

## **Professional Development and Education**

Massachusetts General Hospital actively promotes the continuing education and professional development of nursing staff and leadership. The MGH is strongly committed to supporting staff participation in educational activities as articulated in the Mission Statement.

There are a number of ways in which the educational and professional development of nursing staff is supported.

- **The Norman Knight Nursing Center for Clinical and Professional Development** is a key resource. The Center offers educational programs to staff that encompass a wide range of topics ranging from current clinical practice interventions to communication and conflict management. In the 12-month period from July 2006 to June 2007, The Norman Knight Nursing Center for Clinical and Professional Development offered 123 programs with a total attendance of 2,881, an average of 23.4 attendees per session. Continuing education of leadership is also a focus. The Department of Nursing sponsors leadership development programs for Nursing Directors and Clinical Nurse Specialists. In addition, there is the MGH leadership academy that offers training for senior leadership.
- The organization provides and takes advantage of **web-based educational opportunities** as well. Examples include: Crucial Conversations, a program that addresses the need for learning and skill development in areas of communication and conflict management, a need and interest validated in the 2006 Staff Perceptions of the Professional Practice Survey; Collaborative IRB Training Initiative (CITI), biomedical research modular refresher course; an on-line Swallowing Screening Training program; the Drug Dose Calculation Guide, a self-directed learning packet available on our intranet; NDNQI's pressure ulcer training modules; PCEP, the Pulmonary Artery Catheter Education Project; and the American Heart Association's on-line course for Basic Life Support Instructors.

In addition to providing traditional didactic education and skills training in a laboratory setting, The Knight Nursing Center for Clinical and Professional Development provides learning experiences involving patients of all ages through **simulation training** at two state-of-the-art locations. Each simulation program addresses the overall themes of leadership, communication, teamwork, decision-making, and application of clinical knowledge and skills. A faculty-guided debriefing session follows each scenario. Programs vary in length from one to eight hours; some simulation scenarios are combined with didactic content. The Knight Simulation Center provides the ongoing following programs:

***Simulated Bedside Emergencies for the New Nurse*** is designed to enhance the performance of the novice nurse when caring for patients who experience a medical emergency.

***Code Blue: Simulated Cardiac Arrest for the Experienced Nurse, Simulated Critical Care Emergencies: Enhancing Patient Safety, and Pediatric Simulation: Care of the Sick Infant*** introduces the concepts of crisis resource management during simulated medical emergencies.

***Interdisciplinary Simulation: Assessment and Management of a Patient with a Change in Mental Status*** fosters team communication and enhances the ability of physicians and nurses to identify, assess, diagnose, and treat patients who experience an acute change in mental status.

***Interdisciplinary Code Team Training*** includes participants from medicine, nursing, anesthesia, respiratory therapy, and pharmacy. The course introduces principles of critical event management and focuses on optimizing care for patients in cardiac arrest.

***New Graduate Critical Care Nurse*** offerings integrate simulation into the curriculum of the existing internship program for new graduate nurses in critical care. Scenarios are linked with lecture content and provide the opportunity to develop assessment, critical thinking, and communication and teamwork skills.

The Department of Nursing's Budget demonstrates significant financial commitment for staff education and involvement in administrative duties. For fiscal year 2007, Patient Care Services invested more than \$2.4 million dollars in support of education, project and administrative paid time.

**Tuition Reimbursement** supports staff's career growth and advancement by supporting educational opportunities in baccalaureate, masters and certificate programs. To be eligible, an employee must work greater than 20 standard hours. The goal of the program is to advocate career growth, education and development of employees. Web-based education is available to staff nurses who want to pursue a baccalaureate or masters degree. In cooperation with St. Joseph's College in Maine, the Department of Nursing provides on-line access to support staff in advancing their education. Currently there are five staff nurses in this program, three in the baccalaureate program and two in the masters program.

**Educational Paid Time** - Staff may be approved to attend, seminars, workshops, programs or professional organizational meetings on paid (work) time provided that the specific program supports unit, department or institutional values, strategic plans or goals; or that it has relevance for a particular MGH project, priority or initiative.

**Travel/Seminar Funds Guidelines for Eligibility** - Staff who travel or attend programs as part of MGH official business and at the request of the department will be reimbursed for expenses. Eligible programs include seminars, workshops, programs and professional organizational meetings and conventions. During the 12-month period from August 2006 to July 2007, support was provided to nurses from MGH to attend over 500 conferences at an expense exceeding \$400,000. In addition to the registered nurses expense, support of conference and travel also benefited non-nurses (e.g. Project Managers) in the Department of Nursing and health professionals in Physical Therapy, Occupational Therapy, Respiratory Therapy, Speech Language Pathology, and Social Service. Total expenses for the Chief Nurse, staff nurses, non-nurses and health professionals is expected to exceed \$600,000 for fiscal year 2007. The budget for fiscal year 2008 will exceed this level of support. Over \$535,000 is budgeted for conference and travel for the Department of Nursing and an additional \$110,000 for other health professionals in Patient Care Services.

**Professional and Specialty Certification (Souretis Fund)** – This fund is available to reimburse the cost of professional certification or recertification examinations offered by nationally recognized professional nursing organizations. The Norman Knight Nursing Center for Clinical and Professional Development has offered several certification preparatory courses for several specialty groups including neuroscience nursing, ANCC Medical Surgical nursing, cardiology and chemotherapy/biotherapy. The NICHE-64 Plus group will be co-presenting a 2-day program for Best Practices in Acute Care for the Older Adult in the winter of 2008.

**Investment in and support of Future Nurses** – MGH patient care units hosted 1383 nursing students from a variety of nursing programs for their clinical practicums during FY 2006-2007.