Examples and narrative describing the collateral benefits resulting from creating and sustaining Magnet.

An illustrative way to describe the collateral benefits resulting from creating and sustaining a Magnet environment is to hear the perspectives of those impacted by it. In this narrative, the voices of patients, physicians, new graduate nurses, a Magnet Champion, and colleagues of MGH Nursing from other departments will showcase what it feels like to work in a Magnet environment.

Laura Clubb, RN, New Graduate Nurse, began her career on Phillips House 21 General Medicine on September 24, 2007. She attended University of Massachusetts, Boston.

_A few months ago, when I was still in nursing school, one of our class projects was to debate whether a hospital having Magnet status is a worthwhile endeavor or merely an advertising ploy. Unfortunately, this turned out to be one of the hardest assignments I ever worked on. There was virtually no information suggesting that a hospital striving for and attaining Magnet status is not a wonderful thing for its nurse._

_This assignment, while difficult, proved to be especially useful during my recent job search. We were told to seek out evidence that a facility values its nurses and works to show its appreciation for them. Although at the time this goal seemed unattainable, I decided that beginning my career at a Magnet hospital was ideal, because what better proof of this appreciation is there than an award that celebrates excellence in nursing?_

_Magnet hospitals are awarded this honor because they meet three main criteria: improved patient outcomes, high levels of job satisfaction, and a low turnover rate. This translates to happy patients, happy nurses, and a perfect place for me to hone my nursing skills. The excellent nurses found at a Magnet facility would be readily available to assist in my quest to be an excellent nurse as well._

_Massachusetts General Hospital was the first hospital in Massachusetts to achieve Magnet status. During my interview there, I was informed that only the best new and experienced nurses are hired, and also that my orientation period would be nothing less than challenging. I was also informed that nurses there have an impressive job satisfaction rate of 92%. Lastly, I was told that Mass General strived for Magnet standards long before the title was awarded._

_I feel that all hospitals should train their nurses in such a way that the end result is a nurse worthy of the Magnet name. New nurses should be immersed in this culture but nurtured at the same time. The idea of working at Mass General poses an exciting challenge for me. I am aware that my training will be demanding, but it will also be very thorough. I trust that the nurses at Mass General, known worldwide for their excellence, will ensure that I transition to a competent profession who upholds the standards of her profession.”_
Michaela Kinden, RN, New Graduate Nurse, also joined the Phillips House 21 General Medicine team on September 24, 2007. She attended Boston College.

“I imagine employment at an institution awarded the prestigious distinction of Magnet status by the American Nurses Association is desired by all nurses, but I am certain that a Magnet environment is the ideal milieu for a new graduate nurse. After graduating from Boston College’s Connell School of Nursing in May 2007, I began my search to find a facility whose visions and values correlated with the personal philosophy of nursing I had developed while acquiring my Bachelor of Science in Nursing. Specifically, I wanted to begin my practice at a hospital which passionately emphasized the highest quality of patient-focused care, interdisciplinary teamwork, commitment to research, and the opportunity for professional development. Assured that a Magnet hospital would be the best place to find these characteristics, I pursued a Staff Nurse position at Massachusetts General Hospital.

Compassionate and competent patient care is the principal goal of nursing practice, and Massachusetts General Hospital’s standards of care guarantee that every patient receives only the highest quality of care. During my clinical rotation at MGH, I witnessed consistent dedication to safety, respect, and highly skilled care on behalf of the nurses. I quickly discovered that Massachusetts General Hospital’s reputation for nursing excellence is derived from the relationships fostered between nurses, patients, and patients’ families. Providing detailed education, encouraging participation in decision making, achieving patient advocacy, and creating individualized plans of care based on patient needs confirmed to me that the Magnet culture at MGH is one where nurses highly value the patient’s they care for and the work they do.

As a new graduate nurse, a Magnet environment, dedicated to the philosophy of teamwork, will be critical in the process of gaining knowledge, experience, and confidence in my practice. Fellow nurses, advanced practice nurses, physicians, and other health care providers will all serve as important resources, and the strength of such collaborative relationships increases my confidence in beginning my career. The comprehensive preceptor based orientation and the mentorship of team leaders such as Nursing Directors and Clinical Nurse Specialists ensure that patients continue to receive the highest quality of care, and that new graduate nurses meet Massachusetts General Hospital’s high expectations through supportive professional teamwork.

Massachusetts General Hospital has a well deserved reputation for using current research to promote an environment rooted in evidenced-based practice. The research goals established by The Munn Center for Nursing Research and The Center for Innovations in Care Delivery correspond directly with my personal belief in the value of research for nurses. Furthermore, a Magnet environment, where evidenced-based practice is the standard, encourages all staff members to continuously question and improve their delivery of care, which, in turn, improves patient outcomes. This type of research based environment is essential for maintaining the highest quality of patient care as I mature into an experienced nurse.
Even as a new graduate, I think it is important to begin considering long term professional development. Massachusetts General Hospital is not only a tremendous facility at which to begin a practice, but also somewhere nurses choose to stay for a significant portion of their career. The Magnet environment’s devotion to the professional development of staff members encourages growth as a nurse through both education and leadership opportunities. The hospital’s collaborative governance empowers every nurse with a voice regarding decisions in every dimension of nursing practice. The leaders of MGH’s health care teams involve staff nurses in decision making, and encourage them to advance nursing practice through hospital resources such as educational courses, competency trainings, professional conferences, and tuition reimbursement. Promoting professional development allows nurses to meet personal career goals, improves care for patients, increases job related satisfaction, and helps to account for the low nurse turnover rate at the hospital.

I realize that it is the same characteristics that granted Massachusetts General Hospital recognition as the first Magnet Hospital in Massachusetts that attract me to the facility. On a daily basis, MGH nurses are given respect, empowerment, and the powerful ability to make a difference in patient’s lives. I am deeply honored and overwhelmingly excited to join the prestigious team of nurses at Massachusetts General Hospital, and to continue my development as a Staff Nurse in an environment which has been recognized and awarded for nursing excellence.”

Parents, Patricia and John Moniello from Barrington, NH, wrote the following nomination letter to the Nursing Director coordinating the Family-Centered Care Awards, nominating two nurses in the Pediatric ICU for the care they provided to their daughter Katherine.

“Dear Judy:

My husband John and I would like to nominate two of your Pediatric ICU (PICU) nurses, Gen and Lindsey, for the Family Centered Care Award. We feel that both of these nurses went above and beyond their call of duty when it came to the care of our daughter. Gen was our baby’s primary nurse and Lindsey was her constant backup for our 12-day stay in the PICU.

Our daughter Katharine came into the PICU via a Boston Medflight transport in the early morning hours. She was ultimately diagnosed with Group B Strep Meningitis with sepsis and other complications. The first three to four days were touch and go, and Gen and Lindsey worked non-stop with Katharine. Their constant care and understanding made it bearable for us as we were going through this horrible time. Both nurses are very down to earth and easy to talk to and because of the one-to-one relationship, John and I felt like we both bonded with them. We appreciated the “team” attitude and the way they included us in everything they were doing with Katharine in regards to her treatment. We thought their clinical knowledge was outstanding and if they ever had a question regarding procedure, would double check with someone else before administering that procedure. We feel that the care that
Katharine received from each of them ultimately is what pulled her through this ordeal. I don’t know what we would have done without them.

All of the nurses who took care of our daughter from the PICU to Ellison 17 Pediatrics were wonderful, but when people ask about our experience, we always mention Gen and Lindsey. When we moved up to Ellison 17, I had a very hard time leaving them and wished that I could have brought both of them upstairs with us! But knowing that they are in the PICU helping other babies that come into the hospital as sick as our baby was, warms my heart, because I know that the care they are giving to others is something only they can do. It is no surprise to us that MGH is a Magnet Hospital. Please consider both Gen and Lindsey for the Family Centered Care Award. They both truly deserve it.

Sincerely,
Patricia and John Moniello

Ms. Teri M. Fryer is a patient representative on the MGH Heart Center Patient & Family Advisory Committee.

“Thank you for inviting my husband, Tom, and me to participate on the MGH Heart Center Patient & Family Advisory Committee. We are pleased to have a voice in this forum. Also, congratulations on the news of Magnet status of the hospital. It matters to us that the designation has been bestowed on Mass General especially because of the meaning behind the recognition — that the nurses at Mass General are exceptional professionals who operate in a supportive environment and deliver excellent care.

It is vital to a patient’s belief in a hospital system that they feel they will receive good care from a nursing staff that is well educated, continually updated and provides individualized care. Because they need to, patients in a hospital establish immediate relationships with nurses since their care (and sometimes, their lifeline) is sustained at the nursing level. For a patient to understand that Magnet status has been confirmed on Mass General reinforces the idea that the patient’s care is of primary concern to the nursing staff, which is the anchor of a hospital’s medical treatment. I feel that his award is an indicator that Mass General provides patients with outstanding care based upon a nursing staff that is not only highly qualified professionally but noted for its caring and compassion as well. One of the purposes; of awarding recognition is to report progress in a particular field; this award tells us that the nurses, and the professional medical community at Mass General who support them, genuinely care about patients.”

The following letter is from Win Hodges, a Patient Advocate on the MGH Cancer Center Patient & Family Advisory Group.
“Both as a patient and a patient advocate I have considerable contact with nurses here at MGH. In April of this year, my wife Margie had surgery for a hernia repair and gastric bypass. We were in the hospital for four days following her surgery. The quality of nursing care we experienced was excellent and compassionate. We were fortunate to have a private room and thanks to the flexibility of the nursing staff, I was able to stay with her 24/7, which meant a great deal to both of us. The arrival of patients on the floor who needed more attention meant shifting of the nurses that took care of Margie, but all were knowledgeable, kind and responsive.

One of my relationships goes back 14 years when I was diagnosed and treated for stage 3 lung cancer. I remember the nurse, Gwen, who cared for me on the surgical floor after my surgery. I can’t tell you how much I appreciated her kind manner and gentle touch. To this day we hug every time we see each other. She now works exclusively in the Gillette Center for Women’s Cancers. Gwen is held in great esteem and affection by her patients. Another key nurse in my life works in my Primary Care Physician’s group in Internal Medicine Associates. Rochelle is both accessible and able to take care of many needs of the group’s patient. She has been a patient herself and this adds to the exceptional respect and compassion for her patients. In fact, Rochelle was one of the finalists for the Kenneth B. Schwartz Center’s Compassionate Caregiver Award in 2004. Rochelle has also raised substantial sums for Breast Cancer as a walk participant. Though she doesn’t solicit support a substantial portion of the funds she raises comes from her patients who are devoted to her.

Barbara Cashavelley, RN, MSN, AOCN, is the Nursing Director for the Cancer Center’s outpatient practice in the Yawkey Building and frequently attends our Patient and Family Advisory Council meetings. She has worked hard with us on issues relating to the patient ambulatory care experience. She has worked with us to make substantial improvements in phlebotomy scheduling, a potentially major problem in clearing patients for chemotherapy treatments before they start. As a problem solver and manager, she makes a great difference in the experience of both patients and clinicians at the Cancer Center.

Jackie Somerville, RN, PhDc, Associate Chief Nurse, is a staff member of our Patient and Family Advisory Council. She brings a broad perspective on Nursing inside and outside of the Cancer Center. Her judgment, sensitivity and communication skills are of tremendous value in helping patient members of the council understand the obstacles and issues clinicians face. Most recently she has been especially helpful in her dual roles as member of the Council and liaison with the architects for our new inpatient building. Our perspective is always on her mind in dealing with the architects and she is able to keep us in the loop on what is happening. The architect for our new inpatient building has built working models of patient rooms and an operating room and clinicians and patients have been able to spend time in the models and one clearly has the sense that our feedback is valued. I am convinced this is going to make a huge difference in the finished facility.
Marcy Bergeron, RN, ANP, is an Advanced Practice Nurse with the Bulfinch Medical Group, one of the primary care practices in Internal Medicine at MGH. We both work on a team that has been developing an Ambulatory Practice of The Future (APF). The APF, which will open in the fall of 2008, attempts to take a revolutionary rather than evolutionary approach to primary care development. Focusing on wellness, the APF is establishing new roles in primary care and taking full advantage of the advances in technology to allow clinicians at multiple levels to spend more time on work that only they can do. New roles in our primary care teams include a care coordinator and a population manager who will not only track outcomes and defined measures but will play a key role in coordinating follow-up and outreach in panel management. While characterized by close clinician/patient partnerships and a high level of communication and teamwork, the practice will use technology to provide remote monitoring and virtual visits. The APF will be transparent with patients having full access to their electronic records and test results and be able to schedule their own appointments as well as designate key friends or relatives who can access their records and be part of their care team. We started as a relatively large group working with IDEO, a nationally recognized firm specializing in helping organizations think “out-of-the-box,” whether it is designing a shopping cart or a business process. A core group of eight has emerged as we come into the implementation phase. Marcy has been a key member of the team throughout showing an ability to translate her experience in patient care and disease management to the broader issues of practice design. She will certainly play a key role in the new practice.

Finally, I would like to mention the research posters that regularly appear in the halls of MGH documenting the research and findings of nurse teams on projects from the development of a code team in Radiation Oncology to scientific and medical research based on study and experience with patient populations. I think MGH provides exceptional opportunities for nurses to learn not only from projects available to them but also from more experienced and exceptionally qualified peers. I personally think that the future of healthcare lies in a more level playing field and greater teamwork. MGH nurses are up to the challenge and the opportunity."

Susan Gill, RN, BSN, Staff Nurse, Same Day Surgical Unit wrote about her experience as a Magnet Champion in her clinical narrative as a component of her performance appraisal:

“I am writing my narrative on the experience I am having as a member of the Magnet Redesignation Group. I am a Magnet Champion and have been enlightened as to what is involved in such a distinguished certification as Magnet status.

I am thoroughly enjoying the opportunity to work with other staff members from different areas in the hospital as well as my peers in the Same Day Surgical Unit. The emphasis on the value of one another’s input and individual ideas in terms of gathering evidence has been of great value to me as a seasoned nurse. I was encouraged to gather and present ideas from our unit and these thoughts were discussed at our weekly meetings led by our Magnet Ambassador.”
The stories and evidence that we need to submit is all around us and it takes teamwork to identify and organize the information and submit it in a clear and concise manner.

I have always been proud to work at this institution and am proud to highlight our accomplishments. The Magnet Recognition process is one in which we as staff members (not just nursing) contribute to every day by our practice. That makes each and every one of us an important piece of MGH.”

Ed Raeke, Director, Materials Management, and his team collaborate with MGH Nursing to ensure that the right supplies and equipment are in the right place at the right time.

“Early in my 14-year career as a healthcare Materials Management professional, I came to the realization that my success, in many ways, would be determined by my ability to work closely and effectively with the Nursing department. The sense of collaboration, which has been fostered through the hard work and dedication by both departments, continues to flourish and is easily recognized in events such as large scale pump and tubing conversion, innovative approaches to equipment distribution and ongoing work around supply chain continuity in the context of standardization and cost savings. More importantly, however, are the dramatic improvements in the timeliness and quality of communications. We have learned to collectively deal with the issues that do arise in a complex organization like MGH, without finger pointing or blame. Our goal is to address concerns quickly and learn from them, so that we can ultimately improve in our ability to deliver exceptional patient care.

The cornerstone to our successful, collaborative relationship has always been mutual respect. Any time you are in a “support” role, there is a risk that an unhealthy hierarchy can develop. To the credit of our Nursing leadership group, this has never been allowed to take place. While my leadership team and frontline staff clearly recognize the critical importance that a nurse plays in delivering direct patient care, our Nursing department has, likewise, embraced us as a vital cog in the patient care effort. It is tremendously empowering to feel like your part of a greater team effort, and Nursing should be congratulated for creating this culture of collaboration.”

In today’s healthcare environment where institutions are faced with capacity management challenges every day, the Department of Nursing’s relationship with the Admitting Department is more important than ever. Nancy Connery, Director of Admitting, speaks to this partnership.

“As Director of Admitting my relationship with Nursing and Patient Care Services is critical. MGH is a 902-bed, high volume, high acuity facility where managing capacity is a constant challenge. I believe that one of the key factors to our success in this area is the daily working relationship between Admitting and Nursing. There can be some inherent opportunities for conflict in patient placement, however these are mitigated at MGH due to the collaborative and supportive relationship of the two groups.
Several years ago Nursing and Admitting created a clinical role that enhances and expedites patient placement. This involved role changes for both Departments as well as sharing space to help support communication. Due to trust and mutual respect, Admitting and Nursing have leveraged the new role into a more global placement model which always feels like a team effort.

The very best part for me is that the respect and collaboration comes from all levels of leadership in Nursing.”

Collaborative relationships between nurses and physicians are key. Here’s what two MGH physicians have to say.

"Being a Magnet hospital means working in an environment filled with collaboration between the nursing and physician staff. There is a sense of common goals and purpose - which translates into improved care of our patients. The skills of the nursing staff are respected and their input and communication is valued and is a key aspect to quality patient care. Working in such an environment is rewarding and fulfilling.”

Dr. Rory Weiner, Department of Cardiology

“I’ve been at the MGH for nine years now— four as a resident physician trainee, and five as a staff physician. I can unquestionably state that one of the most rewarding aspects of my work is the professional environment in which I work, and the interdisciplinary collaboration that permeates the institution. At the forefront of this is the trust I have in the quality of care that patients receive from the nurses here. I have benefited from learning from nurses throughout my training and I’m convinced that my patients receive better care because of the nurses caring for them. Truthfully, I became aware of what “Magnet Status” was and meant only gradually. I usually hear about it uttered from the nurses I work with as a symbol of pride in their work ethic and workplace. I knew of the work ethic and professionalism here well before the designation of “Magnet Status”. However, if it helps, as I think it does, retain the wonderful nursing expertise we have…and to attract others like them…its value cannot be overstated. I suspect that quality in nursing also adds to job satisfaction and retention of other professionals, including physicians.

Dr. Kris Olsen, Department of Medicine

When the MGH celebrated it’s designation as the first Magnet Hospital in Massachusetts on November 12, 2003, the entire MGH community was invited to the celebration (see attachment RD 11.a for coverage of this historical celebration in the December 4, 2003 issue of Caring Headlines. Displayed throughout Wang Ambulatory Care Center Lobby, where the celebration was held, were the following “Magnet Sound Bites” – facts and quotes about Magnet Recognition.
Magnet Hospital Recognition is the highest honor awarded by the American Nurses Association for nursing excellence.

Less than 90 hospitals worldwide have earned Magnet Hospital status.

MGH’s written application for Magnet Hospital Recognition included 2,305 pages of documentation showcasing how MGH meets the Magnet standards of care and professional performance.

“A strong commitment to always do what is best for the patient was an overwhelming central theme throughout the site visit.”

Magnet Recognition Program Appraiser

“Receiving Magnet Hospital status is a proud moment for our institution.”

Peter Slavin, MD, President, MGH

“Nurses at MGH set the standard.”

Overheard at a physician meeting during the Magnet site visit

“I chose to have my surgery at MGH because it is a Magnet Hospital.”

Patient from Arizona

MGH is the first and only Magnet Hospital in Massachusetts.

“I’ve always believed that MGH should be a Magnet Hospital. The hospital is a great environment for nurses, with a nursing leader who fosters excellence in practice.”

Audrey Jasey, RN, Staff Nurse

“MGH values autonomy, diversity and excellence in patient care, and supports its employees by providing resources, opportunities for advancement and a professional, respectful workplace. It that’s not a Magnet Hospital, what is?”

Mary Williams, RN, Staff Nurse

“I always feel confident when I’m heading to work, no matter what shift, that I will have the resources I need to grow, be safe and achieve positive patient outcomes.”

Steven Grondell, RN Staff Nurse

“MGH nurses consistently have distinguished themselves as leaders within their profession.” — Jeanette Ives Erickson, RN, Chief Nurse

“It is quite gratifying to have the American Nurses Association formally confirm what the MGH community has always known — that MGH nurses are the best of the best.”
Jeanette Ives Erickson, RN, Chief Nurse

“This honor is so well deserved by our nurses — who consistently provide the highest quality of care to the patients we serve.”

Peter Slavin, MD, President, MGH

“It was a deeply rewarding adventure because it forces us to step out of our daily practice and look at the accomplishments we have all achieved, and reflect upon the great things we do every single day.”

Input from a Staff Nurse into Magnet Recognition Evaluation
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A celebration of ‘Magnetic’ proportion

It was a celebration that marked the beginning of a new era at MGH. On Wednesday, November 13, 2003, MGH officially celebrated its recognition as the state’s first Magnet hospital. The gala event, held in the lobby of the WAGC, was attended by Partners and MGH administrators, members of the MGH Board of Directors, staff and leadership from all disciplines, and employees from throughout the hospital. There was live music, there was food and drink, there were posters chronicling our Magnet journey, there was even a life-sized ice sculpture of the American Nurses Credentialing Center’s Magnet seal of recognition. It was an event to remember.

MGH president, Peter Slavin, MD, who exceeded the program, opened by saying, “September eighth was a very exciting day at MGH. That’s when we got the phone call confirming that MGH had received the highest honor bestowed on hospitals for excellence in nursing. And with that call we became the first Magnet hospital in Massachusetts.”

Slavin acknowledged senior vice president for Patient Care, Jeanette Ives Erickson’s leadership, the incredible effort put forth by the Magnet Steering Committee and its work groups, and the commitment and dedication of the entire MGH community.

Said Slavin, “Only eighty-eight hospitals in the world have attained this honor. We are proud that MGH is now counted among these exceptional institutions.”

When Ives Erickson took the podium, she unveiled the crystal obelisk award that accompanies Magnet recognition, saying, “It is wonderful to stand before you and present the MGH community with this symbol of excellence in patient care delivery.”

Ives Erickson thanked Maureen D’Italia, RN, Lori Clark Carson, RN, Magnet committee members and champions, and continued on page 4
the acknowledged the tremendous support of the entire MGH family. Said Ivon Bickson, “Magnet status means we are an extraordinary hospital; it means we have better outcomes for our patients; it means we foster an environment of teamwork; it means our nurses are exceptional. Magnet status means a lot!”

President and CEO of Partners HealthCare System, Dr. James Mongan, and chairman and CEO of the MGH, Dr. David Tornchi, both took the opportunity to congrati-
late the MGH community and commend employees for their hard work.

The Magnet recognition program grew out of a research study in the early 1960s to determine what factors characterized hospitals that were able to attract and retain qualified nurses despite a national shortage. Much hard work went into preparing for the Magnet review process, from compiling extensive written evidence, to the work of the Magnet Steering Committee, workgroups, and Magnet champions, to the site visit where employees had an opportunity to showcase their skill and commitment.

Caring Handlinas congratulates the entire MGH community for a job well done.