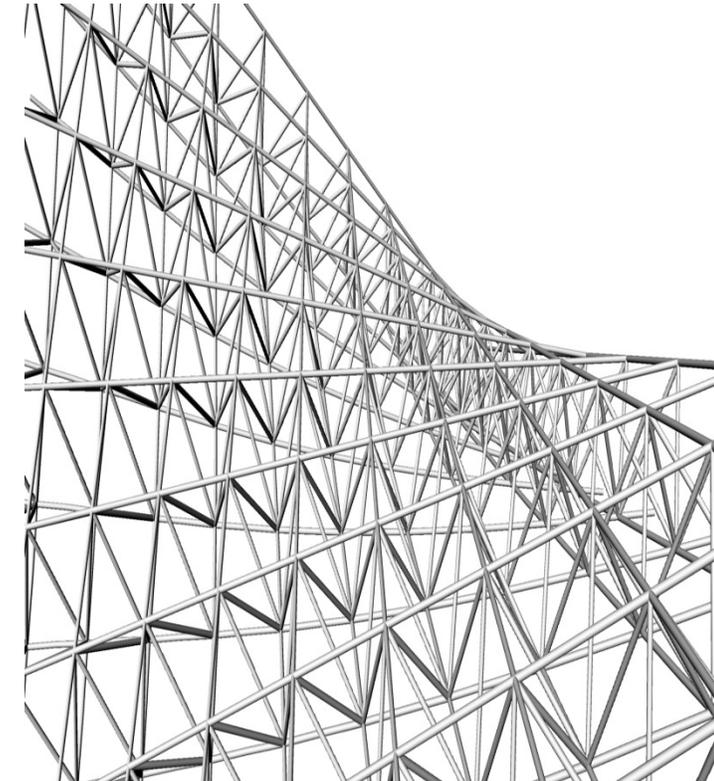


Structural Empowerment

Support practice

Examples at MGH

- Institute for Patient Care—innovative model for advancing high-quality, interdisciplinary health care through professional development, research, innovation and patient education (Center of Innovation in Care Delivery; Maxwell & Eleanor Blum Patient and Family Learning Center; Norman Knight Nursing Center for Clinical & Professional Development; and Yvonne L. Munn Center for Nursing Research).
- Professional Development (onboarding, training, continuing education, preceptor development, assessment of learning needs).
- Support for professional development, conference attendance, formal education and certification.
- Clinical Recognition Program
- Collaborative Governance
- Patient & Family Teaching
- Awards and Recognition Program



THE NORMAN KNIGHT NURSING CENTER FOR CLINICAL & PROFESSIONAL DEVELOPMENT

Focus is on the dissemination and utilization of knowledge for the attainment of safe, effective and competent patient and family centered nursing practice.

www.mghpcs.org/KnightCenter

THE MAXWELL & ELEANOR BLUM PATIENT AND FAMILY LEARNING CENTER

Focus is on providing the highest quality patient education and consumer health information services to MGH patients, families and staff.

www.massgeneral.org/PFLC

THE YVONNE L. MUNN CENTER FOR NURSING RESEARCH

Focus is on the development and utilization of knowledge to improve patient care and optimize professional nursing practice.

www.mghpcs.org/MunnCenter

THE CENTER FOR INNOVATIONS IN CARE DELIVERY

Focus is on bringing teams together to identify opportunities, estimate the impact of change, and to construct innovations.

www.mghpcs.org/Innovation

Programs: [Awards and Recognition](#) | [Clinical Affiliations](#) | [Clinical Recognition](#) | [Collaborative Governance](#)
[Credentialing](#) | [Ethical and Clinical Decision-Making](#) | [Wound Care](#) | [Global Nursing Education](#)
[Leadership Development](#) | [Pain Relief](#) | [Simulation Education](#) | [Workforce Development](#)

Norman Knight Nursing Center for Clinical & Professional Development



MASSACHUSETTS
GENERAL HOSPITAL

NURSING AND
PATIENT CARE SERVICES

- On-Boarding/Orientation
 - RN, NP, PCA, OA, USA
- In-Service
 - Products, devices, policy, procedures
- Continuing Education
- Certification programs
- Interdisciplinary Education
- Online Learning Management
- Regulatory Compliance
- Professional Development
- Project Management
- Consultations
- Virtual Nursing Grand Rounds



Knight Simulation Program

Knight Simulation Program Mission:

provide clinicians with opportunities to acquire knowledge and skills in a risk-free, experiential learning environment in order to improve the quality of care and promote safety for the patient and clinician.



Examples:

- Simulated Bedside Emergencies for the New Nurse
- Code Blue: Simulated Cardiac Arrest for the Experienced Nurse
- Interdisciplinary Code Team Training
- Obstetrics
- Pastoral Care and Ethics

Clinical Recognition Program

Entry

new clinician; learning to apply newly acquired knowledge and skill to the clinical situation. Learning to build patient relationships.

Clinician

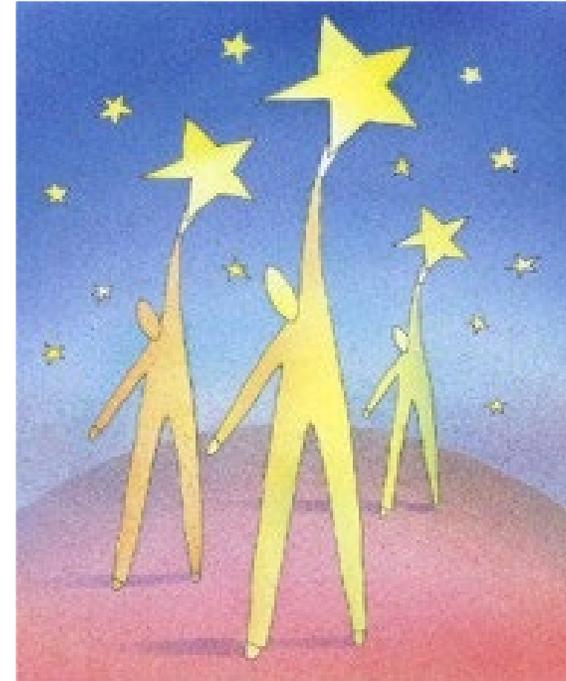
broad experience, pattern recognition guides clinical decisions. Individualizes patient care.

Advanced Clinician

in-depth knowledge; recognizes probabilities vs. possibilities. Influences practice/care on the unit.

Clinical Scholar

expert practice. Comfortable in taking clinically sound risks. Influence/impact is felt beyond the unit.



Collaborative Governance

Collaborative governance is a critical element within the Professional Practice Model that describes communication and decision-making processes and places the authority, responsibility and accountability for patient care with the practicing clinicians.



The Maxwell & Eleanor Blum Patient and Family Learning Center

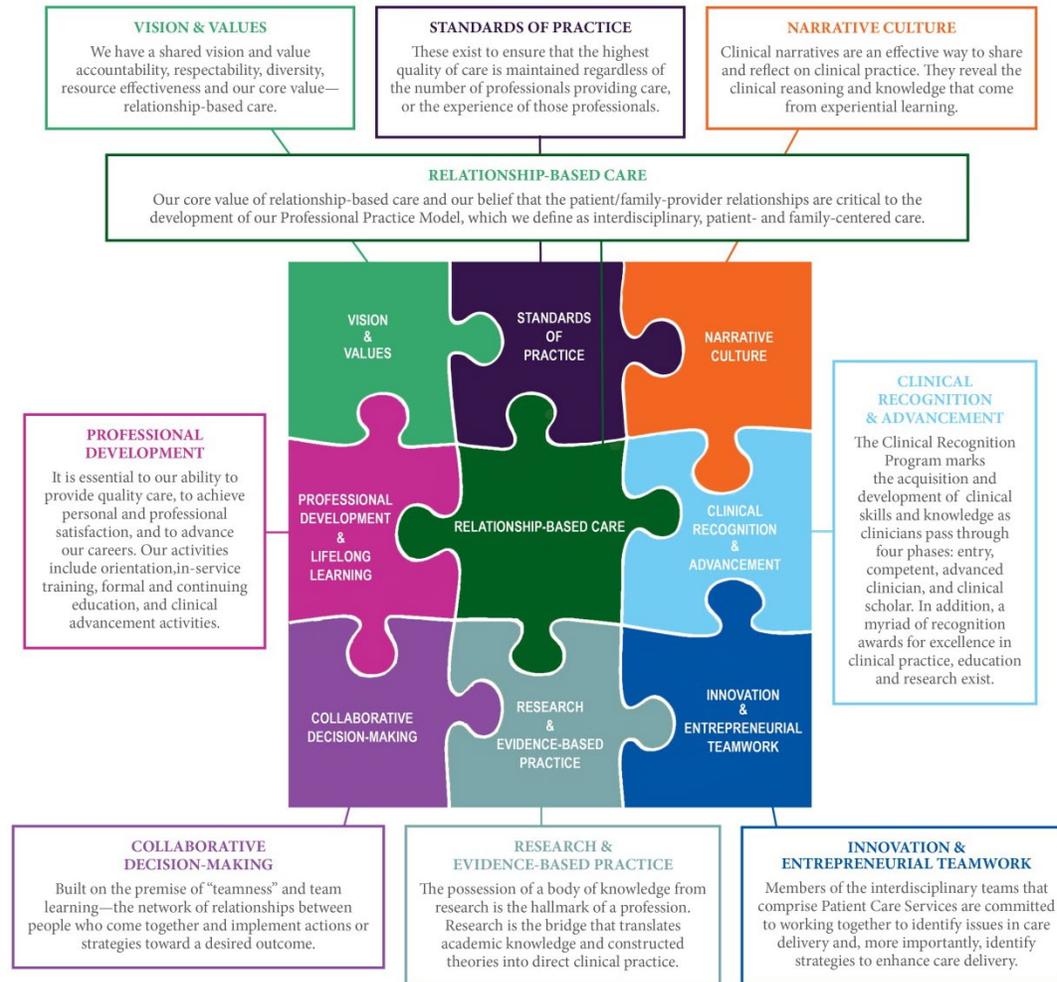
- Conduct comprehensive information searches on any health care topic for patients, families, visitors, and staff including information in languages other than English.
- Assist with MGH patient education material development and processes, health literacy evaluation, editing and review of final products.
- Provide orientation and in-service education programs to nurses and other clinicians to improve patient teaching skills and utilization of resources.
- Manage the hospital patient education television channel including the purchasing, licensing, cataloging, and updating of video titles.
- Provide 13 computer workstations for independent and facilitated information searches.
- House the Assistive Technology Center, which includes software, Braille printer, and Sorenson Relay for patients and family members with vision, hearing, and mobility disabilities.
- Sponsor educational programs including monthly book talks with MGH authors, a healthy living series, and the National Health Observances (NHO) Discussion Series.
- House reference material including over book titles, journals, and pamphlets on a variety of health topics.



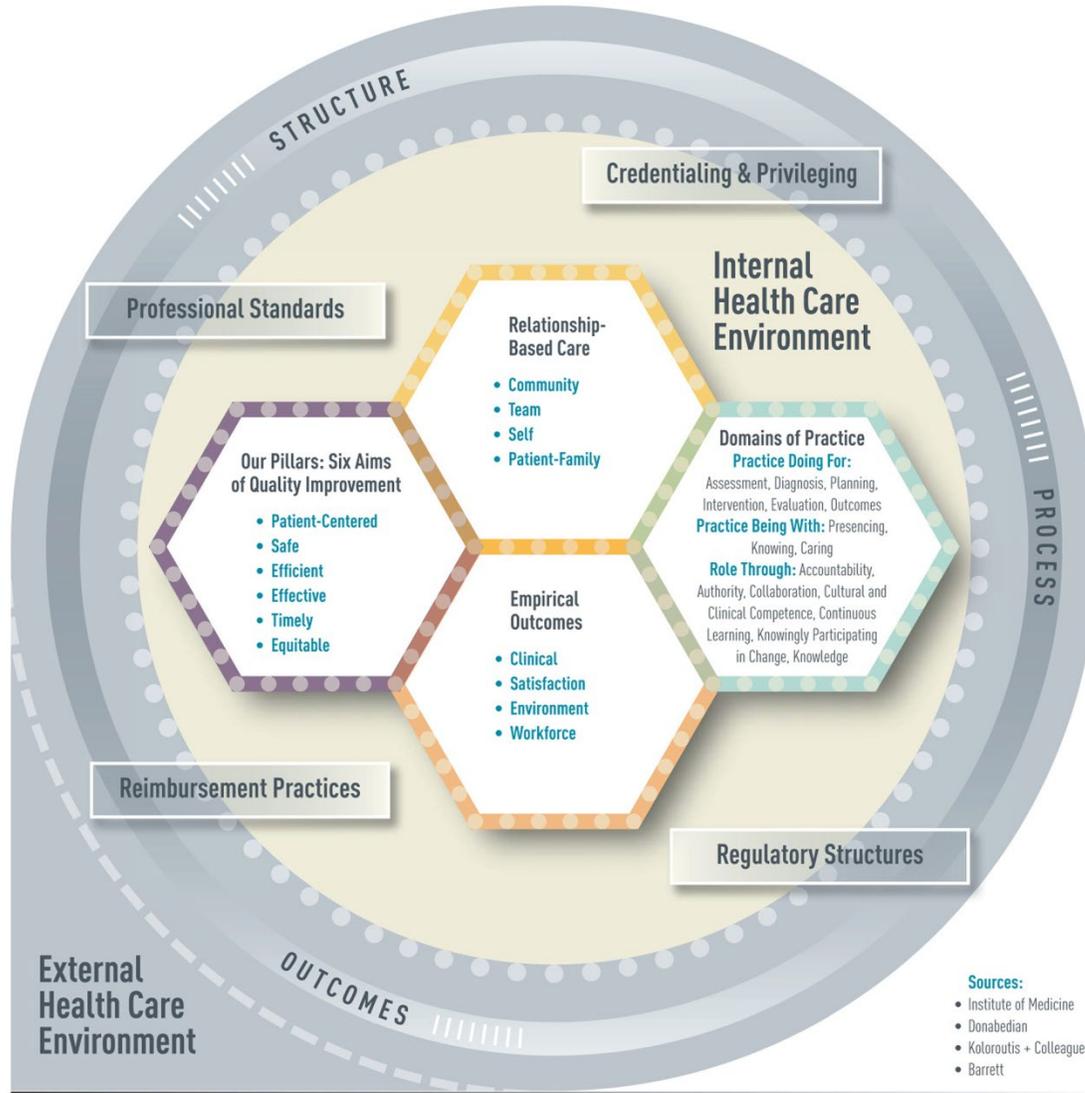
Awards & Recognition

- Fellowships to provide support for education and mentoring
(Hausman Nursing Fellowship)
- Unit/department specific awards
(Yvonne Munn Nursing Research Award | Orren Carrere-Fox Award for NICU Caregivers | Ben Corrao-Clanon Memorial Scholarship | Raphael/Cronin Award for Patient Advocacy | Patricia A. McGrail, BSN, RN, Nurse Mentoring Award)
- PCS awards for clinicians
(Norman Knight Preceptor of Distinction Award | Stephanie Macaluso, RN, Excellence in Clinical Practice Award | Jean M. Nardini, RN, Nurse of Distinction Award | Marie C. Petrilli Oncology Nursing Award)
- PCS awards for support staff
(Anthony Kirvilaitis, Jr., Partnership in Caring Award | Norman Knight Clinical Support Award | Brian M. McEachern Extraordinary Care Award)
- PCS scholarships to support continued education
(Norman Knight Nursing Scholarship | Norman Knight Doctoral Scholarship | Mary Forshay Scholarship | Charlotte and Gil Minor Nursing and Health Professions Scholarship To Advance Workforce Diversity | Cathy Gouzoule Oncology Scholarship | Pat Olson, RN, Memorial Scholarship)

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

Structural Empowerment

Support practice

**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>