New Knowledge, Innovations & Improvements

2017 Re-designation
Site Visit Preparation
Magnet-recognized organizations will serve as the fount of knowledge and expertise for the delivery of nursing care globally. They will be solidly grounded in core Magnet principles, flexible, and constantly striving for discovery and innovation. They will lead the reformation of health care, the discipline of nursing, and care of the patient, family, and community.

The Commission on Magnet Recognition, 2008
Anticipated Activities of the Site Visit (partial listing)

• Visit all inpatient units and ambulatory care areas (main campus and satellites)
• Document Review: personnel records—professional performance appraisals (looking for supervisor’s evaluation, self-evaluation, peer review professional goals) and patient records (looking for interdisciplinary plan of care and interdisciplinary teaching)
• Meetings:
  • Clinical (staff) nurses—randomly selected for numerous breakfast, lunch & dinner meetings
  • Department of Nursing committees—including Collaborative Governance
  • Physicians, advanced practice nurses, other disciplines, case managers, support services
  • Interdisciplinary hospital committees
  • Patients, families, volunteers, & community representatives
• Organizational & Patient Care Services leadership
  • MGH senior management & Board of Trustees
  • Quality and Safety initiatives leadership
  • Patient Care Services Executive Committee
  • Nursing Directors/Managers & CNSs/NPSs
  • Human Resources
  • Education
  • Research
Role of Magnet Champions

• Collaborative Governance Champions and identified staff at off-site locations
• Role: actively engage peers in on-going development of practice
  
  Discovery  |  Communication  |  Motivation

• With local nursing leadership, leads dialogue with peers about Magnet evidence and site visit preparation
Communication and Education Plan

- **Weekly Focus Topics**
  - Magnet Monday e-mails – targeted info & resources
  - **Weekly forums for staff** – Thursdays, O’Keeffe Auditorium, 1:30 - 2:30pm *(videostreamed)*
  - **Updates at meetings** – Combined Leadership & Nurse Director

- **Collaborative Governance** committee meeting dialogues

- **SAFER Fair display** (Weds., Oct. 11, 12:00 – 2:00pm, Bulfinch Tent)

- **Magnet Recognition® Journey/Joint Commission Resource Guide** for all staff

- “**Magnet Roadmap**” poster for all units/areas

- **PPM and PCDM graphics** for display boards/staff areas

- **Excellence Every Day Magnet portal**
  
  www.mghpcs.org/PCS/Magnet/index.asp
## Weekly Focus Topics

<table>
<thead>
<tr>
<th>WEEK OF</th>
<th>TOPIC</th>
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<tbody>
<tr>
<td>Sept. 18</td>
<td>General Survey Preparation and Magnet 101</td>
</tr>
<tr>
<td>Oct. 2</td>
<td>Structural Empowerment</td>
</tr>
<tr>
<td>Oct. 9</td>
<td>Exemplary Professional Practice</td>
</tr>
<tr>
<td>Oct. 16</td>
<td>New Knowledge, Innovations and Improvements</td>
</tr>
<tr>
<td>Oct. 30</td>
<td>Empirical Outcomes</td>
</tr>
<tr>
<td>Nov. 6</td>
<td>Site Visit Begins !!!</td>
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### 5 Magnet Model Components

<table>
<thead>
<tr>
<th>Week</th>
<th>Component</th>
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<tbody>
<tr>
<td>Sept. 25</td>
<td>Transformational Leadership</td>
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<tr>
<td>Oct. 2</td>
<td>Structural Empowerment</td>
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<td>Oct. 9</td>
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Magnet Model Components

Provides a framework to achieve excellence in practice
New Knowledge, Innovations & Improvements

*Innovate & Improve*

**Characteristics**

- As exemplary professionals, nurses are accountable for using and expanding nursing knowledge.
- Magnet nurses are pioneers of our future.
- Innovations in nursing care, care delivery and the practice environment are the hallmark of Magnet organizations.
- Create new designs, models of care evidence and standards.
Definitions at MGH

• Differentiate between:
  • **Research** is a **systematic investigation** that is designed to generate **new knowledge** that can be generalized to broader applications.
  
  • **Evidence-based practice (EBP)** is a method of decision making (**practice recommendations**) that are based on:
    1. a rigorous/systematic appraisal of current research,
    2. patient preferences and
    3. provider expertise/environmental situations
  
  • **Process/Quality Improvement (QI)** is a process by which nurses and clinicians work to **improve systems** at the **local level**. The steps involve PCDA (Plan, Do, Check, Act).
    – The intent is to **monitor performance and improve outcomes** in an ongoing process

• Nursing Innovations in Care Delivery – "Innovation is the **application of creativity or problem solving** that results in a widely adopted strategy, product, or service that meets a need in a new and different way. Innovations are about improvement in quality, cost effectiveness, or efficiency."
  
  Kaya et al., 2015
New Knowledge, Innovations and Improvements

Innovate and Improve

Infrastructure to Support Nursing and Collaborative Research

- The Yvonne L. Munn Center for Nursing Research
  - YLM Nursing Research Awards
  - YLM Post-Doctoral Fellowship
  - Doctoral Forum
- Collaborative Governance Research and Evidence-Based Practice Committee (REBP)
- The Clinical Nurse Specialist Research Task Force
- The Norman Knight Nursing Visiting Scholar Program

Infrastructure to Support Innovation

- The Center for Innovation in Care Delivery
- IDEA (Innovation, Design, Excellence Award) grants
- Collaboration with Northeastern University
Example from our Magnet Evidence

Development of a Transitional Care Model for Pediatric Patients with Critical Airway Conditions Across Institutions

Purpose:
• To gain an understanding of the challenges occurring during transitions of care between two institutions for children with critical airway conditions
• To describe the family experience of caring for their child with a tracheostomy during the transition from hospital to home, and to identify types of support that families require to be successful caregivers.

Methods:
• Qualitative Descriptive
• Focus groups: MGH and MEEI nurses, Family members
• Planned and facilitated by a nurse investigator

Analysis:
• Applied basic content analysis methods with three-person consensus
• Coded text to capture meaning, compared cores to identify core categories and enable comparisons between MGH and MEEI nurses and among participants
• Validation through multiple techniques: debriefing, engagement with data, and consideration of field and reflective notes
• Linked results from core categories to inform conclusions
Example from our Magnet Evidence
Example from our Magnet Evidence

![Post-Operative (Post-Op) Average Length of Stay (LOS) Pediatric Tracheostomy Patients](chart)

<table>
<thead>
<tr>
<th>Quarter and Year</th>
<th>Post-Op Average Length of Stay</th>
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<tbody>
<tr>
<td>Jul - Sep 2013</td>
<td>17.0</td>
</tr>
<tr>
<td>Oct - Dec 2013</td>
<td>18.5</td>
</tr>
<tr>
<td>Jan - Mar 2014</td>
<td>39.3</td>
</tr>
<tr>
<td>Apr - Jun 2014</td>
<td>13.3</td>
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<tr>
<td>Jul - Sep 2014</td>
<td>23.0</td>
</tr>
<tr>
<td>Oct - Dec 2014</td>
<td>13.7</td>
</tr>
<tr>
<td>Jan - Mar 2015</td>
<td>12.8</td>
</tr>
<tr>
<td>Apr - Jun 2015</td>
<td>9.0</td>
</tr>
<tr>
<td>Jul - Sep 2015</td>
<td>9.0</td>
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</tbody>
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Example from our Magnet Evidence

EBP Project: “Effectiveness of Silicone-Coated Foam Dressings On Prevention of Pressure Injuries: An Evidence-Based Practice (EBP) Project”

• Focus on prevention of sacral pressure ulcers in critical care patients
  What more can we do, what does the evidence suggest?

• EBP Members (7): Blake 12 Multi-disciplinary ICU and Ellison 4 SICU (NDs, CNS, ARNs), and PCS Institute of Patient Care CNS/EBP Co-Lead

• PICO Question:
  “As compared to Mepilex foam dressings (C), are Allevyn Life foam dressings (I) as effective at preventing sacral PI (O) in critical care patients (P)”

• Each member assigned to review and appraise the evidence utilizing the Johns Hopkins Evidence Appraisal Tools
Example from our Magnet Evidence

- After a review of the evidence, (4) articles were selected for inclusion:
  - (2) Level I (high quality)
  - (2) Level II
- Implications for Practice
  - Evidence supports the use of prophylactic silicone foam dressings
  - Need for further research for clinical application
- Translation into Practice at MGH
- Transition to Allevyn Life dressing in December 2016
- Updated MGH Skin Care Guidelines
- MGH Nursing Research Day - May 2017
- Cost savings
In 2016, Mass General “went live” with an entirely new operating system—electronic medical record: Epic. This high-reliability, high-stakes venture required the uninterrupted and safest possible delivery of care before, during and after. Preparing the 7,000-plus members of the Nursing and Patient Care Services staff for this major shift in operations and practice was a massive undertaking. From the first second of “Epic Live,” the staff had to be fully functioning within the new system.

Mass General PCS took a different approach than most organizations that had made this transition. In July 2015, the hospital began hiring new graduate nurses for a six month residency program. Hiring more than 300 graduate nurses enabled all staff to have dedicated time to participate in extensive Epic training programs. Hiring resident nurses meant there was no need to hire external nurses from other agencies for the go-live, thereby ensuring the quality and consistency of care, patient safety and staff resilience during a period of great change. All of the hospital’s nurses were successfully MGH and Epic trained.
MGH Professional Practice Model (PPM)

VISION & VALUES
We have a shared vision and value accountability, responsibility, diversity, resource effectiveness and our core value—relationship-based care.

STANDARDS OF PRACTICE
These exist to ensure that the highest quality of care is maintained regardless of the number of professionals providing care, or the experience of those professionals.

NARRATIVE CULTURE
Clinical narratives are an effective way to share and reflect on clinical practice. They reveal the clinical reasoning and knowledge that come from experiential learning.

RELATIONSHIP-BASED CARE
Our core value of relationship-based care and our belief that the patient/family-provider relationships are critical to the development of our Professional Practice Model, which we define as interdisciplinary, patient- and family-centered care.

PROFESSIONAL DEVELOPMENT
It is essential to our ability to provide quality care, to achieve personal and professional satisfaction, and to advance our careers. Our activities include orientation, in-service training, formal and continuing education, and clinical advancement activities.

COLLABORATIVE DECISION-MAKING
Built on the premise of “teamness” and team learning—the network of relationships between people who come together and implement actions or strategies toward a desired outcome.

RESEARCH & EVIDENCE-BASED PRACTICE
The possession of a body of knowledge from research is the hallmark of a profession. Research is the bridge that translates academic knowledge and constructed theories into direct clinical practice.

INNOVATION & ENTREPRENEURIAL TEAMWORK
Members of the interdisciplinary teams that comprise Patient Care Services are committed to working together to identify issues in care delivery and, more importantly, identify strategies to enhance care delivery.

CLINICAL RECOGNITION & ADVANCEMENT
The Clinical Recognition Program marks the acquisition and development of clinical skills and knowledge as clinicians pass through four phases: entry, competent, advanced clinician, and clinical scholar. In addition, a myriad of recognition awards for excellence in clinical practice, education and research exist.
Patient Care Delivery Model (PCDM)

Key Components

- Relationship-based care
- Domains of practice
- IOM’s six aims of quality improvement
- Empirical outcomes
Mock questions…
It’s all about showcasing your practice…

You’ve got this!

For info & resources visit the EED Magnet Portal
http://www.mghpcs.org/PCS/Magnet/index.asp