

Evidence-based practice

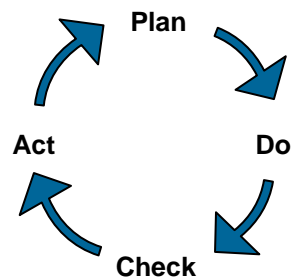
- Share your rationale for providing a particular aspect of care in a specific way.
- Describe the resources available to staff when providing patient care.

Delegation

- Describe the factors that comprise your decision to delegate a task to an unlicensed staff.
- Know what things cannot be delegated.
- Remember the five rights:
 - Right task
 - Right person
 - Right circumstances
 - Right communication and direction
 - Right supervision

Unit-based performance improvement activities

- Describe improvements made on your unit to improve patient care.
- Describe a change made to improve the systems that support patient care.
- Remember the steps:
 1. **Plan**
 - Identify an opportunity
 - Gather information and measure the current situation
 2. **Do**
 - Design an improvement and implement the change
 3. **Check**
 - Measure again to see if the plan worked
 4. **Act**
 - Sustain the change



Key Features of Magnet Hospitals

- **Autonomy over nursing practice** – ability to make decisions that impact patient care delivery and continuity of care.
- **Control over the practice environment** – resources are readily available to provide safe patient care.
- **Positive nurse-physician relationships** – evidence of effective communication and mutual respect among clinicians.
- Commitment to **culturally-competent care** – care that is provided for specific patient groups to support this value.
- **Quality Care** – linkages between nursing interventions and positive patient outcomes.
- Adequate **nurse staffing** – strong focus on retention and recruitment of qualified and competent staff.
- **Visible and accessible nursing leadership** – opportunities and mechanisms for communication between all levels of staff.
- **Collaborative Governance** – staff voice in decision-making.
- Support for **education and career development** – educational resources and investments in employees through programs such as the Clinical Recognition Program.
- Wealth of expert **consults and resources** – unit-based Clinical Nurse Specialists, educational and on-line resources and visiting scholars.

Magnet Designation recognizes a hospital as a safe, high quality environment for nurses to practice. Hospitals with this recognition enjoy a reputation that their services are among the finest in the nation.



**MASSACHUSETTS
GENERAL HOSPITAL**

NURSING

Magnet Hospital Designation is the highest recognition the American Nurses Credentialing Center grants to healthcare organizations for excellence in nursing practice.

Patient Care Unit

Mock Visit Guide

Massachusetts General Hospital

Magnet Hospital

Re-designation Site Visit

February 20 – 22, 2008

The Magnet Web page is accessed from the Patient Care Services website at <http://www.massgeneral.org/pcs>. Then simply click on the Magnet icon.



What is the purpose of the site visit?

The site visit evaluates the hospital's performance on its continued ability to develop programs and initiatives that are enculturated throughout the hospital. It is an opportunity for staff to showcase the excellent care they provide to patients and families at MGH.

How many units will be visited?

The goal is to visit as many units and practice areas as possible.

Who will the appraisers talk to during the unit visits?

- Staff throughout MGH will have an opportunity to interact with the appraisers in a number of forums scheduled throughout the site visit. Appraisers may speak with any member of the MGH community. All employees should have a basic understanding of the Magnet recognition process and be able to describe how their department works in collaboration with nursing.
- Appraisers will want to meet with members of the interdisciplinary team about how clinical practice is delivered and supported.
- Appraisers may request to speak with patients, families and visitors.

What are the appraisers looking for during the unit visit?

Key areas of focus that staff will be asked to speak to:

- Interdisciplinary, patient- and family-centered care demonstrated through practice
- Continuity of the patient's plan of care
- Collaborative nurse/physician relationships
- Staff involvement in unit decision-making
- Integration of quality initiatives
- Evidence-based practice
- Delegation and teamwork
- Unit-based performance improvement activities

**The MGH Patient Care Delivery Model:
interdisciplinary, patient- and family-centered care.**

Care planning and documentation

- Describe the **plan of care** your patient is receiving.
- Ensure that the documentation of the care reflects MGH standards.
- Identify a patient that could be visited by an appraiser if requested.

Continuity of care

- Interdisciplinary teamwork is featured in our Magnet evidence; the record should reflect input by all clinicians to maximize continuity of care.

Your Magnet Ambassadors, Champions and unit leadership are available for more detailed information.

Professional development

- New staff members may be asked to describe their orientation program.
- New graduates may be asked about their transition from student into professional practice.
- Preceptors may be asked to describe their role in teaching new nurses, support staff, employees or students.
- Resources that support professional development include:
 - Continuing Education opportunities (central and unit-based)
 - Paid time to attend offerings
 - Tuition assistance to advance education
 - Flexible staffing to accommodate school schedules
 - Clinical Recognition Program
 - Specialty certification
 - Clinical experts (central and unit-based) e.g., CNSs, Nurse Practitioners, Clinical Educators and clinicians from other disciplines
 - Simulation
 - Web-based learning

Making staffing decisions

- Describe how staffing decisions are:
 - Made at the unit level
 - Based on patient acuity
 - Based on the competency of available staff

Interdisciplinary teamwork

- Different disciplines routinely participate on teams to identify opportunities to improve care. Describe the teams in place to address the care on your unit.
- Interdisciplinary team rounds are an important part of the excellent care provided at MGH. Appraisers are interested in observing teams in action and in seeing evidence of teamwork in the patient record.

Quality focus

- rL Solutions, the web-based incident reporting system improves patient care and increases patient safety by providing an efficient, accurate and timely safety reporting system.
- Nursing Sensitive Indicators as defined by the ANA, are monitored and include prevalence of patient falls and pressure ulcers; patient satisfaction with pain management, education and overall care; and infection rates.
- The Center for Innovations in Care Delivery, one of the Centers within the Institute for Patient Care, offers resources and support to nursing and interdisciplinary teams to identify opportunities to improve care, evaluate its impact and improve care delivery.

**Variables that create magnetism include:
An adequate number of superbly competent,
educated nurses supported by an administrative
team that has built a culture that values quality
patient care and supports the values of collegial
nurse-physician relationships, clinical autonomy,
and control over nursing practice.**
McClure et. al., 2002