



VOLUNTEERS - GOING BEYOND ALL EXPECTATIONS - LEANING FORWARD



Dear Volunteers, Colleagues and Friends:

2008 was truly a remarkable year for our department and MGH! The synergy among our volunteers, and the teamwork between our department and MGH employees was evident in both inpatient and outpatient settings. The hard work and dedication to our mission by all translated into better care for our patients, and a more welcoming atmosphere for their families, friends and visitors to the institution.

As I reflect on our past year's achievements, I recognize that the team of 1,403 volunteers and the MGH employees who helped managed their efforts, shapes the MGH experience. The collective result of combining intelligence, dedication and motivation is nothing less than astounding.

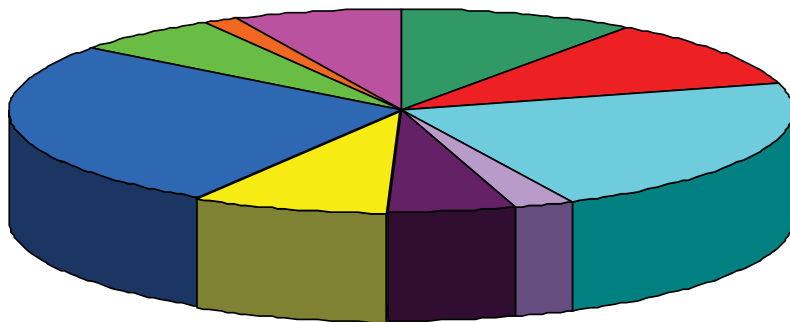
My most sincere appreciation and congratulations to the volunteer management team: Wayne Newell, Kathy Clair-Hayes, Meghan Fitzgibbons and Pat Rowell. They bring an immense amount of talent, energy, and intelligence to their work every day and we all benefit from it.

As MGH grows, we welcome the opportunity to continue to provide valuable services that benefit our community while expanding our scope of service to meet new and unmet needs.

I look toward the future with much anticipation!

Paul Bartush, CAVS
Co-Director

Volunteer Service Hours by Site - 2008



- Cancer Center (8,277)
- Emergency (9,303)
- Inpatient (19,038)
- Learning Centers (2,187)
- Outpatient (4,472)
- Pediatrics (6,862)
- Visitor Services (23,217)
- Administrative (5,251)
- Episodic Projects (1,187)
- LVC & Retail shops (5,909)

**In 2008, MGH
volunteers gave
86,175 hours of
service!**

**That is an 8%
increase over
last year!**



MEETING THE NEEDS



Using Rapid Cycle Improvement to Support Innovation

Barbara Blakeney, RN, Innovations Specialist for Patient Care Services, met with the Volunteer Department Team during our most recent strategic planning retreat. Through dialogue and case studies, we applied rapid cycle improvement to our pilot initiatives. In 2008, we focused on issues of throughput.

Step 1: Plan – Name the problem

Typically, MGH Staff are trying to solve a “problem,” increase patient satisfaction or provide better service. We create a volunteer service description and develop a training competency plan. We identify staff who will supervise and work with the volunteers during the pilot.

Step 2: Do – Create a pilot and collect data

We recruit one or two volunteers to pilot the position. The volunteers help us collect data and identify solutions. We collect feedback from the volunteers and staff.

Step 3 Result – Adopt, Adapt or Abandon

Adopt - If the pilot is a success we create a new volunteer role and begin recruiting for the position.

Adapt - If the pilot had some challenges but was considered useful, we adapt the pilot. As a team, we problem solve through the issues. We might pilot again to see if we can have a greater impact on the problem.

Abandon - When the volunteer does not have an impact on the problem, we abandon the pilot. This is not understood to be a failure. Sometimes we abandon the pilot because the volunteer role was not robust enough to warrant a three hour shift. On occasion we can roll the responsibility into an episodic volunteering role.

How do we define success?

- Did the volunteer have an impact on the problem?
- Was there enough work for the volunteer?
- Did the volunteer feel useful? Was it a satisfying volunteer role?
- Did staff support the volunteer and are they willing to expand the position?

PILOTS - THROUGHPUT

Yawkey 8 - Infusion Unit Clinic Volunteer

MGH Staff: Joanne LaFrancesca, RN, MN, AOCN, Nurse Director and Sheena Smead, Administrative Operations Manager of the Yawkey 8 infusion unit.

Problem : On average, the infusion unit treats 150 patients each day. Between the hours of 10 am -12 pm patients were experiencing delays in being seated in the treatment areas. The role of the Personal Care Attendants (PCA) had expanded to include fall precautions and more vital signs in the clinic. As a result, staff were finding it difficult to keep up with the demand of seating patients during peak clinic hours.

Pilot : We chose a volunteer who knew the Yawkey 8 staff and layout. She kept a log of how many patients were helped. During the pilot, she escorted over 45 patients during a four hour shift. This resulted in decreased patient wait time and increased productivity and throughput for staff.

Adapt : We decided at the end of the pilot that there was enough work for two shifts each day. Volunteers enjoyed the role, as they felt part of the team and were able to impact the patient experience. This placement now has 10 volunteer shifts on a weekly basis. Volunteers have served over 430 hours of service in this position since August of 2008.

Dedicated Inpatient Unit Volunteer Pilot Program

MGH Staff: Carla Welsh, Senior Project Specialist, Jamie Breed, and Monika Walker, Operations Managers, of PCS Clinical Support Services.

Problem : Delay in discharging patients from the inpatient units was a barrier to inpatient throughput. This hindered front door, post operative and emergency department admissions.

Pilot : Patient escort volunteers were placed on four high volume units: Ellison 6, White 6, Ellison 7 and White 7. By having a volunteer “ready with a wheelchair,” we hoped to make discharges more efficient.

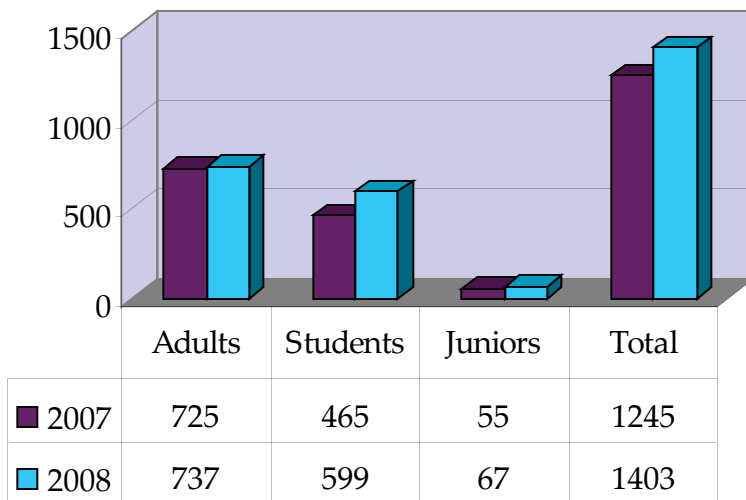
Adapt : Because of the inconsistent pattern of discharges, we quickly adapted to have one volunteer share two floors. Consequently, we adapted and added more centralized resources so we could respond to on demand needs. We hope to pilot this initiative again as we work to identify other duties the volunteer can have while serving on the floor.



MEASURING SUCCESS

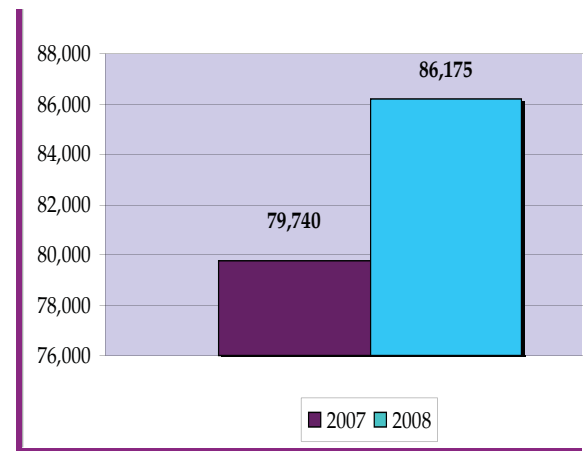
2008 was a year of growth. Thanks to each volunteer who added to our success and ability to serve the MGH community. We increased the number of volunteers and the hours that were served. With more hands and hearts we transported more patients, supported more families, and learned a lot about compassionate care along the way.

Number of Volunteers by Type



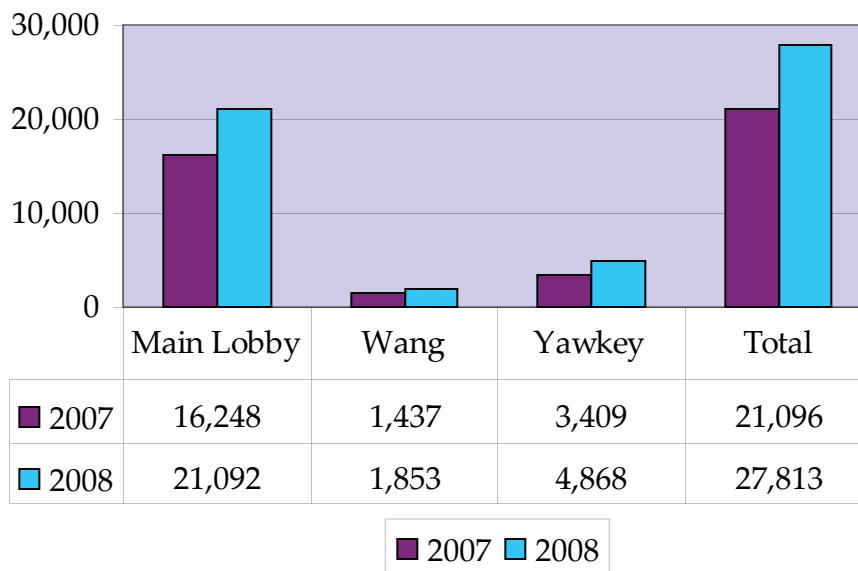
✓ 13 % increase in number of volunteers

Volunteer Hours



✓ 8 % increase in number of volunteer hours

Number of Patient Escorts and Transports



32% increase in Patient Escorts



PARTNERING FOR PATIENTS

Volunteers and the MGH Information Associates Team

“How will I learn my way around this huge hospital? Who can I ask if I don’t know?” These are questions most new MGH volunteers ask. Each month, MGH volunteers transport approximately 2,500 patients. They assist patients who are being discharged from our inpatient units. Volunteers transport our patients and families to and from the many outpatient destinations here at MGH. They also spend a good deal of time giving directions to patients, families and visitors.

Learning the geography of the inpatient world is fairly manageable and can be done in one or two shadow sessions with our experienced volunteers. Navigating the multitude of destinations encompassed in the outpatient world is more daunting. The number of clinical practices and diagnostic test areas where our patients go are so numerous that it is impossible to know them all. Volunteers quickly learn that the “who” to ask are the MGH Information Associates.

As a result of their daily work, the Information Associates are a highly skilled and knowledgeable resource for volunteers. They support the volunteers by listening for who may need assistance and sharing their knowledge. Bryan Swaim, a new Patient Escort volunteer says, “Without the information desk staff, I would never be able to do my job. They are unbelievable!”

Whenever a patient is moved by an MGH volunteer, you can be certain that the collaboration between the volunteers and the Information Associates has occurred. This partnership between two great teams results in making a difference for MGH patients and families.

Reflections - Mike Stone, Manager MGH Information Desks

When a volunteer arrives to begin their shift, I say to myself, “Think of how many patients will have a positive experience by the efforts of this person who is giving up their free time.” It can be as simple as a kind word, the extra care volunteers provide when someone is in pain, or the unhurried time spent to discharge or transport a sick or lost person. All of these acts show me the better side of human nature.

I am humbled every day by the team of people who work here to save lives and make people comfortable. Volunteers are part of that team. A volunteer gives freely and does whatever it takes to make a difference in another person’s day. I am in awe as I work with our volunteers - a group of people - who for a moment in their lives can put themselves out for another human being. It is inspiring!



APPOINTMENT PALS

A Partnership to Help Our Fragile Patients

The MassGeneral Care Management Program provides a higher level of services to more than 2,000 of the hospital's sickest patients. These patients are generally older and have multiple health issues. They tend to cancel or skip appointments because of: the anxiety they feel about coming to the hospital; the worry of becoming lost; and the stress of being physically able to navigate MGH.

The Care Management Program's Project Manager, Mary Neagle, and Community Resource Specialist, Rolando Mercado teamed with the Volunteer Department to create the "Appointment Pal" Program. An Appointment Pal is a volunteer who meets and escorts a specific patient to and from one or multiple appointments. In doing so, the volunteers offer personalized support and compassionate assistance.

Typically, the patient knows the name of the volunteer Appointment Pal. This volunteer will be waiting at the Wang Lobby Information desk to meet the patient when he or she arrives. The volunteer escorts the patient to one or many appointments. Assured that the same person will be there throughout each part of the day, patients feel much less anxious about coming in for their appointments. This consistency assuages the patients'

fears about being alone in the hospital and navigating its many buildings.

In addition to escorting and helping patients navigate the institution, Appointment Pals often accompany patients to the cafeteria or to the pharmacy, after or in between their appointments. Giancarlo Zolfonoon says, "What I truly love about the Appointment Pal program is that it is rewarding for me and the patient. Accompanying the patient for an extended period of time allows us to have richer conversations."

In 2008, the Volunteer Department received over 100 Appointment Pal requests. Considering the growth of the campus and the success of the program we are sure to receive even more in the years to come!



MGH VOLUNTEER TEAM



Meghan Fitzgibbons, Wayne Newell and Kathy Clair-Hayes

Wayne Newell has over thirty one years of service at MGH in various supervisory capacities on inpatient units, surgical ICU's, Materials Management and the Emergency Department. Wayne has been married to Karen for 30 years and is a proud father to Emily and Rebecca. As the Volunteer Department Manager, the best part of Wayne's job is talking to all the wonderful engaging volunteers.

Kathy Clair-Hayes, LICSW received joint masters degrees in social work and pastoral ministry from Boston College in 1995. Prior to joining the Volunteer Department, she worked as a MGH oncology social worker for twelve years. Kathy loves hearing volunteer stories: why people volunteer, what they learn from the experience and how sharing oneself changes people for the better. Kathy met her husband, Chris, while volunteering in the Jesuit Volunteer Corps (JVC) in Juneau, Alaska. Kathy and Chris have two children, Declan and Maggie.

Meghan Fitzgibbons received her degree in Psychology from the University of Virginia in 2006. After college, she joined AmeriCorps National Civilian Community Corps where she traveled throughout the southeast United States teaching in schools, gutting hurricane-ravaged homes, and rebuilding communities. For Meghan, the best part of working in the Volunteer Department is the privilege of interacting with all of the compassionate, dedicated volunteers on a daily basis.



MASSACHUSETTS
GENERAL HOSPITAL

VOLUNTEER DEPARTMENT

Suite 015 Gray/Bigelow Basement
Phone: 617-726-8540
Fax: 617-726-4434
Email: mghvolunteer@partners.org
Web: www.massgeneral.org/volunteers

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