



MASSACHUSETTS
GENERAL HOSPITAL

THE INSTITUTE
FOR PATIENT CARE



Collaborative Governance Annual Report 2008



*Collaborative Governance 2008
Annual Report
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Introduction

We are pleased to bring you the 2008 Annual Report for Collaborative Governance (CG). Massachusetts General Hospital is proud of its CG program, one of the longest running and most successful programs in the US. Now in its 12th year, CG is an empowerment structure that has provided opportunities for leadership, professional growth, and a voice in decision-making to hundreds of PCS professional staff. It is impossible to estimate CG's many positive effects on its members although qualitative findings from serial surveys strongly and consistently support transformative personal and professional growth. Participation in CG has been the impetus for many staff to advance their educations, assume new positions, and volunteer for service in their professional organizations and communities. Members appreciate and often remark at the organizational perspectives they have gained from early access to information. Most identify new linkages with professionals from other departments who then become friends and resources. Over the years, CG has substantially contributed to the high satisfaction of PCS staff.

In 2008, Massachusetts General Hospital received redesignation as a Magnet hospital. The designation as Magnet recognizes quality patient care, nursing excellence, and innovations in professional nursing practice. Much of the evidence that was submitted to the American Nurses Credentialing Center highlighted the tremendous contributions of the CG committees in elevating and promoting care that is safe, effective, culturally sensitive, patient-centered, timely, efficient and equitable. It was a privilege and honor to witness the dialogue between the Magnet appraisers and the CG committee members. The appraisers left with a greater appreciation of how staff nurses and other clinicians can influence and shape exemplary practice.

We are proud to bring you the 2008 accomplishments of our seven CG committees: Diversity Steering, Ethics in Clinical Practice, Nursing Practice, Nursing Research, Patient Education, Quality and Staff Nurse Advisory, which exemplify the dedication of its members and how they have helped to create and sustain a professional practice environment worthy to be called Magnet.

Gaurdia Banister, RN, PhD, Executive Director
Susan Lee, RN, PhD, Nurse Scientist
Collaborative Governance C0-Leaders

**Collaborative Governance
2008 Leadership**

Diversity Steering Committee

Co-Chair: Carly Jean Francois, RN, Staff Nurse, Ellison 18, Pediatrics
Coach: Judy Newell, RN, BS, Nurse Manager, Ellison 17 & 18, Pediatrics
Advisor: Deborah Washington, RN, PhD, Director, PCS Diversity Program

Ethics in Clinical Practice Committee

Co-Chairs: Susan Warchal, RN, Staff Nurse, Emergency Department
Gayle Peterson, RN-BC, Staff Nurse, PH 21, General Medicine
Coach: Cynthia LaSala, RN, MS, Clinical Nurse Specialist, PH 21, 22, General Medicine
Advisor: Ellen Robinson, RN, PhD, Clinical Nurse Specialist in Ethics, Institute for Patient Care

Nursing Practice Committee

Co-Chairs: Maureen Beaulieu, RN, Staff Nurse, Emergency Department
Edna Riley, RN, Staff Nurse, IV Therapy
Coach: Joanne Empoliti, RN, MSN, Clinical Nurse Specialist, PH 22, Surgery & WH 6, Orthopedics

Nursing Research Committee

Co-Chairs: Chelby Cierpial, RN, MSN, APRN-BC, CNS Ellison 11, Cardiac Access Unit
Mary E. Larkin, MS, RN, Nurse Manager, Diabetes Research Center
Coach: Catherine Griffith, RN, MSN, Clinical Nurse Specialist, Blake 8, Cardiac Surgery ICU
Advisor: Virginia Capasso, APRN-BC, PhD, Clinical Nurse Specialist, Norman Knight Nursing Center

Patient Education Committee

Co-Chairs: Janet King, RN, Staff Nurse, Endoscopy Unit
Angela Sorge, RN, BS, Staff Nurse, Ellison 11, Cardiac Access Unit
Coach: Taryn Pittman, RN, MS, Patient Education Specialist/Manager
Blum Patient and Family Learning Center

Quality Committee

Co-Chairs: Karen Lipshires, RN-BC, MS, Chemo Order Set Coordinator, Yawkey 8, Oncology
Andrea Bonanno, RPT, Clinical Specialist, Physical Therapy
Coach: Carol Camooso Markus, RN, MS, Staff Specialist, PCS Office of Quality & Safety
Advisor: Keith Perleberg, RN, MDiv, Director, PCS Office of Quality & Safety

Staff Nurse Advisory Committee

Chair: Jeanette Ives Erickson, RN, MS, FAAN
Senior Vice President for Patient Care and Chief Nurse

Committee Leaders Meetings

Co-Chairs: Gaurdia Banister, RN, PhD, Executive Director, Institute for Patient Care
Susan Lee, RN, PhD, Nurse Scientist, Institute for Patient Care

Staff Assistant: Doreen De Luca

Collaborative Governance
2009 Leadership

Diversity Steering Committee

Co-Chair: Carly Jean Francois, RN, Staff Nurse, Ellison 18, Pediatrics
Audrey Jasey, CMSRN, Ellison 16, General Medicine
Coach: Maureen Schneider, MS, RN, CPHQ, Director, Central Resources
Advisor: Judy Newell, RN, BS, Nurse Manager, Ellison 17 & 18, Pediatrics

Ethics in Clinical Practice Committee

Co-Chairs: Susan Warchal, RN, Staff Nurse, Emergency Department
Gayle Peterson, RN-BC, Staff Nurse, PH 21, General Medicine
Kristen Wilson, RN, Staff Nurse, Ellison 7 (Co-Chair Intern)
Coach: Cynthia Ann LaSala, MS, RN, Clinical Nurse Specialist, PH 20, 21, General
Medicine
Advisor: Ellen Robinson, RN, PhD, Clinical Nurse Specialist in Ethics, Institute for Patient
Care

Nursing Practice Committee

Co-Chairs: Maureen Beaulieu, RN, Staff Nurse, Emergency Department
Edna Riley, RN, Staff Nurse, IV Therapy
Coach: Joanne Empoliti, RN, MSN, Clinical Nurse Specialist, PH 22, Surgery &
WH 6, Orthopedics

Nursing Research Committee

Co-Chairs: Chelby Cierpial, RN, MSN, APRN-BC, CNS Ellison 11, Cardiac Access Unit
Kate Fillo, RN-BC, MPH, Staff Nurse, Bigelow 11
Coach: Mary E. Larkin, MS, RN, Nurse Manager, Diabetes Research Center
Advisor: Virginia Capasso, PhD, APRN-BC, CNS: Norman Knight Nursing Center, Nurse
Scientist: Yvonne Munn Center, Co-Director: MGH Would Care Center

Patient Education Committee

Co-Chairs: Nancy Davis, RRT, AE-C, Respiratory Therapist, Respiratory Care Department
Angela McColgan, RN, BS, Staff Nurse, Ellison 11, Cardiac Access Unit
Coach: Taryn Pittman, RN, MS, Patient Education Specialist/Manager
Blum Patient and Family Learning Center

Quality Committee

Co-Chairs: Judy Sinsheimer, LICSW, Clinical Social Worker, Out-Patient Neurology
Denise Lauria, RN, Staff Nurse, OR
Co-Coaches: Carol Camooso Markus, RN, MS, Staff Specialist, PCS Office of Quality & Safety
Karen Lipshires, RN-BC, MS, Chemo Order Set Coordinator, Yawkey 8,
Oncology
Advisor: Keith Perleberg, RN, M.Div., Director, PCS Office of Quality & Safety

Staff Nurse Advisory Committee

Chair: Jeanette Ives Erickson, RN, MS, FAAN
Senior Vice President for Patient Care and Chief Nurse

Committee Leaders Meetings

Co-Chairs: Gaurdia Banister, RN, PhD, Executive Director, Institute for Patient Care
Susan Lee, RN, PhD, Nurse Scientist, Institute for Patient Care

Staff Assistant: Doreen De Luca

*Collaborative Governance
2009 Meeting Schedule*

Diversity Steering Committee

1st and 3rd Tuesday of each month, 12-1pm
Bigelow 1030 Conference Room

Ethics in Clinical Practice Committee

1st Wednesday of each month, 1-3pm
O'Keeffe Auditorium

Nursing Practice Committee

2nd and 4th Tuesday of each month, 1-2:30pm
Yawkey 2210 Satter Conference Room

Nursing Research Committee

1st Friday of each month, 1-2:30pm
Blake 8 Conference Room

Patient Education Committee

2nd & 4th Wednesday of each month, 1:30-3pm
Bigelow 1030 Conference Room

Quality Committee

1st and 3rd Tuesday of each month, 1-3pm
Yawkey 2210 Satter Conference Room

Staff Nurse Advisory Committee

1st Tuesday of each month, 11:30am-12:30pm
Trustees Conference Room (Bulfinch 222)

Committee Leaders Meetings

1st Monday of each month, 10:30 am – 12:00 pm
Founders 311 Conference Room

*Patient Care Services
Diversity Steering Committee
Annual Report 2008*

Description of Committee:

The Patient Care Services Diversity Steering Committee is committed to supporting and developing strategies, which transform our work setting into a more inclusive and welcoming environment for staff and patients alike. The committee's work includes professional development, student outreach, programs centered on culturally competent care and input into the development of patient education material specifically designed for use by clinicians who care for a diverse patient population.

Charges:

- Professional Development
- Culturally Competent Care/Staff Education
- Patient Education Materials
- Student Outreach: MGH Foreign Nurses Group
- Community
- Climate of inclusion

Meeting Schedule: 1st and 3rd Tuesday of each month 12noon – 1PM

Co-Chairs:

Carly Jean-Francois	Staff Nurse, Ellison 18
Coach:	Judith Newell, RN Nurse Director, Ellison 17 & 18
Advisor:	Deborah Washington, RN Director, Diversity

Members:

Claribell Amaya, RN	Staff Nurse, White 6
Mary Cunningham	Director, Customer Service
Nancy D'Antonio, RN	Case Manager, Obstetrics
Audrey Jasey, RN	Staff Nurse, Ellison 16
Benjamin Lanckton	Chaplain, Chaplaincy
Kathleen Myers, RN	Nurse Director, Ellison 6, White 6
Ivonny Niles, RN	Staff Nurse, White 6
Elizabeth Nolan	Global Health Services Liaison, Partners Int'l
Firdosh Pathan, RPh	Pharmacist, Pharmacy
Georgia Peirce	Director, Public Affairs
Donna Perry, RN	Professional Coordinator, Institute for Patient Care
Kerry Treacy, RN	Staff Nurse, Ellison 11
Joy Williams, RN	Staff Nurse, Radiology
Liang Yap, PhD	Administrator, Neurology

Recorder: Doreen De Luca

Goal: To educate the community about the stigma of illness (mental illness, cognitive disabilities, patient size)

Accomplishments:

- We are sponsoring a Down syndrome and Cognitive Disabilities Symposium that will be held in the O'Keefe. There will be several keynote speakers and include a parent panel. The goal is to provide additional skill sets and bring awareness to all to become more sensitive and supportive of Down syndrome patients and their caretakers.

Goal: Continue educating the workforce about cultural competence

Accomplishments:

- Continue with yearly celebrations:
 - Hajj
 - African Pinning Ceremony
 - St. Patrick's Day
 - Passover and Easter
 - Ramadan
 - Yom Kippur
 - Holiday's around the world
 - If tar

Goal: Sponsor a mentorship program for incoming nurses

Accomplishments:

- Some members of the committee are mentors to undergraduates in the new UMass mentorship program. This program pairs a minority nursing student from UMass with a nurse from any background to provide guidance throughout the mentor's career.

Goal: To continue to create visibility of diversity

Accomplishments:

- We continue to foster awareness around the GLBT community with discussions, speakers and educational offerings in the O'Keeffe
- This year committee members participated in the Gay Pride parade which the hospital received great feedback from the GLBT community.

Goal: Looking at bias and how it affects the teamwork in multicultural staff. Can we work comfortably with staff of different ethnicity, gender, beliefs, and cultures? How do we handle patients/families' bias toward staff?

Accomplishments:

- We had an enriched discussion about patient and/ or their families' bias against staff based on staff's gender, ethnicity, language, religion, or culture. Some committee members shared their experience of what feels like abuse from patient /or pt's family. Some committee members also discussed bias they experienced from some professional colleagues, including medical staff. We discussed future goal setting regarding a document that will let patients and families know that abuse of staff will not be tolerated. We also discussed actions that can be considered within the staff that express their bias against other staff.

Goal: Collaborate with other committees of Collaborative Governance

Accomplishments:

- We are working with the PCS Ethics Committee on a project exploring the role of ethnicity and culture on healthcare beliefs and provision of care.

*Patient Care Services
Ethics in Clinical Practice Committee
Annual Report 2008*

Description of Committee:

The Patient Care Services Ethics in Clinical Practice (EICP) Committee is a multidisciplinary committee, which was formed to develop and implement activities and programs to further clinicians' understanding of ethical aspects of patient care. The work of this committee involves identifying strategies to integrate ethical judgment into professional practice.

Charges:

Design and implement activities and programs to support the development of staff in Patient Care Services in the area of health care ethics.

Employ strategies to educate EICP members in the area of health care ethics.

- Identify and address ethical issues and conflicts faced by clinicians in Patient Care Services.
- Provide consultation to the organization regarding policies, procedures and programs with ethical implications.
- Expand the impact of EICP through collaboration with other Collaborative Governance Committees, links with the organizational initiatives, and professional conference participation.

Meeting Schedule: 1st Wednesday of each month from 1pm to 3pm

Co-Chairs:

Gayle Peterson, RN-BC	Staff Nurse, Phillips House 21, General Medicine
Susan Warchal, RN	Staff Nurse, Emergency Department

Coach:

Cynthia LaSala, RN, MS	Clinical Nurse Specialist, PH 20 and 21, General Medicine and Oncology
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Advisor:

Ellen Robinson, RN, PhD	Clinical Nurse Specialist in Ethics, Institute for Patient Care
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Members:

Sara Asekoff, RN	Staff Nurse, Ellison 9, CCU
Sharon Brackett, RN	Staff Nurse, SICU
Janice Cameron-Calef, RN	Staff Nurse, PH 21, General Medicine
Noreen Casey, RN	Staff Nurse, GI
Alex FM Cist, MD	Pulmonary and Critical Care Medicine
Theresa Evans, RN	Clinical Nurse Specialist, PH 20 & 21, General Medicine
Carole Foxman, MS	Librarian, Treadwell Library
Linda Gorham Ryan, RN	Staff Nurse, Phillips House 22, Surgery
Meredith Gunnels, RN	Staff Nurse, Bigelow 13
Suzanne Hally, RN	Staff Nurse, Blake 10
Cynthia Johnson, RN	Clinical Nursing Supervisor
Mary Johnston, RN	WAC
Nora Kaleshian, RN	
Kimberly Kane, RN	
Lauren Kattany, RN	Clinical Nurse Specialist, White 8
Margaret Kimball, RN	Same Day Surgical Unit
Karla Labbe, RN	Ellison 17
Paula Kraus, RN, PhD	Staff Nurse, OR
Cynthia LaSala, RN	Clinical Nurse Specialist, Phillips 20 & 21, General Medicine
Marisa Legare, RN	Staff Nurse, Blake 6, Transplant
Ann Letendre, RN	Staff Nurse, Blake 12, Neuroscience ICU

Mary McCormick-Gendzel, RN	
Jackie Michaud, RN	Staff Nurse, White 13, GCRC
Christine Mitchell, RN	Ethics Consultant
Patricia Olsen, NP	Nurse Practitioner, Surgery
Marion Parker, RN	Staff Nurse, PH 20, General Medicine
Lois Richards, RN	Staff Nurse, Blake 14, Obstetrics
Kathleen Ryan, RN	Staff Nurse, Blake 7, MICU
Judy Sacco	Operations Coordinator, Ellison 17 & 18, Pediatrics
Shoshana Savitz, LICSW	Social Worker, Social Services
Sarah Sciretta, RN	Staff Nurse, PH 22, Surgery
Katrina Scott	Chaplain, Chaplaincy
Cathie Stucke, RN	Staff Nurse, Blake 4
Maureen Thomassen, RN	Staff Nurse, White 8, General Medicine
Kristen Wilson, RN	Staff Nurse, Ellison 7 (she has been on Ell. 7 for a long time),
M. Connie Wilson, RN	Staff Nurse, Blake 14, Obstetrics
Brenda Woodbury, NP	Nurse Practitioner, North End Community Health Center
Lin Wu, RN	Staff Nurse, White 9, General Medicine

Recorder: Doreen De Luca

Goal: Continue to educate Ethics in Clinical Practice Committee members and MGH community about ethical issues.

2008 Accomplishments:

- Retrospective case study analyses at meetings
- “Ethics in the News,” ethical issues that are reported in general press are distributed and discussed at meetings.
- Distribute relevant articles from professional journals.
- Update re “Iatrogenic Malnutrition”: presentation at Nursing Grand Rounds, 4/24/08 by Patricia Olsen, NP, CNSN, Nutritional Support Unit. Task Force established in collaboration with PCS Quality and Safety Office to prevent and retard (existing) hospital malnutrition by implementing systems to ensure timely (5-7 days hospital admission) implementation of nutrition support and adequate feeding modalities. Revisions to specific nursing documentation forms (Nursing Data Sheet, nursing problem lists, Patient Care bedside Flow Sheet) were completed to support this work.
- Poster Presentation at Nursing Research Day, 5/08 by Patricia Olsen re “The Usefulness of Nitrogen Balance Studies in Evidence Based Practice”; accepted for presentation at the American Society of Parenteral and Enteral Nutrition (ASPEN) National Conference in New Orleans, Louisiana scheduled for 2/1-2/4/09
- Harvard School of Medical Ethics Educational Program-participation of several EICP members as participants and small group facilitators
- Members attended “Ethical Issues in the Measurement of Health and the Global Burden of Disease Third Annual International Conference, April 24-25, 2008
- Interdisciplinary Ethics Resource Conference held at MGH (collaborative of MGH, BWH, DFCI and Boston College Connell School of Nursing) with approximately 90 clinicians participating.
- Two papers presented at the Yale International Nursing Ethics Conference held on July 17, 2008:
 - 1) Surrogate Demands for Life Sustaining Treatment: Voices of Professional Caregivers - Ellen M. Robinson RN PhD, Keith Perleberg RN M.Div., Sara-Beth Asekoff RN BS, Jan Cameron-Calef RNC, Betty Ann Burns Britton RN BS, Marguerite Hamel-Nardozzi MSW LICSW, Katherine Craig-Comin, MSW LICSW, Susan B. Streeter LICSW, Lisa Davies RN BSN BA CCRN
 - 2) A Proposed Model to Guide Clinical and Ethical Decision Making About Cardiopulmonary Resuscitation: A Continuum of Wellness to Dying - Ellen M. Robinson RN PhD, Judith Sullivan RN MSN APRN-BC, Mary L. Zwirner MSN MSW LICSW, Colleen Snyderman RN MS, Colleen Gonzalez RN MS CNS-BC,

Marion Phipps RN MS FAAN, Vivian Donahue RN MSN CNS-BC, Maria Winne RN MS, Sharon Brackett RN BS CCRN, Susan Gavaghan MS APRN CNS-BC

- Unit-based Ethics Rounds on PH 20-21, General Medicine, Blake 13-14, Obstetrics, CCU, SICU, MICU, RACU, NICU, Blake 6, Transplant, Ellison 7, ED, Bigelow 7, IV Team, Ellison 14, White 13. Student Nurse Affiliates actively participated in many of these rounds.
- Member participation in Pastoral Care Program
- Attendance at 2008 ASBH Conference in Cleveland, OH, October 2008
- Participation as attendees and faculty for Ethics Consultation program held at Newton-Wellesley Hospital on 11/21/08
- Orientation programs provided by Susan Warchal to RN Case Managers re ethics resources on a quarterly basis
- Member participation in Harvard Ethics Leadership Committee on a quarterly basis
- Member participation in Geriatric Palliative Care RN Residency Program
- Member participation on Optimum Care Committee
- Presentation by Susan Warchal at South Shore Hospital's Retreat on Collaborative Governance relative to EICP on 2/27/08
- Presentation by Susan Warchal re Ethics at the Bedside at Salem State College on 11/12/08 to Salem State Eta Tau Chapter (College of Nursing)
- Representation on the ANA Center for Ethics and Human Rights Advisory Board (Cynthia LaSala)
- Representation on the Health Policy Committee for the Massachusetts Association of Registered Nurses (MARN)
- Collaborated with the Ethics Task Force in the development and implementation of several educational forums for MGH staff re ethical issues in clinical practice.
- Representation on the Pediatric Bioethics Committee
- Magnet consultation re EICP; Committee was also visited by Magnet reviewers during Magnet redesignation visit
- Participating member (Gayle Peterson) on the Massachusetts magnet Networking Committee which meets quarterly (re ethics and collaborative governance)
- Participation in Annual Partners Ethics Retreat, May 19, 2008
- Member participation (Megan Radzikowski) in presentation by Dr. Ann Gallagher, nurse philosopher from the UK, entitled, "Dignity and Respect for Dignity – Two Key Health Professional Values: Implications for Nursing Practice", on 9/23/08
- Presentation by Lin Wu to graduate students in health care administration at Cambridge College re risk management and ethical issues and MGH EICP mission, goals, and activities
- Member presentation (Mary McCormick-Gendzel) to nursing students at University of Massachusetts Boston College of Nursing and MGH Institute for Health Professionals re ethical issues in IV Therapy
- Member participation (Susan Warchal) re "Spirituality and Healing" at HMS/Benson-Henry Mind Body Institute on 12/13 & 12/14/08

Goal: Continue to heighten awareness of clinician's ethical obligation to address physical, psychological and spiritual aspects of patients' pain across the life continuum through an interdisciplinary model.

- MGH Pain Awareness Day: EICP participation as coaches
- EICP Pain Task Force initiated as of 11/08 to evaluate patient, family, and staff educational needs surrounding pain assessment and management and ethical issues related to pain.
- Presentations by Gayle Peterson in collaboration with Maureen Thomassen to nursing students from Boston College re patient-controlled analgesia
- Participation in Eastern Massachusetts Nursing Collaborative re "Suffering and Pain in Advanced Disease" presented by Jill Nelson, RN, NP, Oncology and Nessa Coyle, RN, PhD, nationally recognized speaker and consultant in palliative care and pain
- Supported coalition for patient rights re development of a plan for improving pain management at ANA House of Delegates meeting in Washington, D.C., June 2008 (Gayle Peterson, MARN Delegate)

Goal: Promote advance care planning among MGH staff and the community-at-large by providing consultation and educational programs to patients, families, staff and community groups.

2008 Accomplishments:

- Under the leadership of physician member Alex Cist provide outreach education to our physician colleagues.
 - Coordinated with Monera Wong MD to design and implement a series of educational sessions on facilitated advance care planning for house staff rotating through Primary Care.
 - Conducted a breakout session on the facilitated multi-disciplinary approach to ACP at Partners Physician Day 2008.
- Plan and implement periodic forums for MGH certified Respecting Choices facilitators to support ongoing education and networking re: ACP process.
 - Circulated a survey to trained facilitators to ascertain their self-identified learning needs and preferred format for forums.
 - May 29, 2008 journal club based facilitator forum held; discussion points and learning objectives were based on Nishimura et al article: Patients Who Complete Advance Directives and What They Prefer.
- Coordinate with administration to continue to standardize patient materials and support systems related to ACP.
 - Provided recommendations to the advance directive Tiger Team regarding the review and revision of the Health Care Proxy Questionnaire form.
 - Provided consultation to Ruthie Newhouse (Medical Management at Partners Community Health Improvement). Edited the MGH advance care planning brochures to make them suitable for use at the Partners level. These documents will be stored electronically in PCHInet and Matrix to enable printing for patient use throughout the Partners' network
 - Under the direction of Gaurdia Bannister (Director Institute for Patient Care) have begun planning for a stakeholders meeting to discuss how best to continue to advance this Collaborative Governance work to the next level of programmatic management and integrate it into the institutional structure.
- Provide education to staff, patients, and MGH local community on the importance of and steps involved executing an advance directive.
 - Coordinated with the Patient Education Committee to host the 6th Annual MGH Advance Directive Booth in Main Corridor of MGH. The booth was held on April 16, 2008 to coincide with the Inaugural National Health Care Decisions Day making MGH one of 450 individual, state, and national professional organizations who joined this initiative to focus public attention on advance health care planning. The booth distributed more than 500 packets of information.
 - Published an article in Caring Headlines May 1st issue educating MGH clinicians about the advance directive booth and its participation in the Inaugural National Health Care Decisions Day.
 - Members Katrina Scott and Lorraine Drapek have continued to coordinate with the MGH Cancer Center to provide monthly sessions for The Hopes Program on advance care planning. These sessions have been offered on an alternating schedule in the Yawkey Cancer Resource Room and Cox Basement Radiation Center.
 - Through member Sharon Brackett have continued to provide consultation to the John D. Stoeckle Center and Primary Care settings through participation in a PCHI SIGP grant study to explore ways to adapt a facilitated approach to ACP into the Primary Care setting and a Blue Cross Blue Shield pay-for-performance contractual measure on discussion and documentation of advance directives.

Goal: Continue to explore and discuss the ethical challenges surrounding organ donation by educating EICP members and community collaboration with the MGH Organ Donation Task Force and the New England Organ Bank.

2008 Accomplishments

- Case presentations at EICP meetings by members from Operating Room and Pediatrics on Donation After Cardiac Death
- Presentation re “Response to DCD Case: Relevant Ethical Principles & Provisions from the ANA Code of Ethics for Nurses at 1/2/08 EICP meeting (Ellen Robinson & Cynthia LaSala
- Appointed Cynthia Johnson to represent EICP in 2009 on the MGH Organ Donation Task Force

Goal: Explore the concept of moral distress around ethical issues in practice with clinicians at the patient family interface.

- Preliminary discussions re possible research study and/or repeat Poll of Peers to examine ethical issues surrounding moral distress on practice and outcomes of care.

*Patient Care Services Nursing Practice Committee
Annual Report 2008*

Description of Committee:

The Patient Care Services Nursing Practice Committee reviews, revises, and communicates standards of practice for progressive nursing at MGH. This work includes reviewing and approving new products, new practice recommendations, and communicating of outcomes and revisions to staff throughout Patient Care Services.

Charges:

- Consult and approve standards of practice including clinical care and documentation guidelines.
- Approve clinical practice recommendations.
- Determine and communicate standards for professional nursing practice at MGH.
- Communicate and disseminate committee outcomes throughout Patient Care Services and to others as appropriate.
- Communicate changes and additions to clinical pathways.
- Approve clinical product selections.

Meeting Schedule: 2nd and 4th Tuesday of the month from 1:00-2:30 pm

Co-Chairs:

Maureen Beaulieu RN	Staff RN, Emergency Department
Edna Riley, RN	Staff RN, Clinical Scholar, IV Therapy

Coach:

Joanne Empoliti, RN	Clinical Nurse Specialist, White 6, Orthopedics & Philips 22, Surgery
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Members:

Sami Ahmed, RPh	Pharmacist, Pharmacy
Melanie Andrade, RN	Staff RN PH 22
Mimi Bartholomay, RN	Clinical Nurse Specialist, Yawkey 8, Oncology
Maureen Bonanno RN	Staff RN EII 7
Kristen Brescia RN	Staff nurse Big 9
Sheila Burke, RN	Clinical Educator, Norman Knight Nursing Center
Carolyn Cain, RN	Cardiac Cath lab
Margaret Callen, RN	Staff Nurse, Blake 11, Psychiatry
Gina Cenzano, RN	Staff Nurse, Bigelow 13, Obstetrics
Margaret Chernaik, RN	Staff Nurse, Dialysis
Elena Clifford, RN	Staff RN ED
Susan Cronin-Jenkins RN	Planning
Vivian Donahue, RN	CNS CCU
Erica Edwards, RN	Staff Nurse, Ellison 9, CCU
Erica Ehnstrom-Carr RN	Staff RN EII 9
Jean Fahey, RN	Clinical Nurse Specialist, Ellison 12, Neuroscience
Karla Farrer, RN	Staff Nurse, White 11, General Medicine
Elizabeth Favulli RN	Staff RN Infusion unit Yawkey 8
Kathleen Flynn, RN	Staff Nurse, Blake 8, Cardiac Surgical ICU
Susan Gavaghan, RN	Clinical Nurse Specialist, Bigelow 9 RACU
Mary Guanci, RN	Clinical Nurse Specialist, Blake 12, Neuroscience ICU
Juliette Hardiman, RN	Staff Nurse, Ellison 18
Kerin Healy, RN	Staff Nurse, White 6, Orthopedics
Kathleen Hoffman, RN	ICP, Infection Control

Amy Isralelian, RN NP	NP Plastics Surgery
Marian Jeffries, RN	Clinical Nurse Specialist, Ellison 19, Thoracic Surgery
Stephen Joyce, RN	Staff Nurse, SICU
Donna Lawrence, RN	Staff Nurse, Ellison 10, Cardiac Telemetry
Donna Lawson, RN	PCS Quality
Tom Lynch RN	Staff nurse Big 11
Sara Macchiano, RN	Nurse Director White 9
Catherine Mackinaw, RN	Ellison 12
Sharon Maginnis, RN	Staff Nurse, White 13, GCRC
Stacey Margardo, RN	Staff Nurse, Ellison 19, Thoracic Surgery
Christine McCarthy, RN	Staff Nurse, Blake 7, MICU
Christine McKee, RN	Clinical Nurse Specialist White7/Ellison 7
Julie McCarthy, RN	Staff Nurse, PACU
Kathleen Myers, RN	Nursing Director White6/ Ellison 6
Dalena Nguyen, RN	Staff nurse Blake 8
Sheila Moran, MLIS	Librarian, Treadwell Library
Erin Pelletier, RN	Staff Nurse, Main OR
Cheryl Ryan RN	Staff nurse SDCU
Erin Salisbury, RN	Staff Nurse, Ellison 6, Orthopedics
Megan Schaub RN	Staff Nurse Big 14
Brenda Schwartz RN	Staff Nurse
Claire Seguin, RN	Staff Nurse, PH 21, General Medicine
Jane Sexton RN	Staff Nurse Radiology
Mary Sullivan RN	Staff Nurse PACU
Marsha Sherman RN	Staff Nurse White 12
Nancy Swanson, RN	Infection Control Practitioner, Infection Control
Denise Young RN	Nursing Supervisor
Carla Welsh	PCS systems improvement

Recorder: Doreen De Luca

Goals for 2008:

- Promote patient safety by reviewing current and new nursing practices for safety and efficacy.
- Review issues and concerns regarding nursing practice.
- Develop, review and update nursing procedures to reflect practice.
- Utilize evidence and research in approval of nursing procedures and practice.
- Evaluate and approve products related to nursing practice.
- Maintain relationship with Materials Management Department.

Accomplishments:

Collaborated with EMAR working group and information systems to review new process of electronic medication administration.

Documentation:

- Restraints: Revised restraint flow sheet to meet patient safety needs and regulatory requirements.
- Patient flow sheet for adult general care units: Revised to improve documentation and communication of patient data.
- Patient Problem Lists: Collaborated with the Plan of Care group and revised the patient problem lists to better document patient needs.
- Updated Insulin Medication Administration Record
- Nursing Data Set reviewed and revised with additions to the screening questions.

Collaborated with the MESAC:

- Assisted with the revision of the Epidural procedure
- Assisted with the development of the policy/procedure for Methadone
- IV pump library additions
- New Medication Manual

Collaborated with Pharmacy:

- IV administration of Potassium,
- 3% Saline
- Updates to IVP list
- Lovenox to Fragmin switch

Collaborated with Materials Management for Product Review Sampling

- Fall prevention: Landing zone padded floor mats
- Soft wrist restraints
- PCA tubing change

Procedures: Updated and revised multiple procedures

Collaborated with the medication reconciliation team to assist with discharge information for patients.

Collaborated with Infection control re: central and peripheral blood stream infections.

*Patient Care Services Nursing Research Committee
Annual Report 2008*

Description of Committee:

The Patient Care Services Collaborative Governance Nursing Research Committee (NRC) exists to foster a culture of inquiry within clinical practice by providing opportunities to advance research knowledge and competencies of clinicians. The NRC communicates the results of nursing research activities and supports nurses in the research utilization process while fostering a knowledge-based perspective. The committee's productivity and mission are enhanced through the efforts of three sub-committees that drive current initiatives.

Subcommittees:

- "Did You Know?...An Evidence Based Poster Series
- Research Expo planning committee
- Journal Club Subcommittee

Philosophy:

- **Passion and purpose fueled by energizing forces builds great achievements.**

Charges:

- Promote awareness of nursing research within nursing practice.
- Encourage strategies for promoting research-based practice.
- Develop relationships to facilitate collaboration to advance a culture of research.
- Support translation of research findings into practice through multiple formats.
- Provide opportunities for professional development and advancement of leadership skills among committee members through mentorship and a defined sub-committee structure and succession-planning model.

Committee Members: Time Commitment: 2.5 hours/month

Meeting Schedule: 1st Friday of each month, 1-2:30pm Buckley Conference Room, Blake 8 and each subcommittee meets for a separate 1 hour meeting/month

Advisor:

Virginia Capasso, RN, PhD	Clinical Nurse Specialist, KNCCPD Co-Director, MGH Wound Center Nurse Scientist, Yvonne L. Munn Center
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Coach:

Catherine Griffith, RN, MSN	Clinical Nurse Specialist, Blake 8 CSICU
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Co-Chairs:

Mary E. Larkin, MS, RN	Nurse Manager, Diabetes Research Center
Chelby Cierpial, RN, MSN	CNS Ellison 11, Cardiac Interventional Unit

Sub-Committee: "Did You Know?...A Poster Series"

Co-Chairs:

Catherine O'Malley, RN, MSN	Staff Nurse, Main Operating Room
Susan Croteau, RN	Clinical Scholar, PATA

Members:

Kelley Grealish, RN	Staff Nurse, SDSU
Vilma Pacheco, RN	Staff Nurse, Ellison 7
Carolyn Paul, MSLS, MPH	Associate Director, Treadwell Library

Sharon Kelly-Sammon, RN, BSN
Stephanie Ball, RN, MSN
Carolyn Bleiler RN, BSN
Kristen M. Brescia, RN

Clinical Scholar, PATA
Staff Nurse, ED
Advanced Clinician, NICU
Staff Nurse, RACU

Sub-Committee: Journal Club

Co-Chairs:

Katherine Fillo, RN, MPH
Kelli Anspach, RN, BSN

Advanced Clinician, Bigelow 11
Advanced Clinician, Ellison 11

Members:

Connie Cruz, RN,
Martha Root, RN, BSN
Shannon Perry, RN, BSN
Joanna McLaughlin RN, BSN

Psych CNS Consult Service
Advanced Clinician, Blake 11
Staff Nurse, Neuro ICU
Staff Nurse, ED

Sub-Committee: Nursing Research Day and Research Fair

Co-Chairs:

Victoria Morrison, PhD, RN, CIC
Laura Naismith, RN

Staff Nurse, White 11
Staff Nurse, CCU

Advisor:

Virginia Capasso, RN, PhD

Clinical Nurse Specialist, KNCCP
Co-Director, MGH Wound Center
Nurse Scientist, Yvonne L. Munn Center

Members:

Teresa Vanderboom, RN, MSN
Patricia Flaherty, RN, MSN, NP
Talli McCormick, RN, MSN, GNP
Joan Stack, RN, MSN
Shellie F. Varano, RN
Beth Shea, RN, BSN

Coordinator, Radiology
Transplant Services
Faculty, MGH Institute
Staff Nurse, Bigelow 14
Staff Nurse, PACU
Staff Nurse, Radiology

Recorder: Linda Lyster

Accomplishments 2007-2008

Nursing Research Committee sub-committees were further developed to advance initiatives and operationalize our model for succession planning and leadership development within the infrastructure of the committee. This structure was started in 2005. It is modeled after the Collaborative Governance philosophy of empowerment of clinicians by putting decision-making in their hands.

An article authored by committee members describing empowerment through their work on the committee was published in The Online J. of Issues in Nursing.

Empowerment Theory in Action: The Wisdom of Collaborative Governance Mary E. Larkin, Chelby L. Cierpial, Joan M. Stack, Victoria J. Morrison, Catherine A. Griffith (March 31, 2008)

2008-2009 Overall Goal: Sustain current initiatives.

- Sustain current committee initiative
- Provide resources to committee members and the nursing community to increase research knowledge and competencies
- Explore opportunities to make research findings accessible and available to practicing clinicians
- Increase and diversify committee membership
- Explore opportunities for participation in evidence based practice initiative

Did you know?...Evidence Based Poster Series 2007-2008

Accomplishments:

- Magnet Conference October 2008, Salt Lake City, Utah
- **Poster** presentation “The Making of a Did You Know...?”
 - Presented by Susan Croteau RN, Clinical Scholar and Sharon Kelly-Sammon RN, Clinical Scholar
- **Podium presentation :Communicating Research Findings”**
 - Virginia Capasso RN, PhD, Clinical Nurse Specialist, KNCCP, Co-Director, MGH Wound Center, Nurse Scientist, Yvonne L. Munn Center, Susan Croteau RN, Clinical Scholar in PATA and Sharon Kelly-Sammon RN, Clinical Scholar in PATA
- **DYK Posters**
 - Care of the Patient with a Tracheostomy
 - Staff Perception of the Professional Practice Environment
 - Long QT Syndrome

Goals:

- New method for mining authors
- Electronic distribution of DYK posters
- Draft method/descriptive paper
- Explore publishing of DYK posters in Nursing Journal
- Explore publishing an Anthology of DYK posters
- Three posters in process

Nursing Research Journal Club

Accomplishments 2007-2008

- Six Journal Club sessions were held:
 - Babington, L.M. (2006). **Understanding beliefs, knowledge, and practices of mothers in the Dominican Republic related to feeding infants and young children.** Hispanic Health Care International, 4(3), 153-158.
 - Dykes, P., Hurley, A., Cashen, M., Bakken, S., Duffy, M. (2007). **Development and psychometric evaluation of the impact of health information technology (I-HIT) scale.** Journal of the American Medical Informatics Association, 14(4), 507-514.
 - Andrist, L., Hoyt, B., Weinstein, L., & McGibbon, S. (2004). **The need to bleed: Women’s attitudes and beliefs about menstrual suppression.** Journal of the American Academy of Nurse Practitioners, 16(1), 31-7.
 - Radwin, L. & Alster, K. (2002). **Individualized nursing care: An empirically generated definition.** International Nursing Review, 49, 54-63.
 - Larkin, M.E., Capasso, V.A., Chen, C.L., Mahoney, E.K., Hazard, B., Cagliero, E., et al. (2008). **Measuring psychological insulin resistance: Barriers to insulin use.** Diabetes Educator, 34(3), 511-517.
 - Reid Ponte, P., Gross, A.H., Galante, A., Glazer, G. (2006). **Using an executive coach to increase leadership effectiveness.** Journal of Nursing Administration, 36(6), 319-324.
- Article accepted for publication: Catherine A. Griffith, MSN, RN, APRN, BC, Mary E. Larkin, MSN, RN, CDE, Chelby Cierpial, MSN, RN, APRN, BC, Elise M. Gettings, RN, MPA, CRRN< and Virginia Capasso, PhD, APRN, BC Creating more than just a journal club, American Nurse Today, November 2007 Volume 2 Issue 11
- 3 Caring Headlines articles published
- Continued audio conferencing to VAMC of Western Massachusetts
- Presented a poster at the Nursing Research Fair, May 2008
- Reviewed 30 scholarly articles for potential presenters
- Increased attendance to a range of 10-30 participants at each presentation

- Sent invitation to selected researchers and successfully planned presentations through March 2009
- Increased number of nurse researchers who inquired about presenting
- Held sessions with repeat presenters who shared new publications from their ongoing program of research
- Expanded database of attendees

Goals 2008-2009

- Continue with regular Caring Headline article submission and publication
- Increase JC participation by developing relationships with other CG committees to co-host JC sessions
- Continue to regularly “mine” for journal articles/researchers
- Continue to recruit “Friends of the NRC” to help identify potential presenters
- Increase the attendance of students through continued advertisement and outreach to area nursing schools
- Continue to invite and schedule multiple presentations throughout 2009-10
- Form focus groups to learn about the use of the JC in nurses’ daily practice
- Collect attendance data such as averages, reasons for attending, barriers overcome to be able to attend, and successful methods of advertising (how did you hear about the JC?) by utilizing a mini-questionnaire

Nursing Research Expo 2007-2008

Accomplishments:

- **Hosting Nursing Research Day and the Research Fair** May 7, 2009.
- The winner of the 2006 Yvonne L. Munn Nursing Research award presented their results- **“The Effects of Two Types of Informational Reports on the Anxiety Levels of Waiting Family Members during Invasive Cardiac Procedures”** presented by:
 - Kelly Trecartin, RN, BSN, staff nurse and clinical scholar in the Knight Cardiac Catheterization Laboratory, Nicole Spano-Neidermeier, RN, BSN, Assistant Clinical Director for the Electrophysiology Lab, BWH, Dr. Dianne Carroll, ACNS-BC, FAAN, FAHA, Yvonne L. Munn Nurse Researcher for the Yvonne L. Munn Center for Nursing Research, Chair, Panel B, Human Research Committee.
 - Dr. Lynda A. Tyer-Viola, the recipient of the 2006 of the Yvonne L. Munn Post-doctoral Fellowship, presented “Depression and Fatigue in HIV-positive Pregnant Women: A Case Study.”
 - Dr. Nancy Redeker was the Yvonne L. Munn Nursing Research Visiting Professor who met with Critical Care Staff nurses from various specialties (MICU, CICU, etc), the doctoral forum, and members of the Nursing Research Committee before her afternoon presentation titled “Sleep Deprivation in Acute Care: Priority or Afterthought?”
 - There were 43 research posters on display throughout the hospital corridors: 22 Original Research posters, 16 Performance Improvement posters and 5 Research Utilization posters.

The recipients of the 2008-2009 Yvonne L. Munn Nursing Research Awards were:

- Chelby Cierpial, RN; Mary Larkin, RN; Catherine Griffith, RN; Diane Carroll, RN; Carolyn Paul, Ellen Mahoney, RN; and Virginia Capasso, RN (mentor), for their study entitled **“Research Utilization in Nursing Practice at MGH: a Comparative Study of Barriers and Facilitators.”**

- Loren Winters, RN; Jane Flanagan, RN; Karleen Habin, RN; Barbara Cashavelly, RN; and Dottie Jones, RN (mentor), for their study titled **“Patient Experience of Adherence to Endocrine-Based Oral Chemotherapy ‘Drug Holidays’ in Women with Breast Cancer.”**
- Christina Gulliver, RN, and Patricia Martin, RN (mentor), for their study titled **“The Effects of Sensory Interventions on an Inpatient Psychiatric Unit: a Pilot Study.”**
- Anne Gavigan, RN, Carolyn Cain, RN, and Diane Carroll, RN (mentor), for their study titled **“The Effects of a Preparatory Informational Session Prior to a Cardiovascular Procedure.”**
 - The recipient of the 2008 Yvonne L Munn Post-Doctoral Fellowship was Donna Perry, RN, for her study **“Humanitarian Global Health Care Practice as a Transformational Experience.”**

The second annual Nursing Research Fair was held on Friday, May 9, 2008 from 10:00-2:00pm under the Bullfinch Tent.

- The Research Fair included several informational booths. Represented were the Nursing Research Committee, the Yvonne L. Munn Nursing Research Center, the Norman Knight Center for Clinical and Professional Development, Sigma Theta Tau, the General Clinical Research Center, the Treadwell Library, Evidence Based Practice Committee and the Clinical Research group.
- Several members of The Doctoral Forum were present and provided consultation by appointment for those interested in discussing research ideas.
- Thirty six paper posters were on display throughout the tent. Study investigators were available to discuss their research findings with fair participants.
- Approximately 900 wooden nickels were turned in for the raffle chances. Members of the Nursing Research Committee donated great raffle prizes.

Goals 2008-2009

- Continue the expanded format of the Nursing Research Expo to include Nursing Research Day in conjunction with the Nursing Research Fair
- Continue the Nursing Research Fair event as before
- Change the time to 11:30 AM-3PM to encourage more participation through lunch
- Return to having the Research Fair and Research Day contiguous so as not to compete with Nurses Day at the Museum of Science
- Publish an article about the expansion of Nursing Research Day into the Nursing Research Expo
- Increase the number of poster presentations
- Increase advertising-bulletin boards/poles
- Continued utilization of the Doctoral Forum Consultation to stimulate nursing research amongst the nursing staff (both at the clinical level as well as at the advanced practice level)
- Continue to foster the spirit of inquiry around clinical practice, promote awareness of institutional research activities, and encourage and provide support for research based practice.

*Patient Care Services Patient Education Committee
Annual Report 2008*

Description of Committee:

The goal of the Patient Education Committee is to support clinical staff in developing their role in patient education activities that reflects the diverse patient population served. The committee supports these activities through stimulating, facilitating and generating knowledge of Patient Education materials, programs and systems that will improve patient care and enhance the environment in which clinicians shape their practice.

Charges:

- Develop strategies to assist healthcare providers in patient education design and implementation.
- Encourage joint projects between other Collaborative Governance Committees
- Disseminate patient education information and activities to the larger MGH community.
- Collaborate with Center for Professional Development to develop patient education programs to benefit PCS staff
- Participate in JCAHO task force to promote interdisciplinary education tools.
- Recommend systems and technology to support the cataloging, dissemination, documentation and evaluation of patient education activities and materials.
- Assure activities and materials reflect diversity of the population served.

Meeting Schedule: 2nd and 4th Wednesday of each month from 1:30 pm to 3:00 pm

Co-Chairs:

Janet King, RN	Staff Nurse, Blake 4, Endoscopy
Angela McColgan, RN	Staff Nurse, Ellison 11, Cardiac Access Unit
Nancy Davis, RRT	Respiratory Therapy Department (Oct-Dec 08)

Coach:

Taryn Pittman, RN	Patient Education Specialist/Manager, Blum Patient & Family Learning Center
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Members:

Carolyn Bartlett, RN	Staff Nurse, SDSU
Kelly Bettencourt, RN	Staff Nurse, PACU
Jen Calkins	Staff Nurse Ellison 7
Andrea Callahan, RN	Staff Nurse CICU
Erin Emanuelson, RN	Staff Nurse Blake 12
Sara Foy, BS	Health Educator, Blum Patient & Family Learning Center
Elaine Gaffney, RN	Staff Nurse SDSU
Joan Gallagher, RN	Staff Nurse PATA
Anne Gavigan, RN	Staff Nurse, Cath Lab
Maxine Glazer, RN	Staff Nurse, OR
Elaine Grassa, RN	Staff Nurse, Bigelow 14
Judy Gullage, RN	Patient Education Nurse, PFLC
Sally Hooper, LICSW	Social Worker, Cancer Resource Room
Dwan Horn, RD	Nutrition and Food Services
Rena Jaffe RN	Staff Nurse Blake 11
Sarah Ballard Molway, RN	Staff Nurse, Ellison 19, Thoracic
Lois Richards, RN	Staff Nurse Blake 14
Judy Schiff, RN	Staff Nurse Bigelow 7
Martha Stone, MLS	Librarian, Treadwell Library
Laura Sumner, RN	Clinical Educator, Norman Knight Nursing Center
Angelica Tringale, RN	Staff Nurse Ellison 8
Laura Elizabeth White, OT	Occupational Therapy

Recorder: Doreen De Luca

Goal: Complete implementation of Patient Education Practice survey and disseminate results (written report, combined leadership meeting presentation, nurses' week poster, journal article).

- The Patient Education Practice survey was expanded in content and adapted for the online Survey Monkey tool. The 26 item survey was distributed via email link in July 2008 to approximately 3,270 Patient Care Services clinicians in the practice area of Nursing, Social Services, Occupational Therapy, Physical Therapy, Nutrition and Food Services, and Respiratory Therapy. 571 surveys were completed for a return rate of 17 %.
- Preliminary results indicate that clinicians feel that they assess patient/family learning needs and are confident in teaching patients, however, they are not familiar with patient education resources and do not use them to a large degree. They also do not use the patient education television channel. The committee will continue to analyze data for the remainder of the year with a new goal set for 2009 to disseminate results.

Goal: Maintain, update, track and monitor usage of the committee website.

- The committee website was updated with current committee membership information, photo and FY09 Patient Education Competency materials.
- WebTrends report indicates that the Patient Education committee website was viewed 1,196 times via 16 different sources between 23 Sept 07 to 23 Sept 08. The top 5 access points include:
 - Partners Handbook (722)
 - Google (290)
 - Direct access to <http://www.mghpted.org> (145)
 - Intranet.massgeneral.org (15)
 - Aol.com (4)

Goal: Write and publish 3 Caring Headlines articles reflecting work of the committee:

Davis N, Gavigan A, Tringale A, and White L. (2008, April 17) Tips and teaching tools for medication safety, *Caring Headlines*, pp: 10-11.

Gullage J, Gaffney E, Emmanuelson E, and Schiff J. (2008, August 21) Introducing the patient education competency packet, *Caring Headlines*, pp: 4.

Pittman T, Grassa E, and Ballard-Molway S, (2009, January 6) Patient empowerment through health literacy: a quality and safety issue, *Caring Headlines*.

Goal: Collaborate with the Knight Nursing Center to plan and hold a patient education continuing education conference for all clinical staff.

- A conference was held on Friday Nov 14, 2008 in O'Keeffe auditorium entitled "Patient Empowerment through Health Literacy: A Quality and Safety Issue". The guest speaker was Bob Dickerson, MSHSA, RRT, a Performance Improvement Specialist from the Iowa Health System. The conference primarily focused on health literacy principles, how clinicians can overcome health literacy challenges, how we can incorporate practices to improve communication and patient understanding, and how to implement a patient empowerment campaign such as the National Patient Safety Foundation "Ask Me 3" campaign. The conference also included a 5-member patient panel who shared their challenges with learning about a new diagnosis and navigating through the healthcare system. Seventy Three participants attended and evaluations were very positive with many comments highlighting the value of hearing the patients' voice to help us make changes within our healthcare system.

Goal: Continue committee journal club with the review and discussion of 5 current and pertinent articles related to patient education.

- The committee reviewed and discussed 4 journal articles throughout the year that covered many timely patient education topics. Invaluable support was provided by 2 committee members in making this educational activity a success. Martha Stone, MLIS, who conducted literature searches to determine the most current, authoritative, and evidence-based articles to review; and Laura Sumner RN who processed the application for nursing continuing education credit for the journal article review period during committee meetings. We have found that since implementing the journal article reviews, committee members have been exposed to a multifaceted activity that has the potential to impact practice through the analysis of evidence-based patient education research, as well as develop leadership qualities for committee member who volunteer to lead the discussion of the article and who participated in the CEU application process. Overall the journal club has enhanced the knowledge, professional development and patient education practice of the committee. Review articles include:

- Correa R, Menezes RB, Wong J, et al.(2001). Compliance with postoperative instructions: a telephone survey of 750 day surgery patients, *Anaesthesia*, 56(5):481-4. Discussion lead by Elaine Gaffney RN (Same Day Surgery Unit)
- Williams B. (2008). Supporting self-care of patients following general abdominal surgery, *J Clin Nurs*, 17(5):584-92. Discussion lead by Elaine Grassa RN (BGW 14, Vascular Unit)
- Paul S. (2008). Hospital discharge education for patients with heart failure: what really works and what is the evidence? *Crit Care Nurse*, 28(2):66-82. Discussion lead by Angelica Tringale RN (Ellison 8 Cardiac)
- Anderson A. and Klemm P. (2008) The internet: friend or foe when providing patient education?, *Clin J Oncol Nurs*, 12(1): 55-61. Discussion lead by Joan Gallagher RN (Pre-Admission Testing Area)

Additional accomplishments for 2008 include:

- Collaborating with the Ethics in Clinical Practice committee to promote National Healthcare Decisions Day on 16 April 2008. A hallway display was set up in the White 1 corridor to educate patients and staff about the importance of advance care planning and completing advance directives.
- Patient Education Competency packet was updated and posted on the committee's website to reflect changes in documentation practice and included a new section on using the nursing data set to assess patient education needs, using the Problem/Intervention/Outcome sheet to develop an educational plan of care, and using the outcome focused progress note to document the evaluation of patient/family learning.. The committee submitted the packet to the PCS competency task force to be considered as an FY09 annual competency, but it was not selected as an annual competency for staff nurses. The committee opted to market the packet to be used as a unit-based competency and subsequently published the August 08 Caring Headlines article and Judy Gullage RN presented the information to the Combined Leadership meeting on 2 September 08.
- Patient and Family Education Policy was reviewed and updated to reflect new JCAHO requirements and the new RN practice of documenting patient education using the Problem/Intervention/Outcome sheet and the nursing progress note.

2009 Goals:

- Disseminate results of the 2008 Patient Education Practice Survey (written report, combined leadership meeting presentation, nurses week poster, journal article)
- Collaborate with the Quality and Safety Committee in sponsoring a pilot project on a patient care unit as part of an implementation plan to bring the “Ask me 3” and “Teach Back” patient empowerment program to the MGH.
- Maintain, update, track and monitor usage of the committee website
- Write and publish 3 Caring Headlines articles reflecting work of the committee
- Continue committee journal club with the review and discussion of 5 current and evidence-based articles related to patient education practice.
- Develop and implement marketing and training strategies to increase staff awareness of on-line patient education resources.
- Enhance all clinical staffs’ awareness of patient education being an interdisciplinary practice.

*Patient Care Services Quality Committee
Annual Report 2008*

Description of Committee:

The Patient Care Services Quality Committee is a multidisciplinary committee responsible for identifying opportunities to improve patient care. Members develop knowledge and skill in using the quality improvement process. The committee works closely with the Director of PCS Quality and Safety. The committee co-chairs represent PCS as active members of the PCAC. Members use the quality improvement process to identify high risk and problem prone aspects of care from their clinical settings and from analysis of hospital wide patient incidents. Systems analysis and improvement recommendations are referred to appropriate work groups for action and/or implementation.

Charges:

- Recommend quality activities based on important aspects of care and services (high volume, high risk, problem prone).
- Identify strategies to improve quality.
- Provide an arena to evaluate and disseminate program development regarding quality initiatives not specifically initiated by this committee.
- Provide increased communication and awareness of system improvement programs.
- Review findings and recommend departmental actions related to Department of Quality and Safety evaluations.

Meeting Schedule: 1st and 3rd Tuesdays of the month from 1:00 to 3:00 pm

Co-Chairs:

Karen Lipshires, RN-BC
Andrea Bonanno, PT

Chemo Coordinator, Yawkey 8 Infusion Center
Clinical Specialist, Physical Therapy Services

Coach:

Carol Camooso Markus, RN

Staff Specialist, PCS Quality & Safety

Advisor:

Keith Perleberg, RN

Director, PCS Quality & Safety

Members:

Linda Bellofatto, RN
Jean Bernhardt, RN
Doreen Morrissey Carbone, RN
Carol Corcoran, RN
Roberta Cross
Linda Cutting, RN
Melissa Donovan, RN
Susan Gordon, RN
June Guarente, RN
Sioban Haldeman, RN
Deborah Jameson, RN
Donna Jenkins, RN
Steve Jurkowski, PT
Dan Kerls, OT
Denise Lauria, RN
Amy Levine, RN
Tracey Moore, RN
Susan O'Brien, RN
Leann Otis, RN
Jessica Ranford, OT
Joseph Roche, RN
Carol Shea, RN

Staff Nurse, Bigelow 7
Director, North End Community Health Center
Staff Nurse, Phillips House 21
Staff Nurse, Ellison 12
Operations Coordinator
Staff Nurse, Hemodialysis Unit
Staff Nurse, Bigelow 11
Staff Nurse, Ellison 9, Cardiac ICU
Staff Nurse, Endoscopy
CNS, Ellison 11
Librarian, Treadwell Library
Nurse Director, Ellison 19
Senior Business Analyst, PCS
Senior Project Specialist, PCS
Staff Nurse, Main OR
Staff Nurse, SDSU
Staff Nurse, Bigelow 9
Staff Nurse, Ellison 17
Staff Nurse, Ellison 11
Senior Occupational Therapist
Staff Nurse, SICU
Staff Nurse, Endoscopy

Judy Sinsheimer, LICSW
Mary Stacy, RN
Jean Stewart, RN
Jannine Tipping, RN
Mary Toomey, RN
Carol Upham, RN
Purris Williams, RRT

Social Worker, Social Services
Staff Nurse, PH 22
Staff Nurse, White 6
Staff Nurse, Blake 12
CNS, PACU
Staff Nurse, Ellison 19
Respiratory Therapist, Respiratory Care

Recorder: Amy Norrman

Goal: Co-identify and shape the committee's work in collaboration with the newly designed PCS Office of Quality and Safety to improve patient care and systems, provide action recommendations and desired outcomes.

Accomplishments:

- Foundational information presented on:
 - Excellence Everyday Philosophy
 - FMEA Process
 - Journey of the Safety Report
 - Nursing Sensitive Indicators
 - PCAC Role
 - Relationship between PCS Quality and the Hospital's Center for Quality and Safety and state mandated reporting structures (PCAC, DPH, TJC, Patient's First.)
- Coordinated retreat with committee members and committee leadership examining the role of the committee both present and future.
- Collaborated with numerous stakeholders to facilitate recommendations for follow-up and/or process improvement as well as served as reactor group.
 - Stakeholders and topics include but are not limited to:
 - Falls with Injury
 - Pain Assessment/Reassessment
 - Infection Control
 - Sigma Pumps
 - Policies on Holding Medications
 - EMAR
 - Pharmacy Profiling
 - The Joint Commission Website Demonstration

Goal: To continue to review MGH patient safety data for the Board of Registration in Medicine's Patient Care Assessment Program reporting in tandem with the Patient Care Assessment Committee.

Accomplishments:

- Committee reviewed 11 cases for reportability to the Board of Registration in Medicine.
- Co-Chairs, Karen Lipshires, RN, Andrea Bonanno, PT, Coach, Carol Camooso Markus, RN and Advisor, Keith Perleberg, RN represented committee on the PCAC and reviewed discussion of PCAC cases and/or activities with the committee.

Goal: Work with Collaborative Governance Leadership to create expectations and standards regarding communication of committee activities.

Accomplishments:

- Co-Chairs, Karen Lipshires, RN and Andrea Bonanno, PT, Coach Carol Camooso Markus, RN and Advisor, Keith Perleberg represented the committee at Collaborative Governance Leadership activities (e.g. monthly Leader's meeting, planning retreats.) Co-Chairs communicated committee's work and member's ideas to Collaborative Governance Leadership. Meeting minutes are posted on the PCS Collaborative Governance Leaders Shared Drive

*Patient Care Services Staff Nurse Advisory Committee
Annual Report 2008*

Description of Committee:

The Patient Care Services Staff Nurse Advisory Committee provides a forum for communication between nursing leadership and clinical nurses at the Massachusetts General Hospital. Committee members representing all patient care units engage in dialogue with nursing leaders about matters of patient care and professional development.

Charges:

- Provide dialogue between chief nurse executive and clinical nurses.
- Dialogue includes matters affecting patient care delivery and clinical and professional development throughout MGH.
- Opportunity is provided for two-way communication.

Meeting Schedule: 1st Tuesday of each month from 11:30 am to 12:30 pm

Membership: Staff Nurse representation from each unit

Chair: Jeanette Ives Erickson, RN, MS, FAAN, Senior Vice President for Patient Care and Chief Nurse

Members: (December 2007 through December 2008)

Dorothy Aiello, RN	Bigelow 9, Respiratory Acute Care Unit (RACU)
Kevin Babcock, RN	White 1, Emergency Department
Wendylee Baer, RN	White 6, Orthopedics
Elizabeth Beavers, RN	Ellison 13, Obstetrics
Immacula Benjamin, RN	Ellison 18, Pediatrics
Darcy Beston, RN	Blake 14, Labor and Delivery
Lynne Bozzi, RN	Blake 14, Labor and Delivery
Sheila Brown, RN	Radiology Oncology
Julie Casieri, RN	White 1, Emergency Department
Paul Cella, RN	White 11, General Medicine
Darleen Crisileo, RN	Blake 8, Cardiac Intensive Care Unit
Michelle Curran, RN	Ellison 8, Cardiac Surgery
Katie Dakin, RN	Phillips House 20, General Medicine
Brenda D'Alessandro, RN	Ellison 13, Labor and Delivery
Maureen Daley, RN	Wang 3, Same Day Surgical Unit (SDSU)
Mary Day, RN	Ellison 17, Pediatrics
Lindsay DeFrancesco, RN	Phillips House 22, General Surgery
Melissa Delisle, RN	Bigelow 7, Gynecology
Janice Desmarais, RN	White 3, Post Anesthesia Care Unit (PACU)
Tracey Dimaggio, RN	Phillips House 21, General Medicine
Alice Edmonds, RN	Ellison 6, Orthopedics
Carol Feeney, RN	Gray/Bigelow 1, IV Therapy
Christa Gambon, RN	White 10, General Medicine
Sarah Gorman, RN	Blake 13, Obstetrics
Carolann Gray, RN	White 9, General Medicine
Deb Guthrie, RN	Gray/Bigelow 1, IV Therapy
Rick Haigis, RN	White 12, Neuroscience
Elizabeth Hennessey, RN	Blake 6, Transplant
David Hiatt, RN	Ellison 2, Radiology
Helen Ann Higgins, RN	White 13, General Clinical Research Center (GCRC)
Jayne Hill, RN	Cox Basement, Radiation Oncology

Beverly Hudson, RN
Katarina Ikels, RN
Linda Kafkas, RN
Megan Knecht, RN
Susan Leroux, RN
Jamie Liu, RN
Deborah Lynch-Roden, RN
Terry MacDonald, RN
Mary Macleod, RN
Barbara Mahoney, RN
Mary Anne Malloy, RN
Shean Marley, RN
Martha McAuliffe, RN
Lee McCloskey, RN
Cheryl McGah, RN
Arlene Meara, RN
Cynthia Meglio, RN
Jane Miller, RN
Hilda Morrison, RN
Sandra Murphy, RN
Heather Nelson, RN
Marjorie Noone, RN
Harriet Nugent, RN
Susan O'Brien, RN
Marie O'Connor, RN
Traci O'Leary, RN
Cheryl Oliver, RN
Norine O'Malley-Simmler, RN
Laura O'Toole, RN
Joanne Parhiala, RN
Sarah Purcell, RN
Bernadette Quigley, RN
Cynthia Rappa, RN
Linda Richards, RN
Palmie Riposa, RN
Julie Robinson, RN
Karen Rosenblum, RN
Brenda Schwartz, RN
Heidi Simpson, RN
Dolores Stewart, RN
Amie Stone, RN
Donna Sweeney, RN
Kathleen Tiberii, RN
Lauren Timmons, RN
Susan Tower, RN
Ellen Walsh, RN
Billie Jo Watson, RN
Ann Wee, RN
Maureen Welch-Costantino, RN
Deborah Zapolski, RN

Yawkey 7, Hematology/Oncology
Bigelow 13, Burns Unit
Cox 1, Oncology Infusion
Bigelow 11, General Medicine
White 7, General Surgery
Blake 6, Transplant
Rapid Response Team
Blake 10, Neonatal Intensive Care (NICU)
Ellison 4, Surgical Intensive Care (SICU)
Anticoagulation Management Services
Bigelow 10, Dialysis
Wang 645, Internal Medicine Associates
Ellison 7, General Surgery
Blake 12, Neuroscience Intensive Care
Waltham, Ambulatory Orthopaedics
Main Operating Rooms
Gray 108, EP Lab
Yawkey 8, Infusion Unit
Jackson 1, Pre-Admission Testing Area (PATA)
Ellison 10, Cardiac Telemetry
Bigelow 14, Vascular Surgery
Wang 6, Internal Medicine Associates
Blake 14, Labor and Delivery
Ellison 17, Pediatrics
White 8 General Medicine
White 12, Neurology
Yawkey 5, Nuclear Cardiology
Ellison 9, CCU
Blake 13 Family and Newborn
Blake 11, Psychiatry
Ellison 14 Hematology/Oncology
Blake 7, Medical Intensive Care (MICU)
Ellison 12, ED Observation Unit
Ellison 8, Cardiology
Anticoagulation Mgmt. Services
Ellison 11, Cardiac Interventional Unit
Blake 11, Psychiatry
Ellison 11, Cardiac Interventional Unit
Bigelow 6, Pediatric Intensive Care (PICU)
Ellison 11, Cardiac Interventional Unit
Ellison 19, Thoracic Surgery
Ellison 9, Cardiac Catheterization Lab
Blake 4, GI Endoscopy
Ellison 19, Thoracic
Bigelow 13, Burn, Plastics and Reconstructive Surgery
Wang 3, Same Day Surgery Unit (SDSU)
Ellison 16, General Medicine
Bigelow 7 Gynecology/Oncology
Yawkey 4, Obstetrics and Gynecology
White 9, General Medicine

Recorder: Maureen Greenberg

2008 Goals/Accomplishments:

- **Operate as the clearinghouse committee to determine best group(s) and/or individual(s) to address identified issues.**
 - Identified the following issues to be addressed:
 - Issues with equipment/supplies including: insulin syringes, need for more travel monitors (*six additional monitors were purchased and strategically located*), placing CalStat dispensers in elevator lobbies (*implemented*), repairing broken computers and printers (*off-shift repair initiative developed*).
 - Challenges in using Trove to retrieve policies and procedures (*still outstanding*).
 - Human Resources-related issues addressed: jury duty payment, tuition reimbursement, open enrollment for employee benefits, expanding operating hours of the Credit Union, hiring review process, market adjustment, Clinical Recognition Program advancement increases, and pensions.
 - Disseminated information regarding key hospital initiatives:
 - Building for the Third Century (B3C) – need for staff, patients and families to use new pedestrian walkway around construction site.
 - Provided input into presentation when Electronic Medication Administration Record (eMAR) was demonstrated.
- **Protect the nurse/clinician relationship with patients and families through promotion of customer service, patient- and family-centered care, and safety initiatives.**
 - Identified issues related to families of patients staying overnight in patient rooms; Social Work presented information regarding overnight accommodations, vouchers, social worker on-site and on-call availability, and parking for low-income families (*remains an ongoing initiative*).
 - Identified concern regarding lack of access to washer/dryers to clean clothes of long-term patients. Social Work shared that they can supply clean clothes for patients that need them.
 - Participated in dialogue regarding pilot of Rapid Response Team designed to respond to early recognition of significant changes in patient condition.
 - Promoted completion of audit re: central line maintenance.
- **Identify and provide input into prioritization of educational offerings.**
 - Information presented regarding RN Residency Program and Nurse-Sensitive Indicators (ourRNumbers).
 - Key areas related to Joint Commission Compliance that staff need to be updated/educated about include: use of prohibited abbreviations, hand hygiene, National Patient Safety Goals, Universal Protocol, Advance Directives, and pain assessment and reassessment.
 - Identified need to provide Knight Nursing Center with suggestions for priorities for educational programming (programs, on-line education, etc.).
- **Serve as a liaison between unit-based colleagues and senior nursing leadership regarding day-to-day clinical, quality of work-life and work-life balance issues.**

- Identified concerns re: use of cell-phones including camera function on units. Systems Improvement conducted survey and provided recommendations to guide future cell phone use (remains an ongoing initiative).
- Systems Improvement updated the group about parking at the Garden (Lomasney Bubble) Garage post 6pm.
- Provided input into the Patient Care Services' strategic plan.
- Systems Improvement dialogued with group re: noise control initiative. Provided information re: pillow speakers, headphones, and keypads for television remotes (*remains an ongoing initiative*).
- Promoted importance of completing Staff Perceptions of the Professional Practice Environment Survey (conducted (Sept – November 2008)).
- Systems Improvement engaged the group regarding non-salary TIGER team initiatives underway to facilitate cost containment. Provided feedback into awareness campaign. Identified opportunities for cost containment and efficiency (*remains an ongoing initiative*).
- **Seek clarification as it relates to questions or concerns that the healthcare team raises.**
 - Identified the following questions/concerns:
 - Feasibility of employees parking in Yawkey garages on weekends/holidays.
 - Providing additional shuttle buses for staff use after 11:00p in colder weather; additional shuttle between 10:30a – 10:45a from the Nashua Street lot
- **Shape nursing's image and advertising campaign by providing input into the key processes of design, selection and evaluation.**
 - Provided input into nursing photo shoot for new MGH nursing image campaign
 - Piloted RN badge holders prior to hospital-wide rollout
 - Promoted information about, and attendance at, Nurse Recognition Week events.
- **Participate in planning for, and communication of key information, for promoting and sustaining Joint Commission and Magnet Designation readiness.**
 - Took the lead in sharing key information with colleagues to prepare for Magnet Hospital Re-designation Site Visit in February 2008; participated in mock-interview; and met with Magnet Appraisers during site visit.
 - Engaged colleagues in Excellence Every Day campaign to promote Joint Commission readiness.

2009 Goals:

Note: outstanding tactics cited in 2008 Goals will be addressed in 2009.

- Operate as the clearinghouse committee to determine best group(s) and/or individual(s) to address identified issues.
 - Address challenges in using Trove to retrieve policies and procedures (*still outstanding*).
- Protect the nurse/clinician relationship with patients and families through promotion of customer service, patient- and family-centered care, and safety initiatives.

- Address issues related to families of patients staying overnight in patient rooms (*remains an ongoing initiative*).
- Identify and provide input into prioritization of educational offerings.
- Serve as a liaison between unit-based colleagues and senior nursing leadership regarding day-to-day clinical, quality of work-life and work-life balance issues.
- Address concerns re: use of cell-phones including camera function on units (*remains an ongoing initiative*).
- Provide Systems Improvement with feedback re: noise control initiative (*remains an ongoing initiative*).
- Continue to provide Systems Improvement with feedback regarding non-salary TIGER team initiatives and other ideas for cost containment and efficiency (*remains an ongoing initiative*).
- Seek clarification as it relates to questions or concerns that the healthcare team raises.
- Shape nursing's image and advertising campaign by providing input into the key processes of design, selection and evaluation.
- Participate in planning for, and communication of key information, for promoting and sustaining Joint Commission and Magnet Designation readiness (Excellence Every Day).