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# Massachusetts General Hospital Overview

October 2021



MASSACHUSETTS  
GENERAL HOSPITAL

# Mission

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Guided by the needs of our patients and their families, we aim to deliver the very best health care in a safe, compassionate environment; to advance that care through innovative research and education; and to improve the health and well-being of the diverse communities we serve.

# Credo

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## ***As a member of the MGH community and in service of our mission, I believe that:***

- The first priority at MGH is the well-being of our patients, and all our work, including research, teaching and improving the health of the community, should contribute to that goal.
- Our primary focus is to give the highest quality of care to each patient delivered in a culturally sensitive, compassionate and respectful manner.
- My colleagues and I are MGH's greatest assets; understanding and valuing our differences helps us excel.
- Teamwork and clear communication are essential to providing exceptional care.

## ***As a member of the MGH community and in service of our mission, I will:***

- Provide compassionate, equitable, and patient centered care.
- Listen and respond to patients, patients' families, caregivers, colleagues and community members.
- Ensure that the MGH is safe, accessible, inclusive and welcoming to everyone.
- Share my successes and errors with my colleagues so we can all learn from one another.
- Make wise use of the hospital's human, financial and environmental resources.
- Be accountable for my actions.
- Uphold professional and ethical standards.

# Boundaries Statement

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***As a member of the MGH community and in service of our mission, I will never:***

- Knowingly ignore MGH policies and procedures.
- Criticize or take action against any member of the MGH community raising or reporting a safety concern.
- Speak or act disrespectfully toward anyone.
- Engage in, tolerate or fail to address abusive, disruptive, discriminatory or culturally insensitive behaviors.
- Look up or discuss private information about patients or staff for any purpose outside of my specified job responsibilities.
- Work while impaired by any substance or condition that compromises my ability to function safely and competently.

# Original Campus



- Third oldest general hospital in America
- Chartered in 1811 by an act of the state legislature
- Bicentennial celebration in 2011

# Current Campus

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# Structure

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- Founding member of Mass General Brigham, Inc.
- Organizations within the MGH family:
  - Massachusetts General Physicians Organization
  - MGH Institute of Health Professions
  - Cooley Dickinson Hospital
  - Martha's Vineyard Hospital
  - Nantucket Cottage Hospital
  - Wentworth Douglass Hospital

# Snapshot – Clinical Care

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- The MGH is organized into **20 clinical departments**, each with a chief of service who reports jointly to the president of the MGH and the president of the Massachusetts General Physicians Organization (MGPO).
- **MassGeneral Hospital for Children** is a leader in the delivery of family centered care and provides a full range of primary and specialty care across the spectrum of care settings.
- In addition, **5 multidisciplinary care centers** – in cancer, digestive health, heart disease, transplantation, and vascular medicine – unite specialists across the hospital to offer patients convenient, optimally organized, comprehensive medical care for these complex conditions.
- MGH is designated as a **Magnet hospital**, the highest honor for nursing excellence awarded by the American Nurses Credentialing Center.



# Snapshot - Research

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- MGH is home to the largest hospital-based research enterprise in the U.S.
- The Mass General Research Institute comprises more than 8,500 researchers working across more than 30 institutes, centers and departments.
- An annual research budget of \$1B in FY20
- Ranked #1 among healthcare research organizations by Nature Index in article count



*Everyone working at Mass General contributes to the research mission*

# Snapshot - Education

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## Stats:

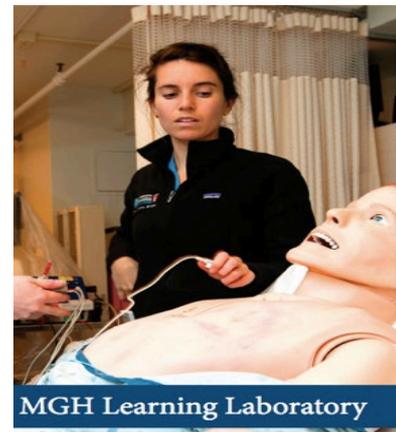
- Physician Trainees
  - Residency training in 30 specialties with 952 total residents
  - Fellowships in 130 subspecialties with 530 total fellows, which includes Clinical Psychology and integrated programs
  - Original teaching hospital of Harvard Medical School
- Nursing & Allied Health – Numerous training opportunities across disciplines
- Continuing Education
  - Norman Knight Nursing Center for Clinical & Professional Development
  - MGH Leadership Academy
  - MGH Learning Laboratory (Simulation)
  - MGPO Physician Leadership Program
- MGH Institute for Health Professions



# Snapshot - Community Health

## Center for Community Health Improvement (CCHI)

- Access to Care – Community Health Workers, Navigators, etc.
- Opportunities for Youth grades 3 through college
- Violence Prevention and Intervention
- Community Engagement
- Social Determinants of Health
- Kraft Center for Community Health
  - Mobile addiction treatment and harm reduction
  - Cancer Care Equity
- Center for Gun Violence Prevention
  - Training of Health Care Providers
  - Screening for education of patients
  - Research
  - Community Engagement and Advocacy



Medicine

Surgery

Psychiatry

Pediatrics

OB/GYN

Emergency  
Medicine

160 interns trained!

# Snapshot - Quality and Safety

## FY21 MGH/MGPO Institutional Quality & Safety Goals

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### 1. Lead in quality of care and patient experience

- a. Accelerate improvement in Q&S performance in ambulatory care settings (med safety, safety net programs)
- b. Accelerate improvement in reducing disparities in clinical care and patient experience through MGH Initiative 4 MGH: Assure Equity in Access to, and Delivery of Clinical Care
- c. Advance the use of the departmental, registry-based, outcome metrics

### 2. Improve patient and workforce safety and advance safety culture

- a. Improve institutional capacity (ambulatory, ED, inpatient)
- b. Reduce preventable patient harm (mortality, med safety, healthcare associated infections, SREs)
- c. Strengthen Safety Culture: Huddles, Wellness, Professionalism, Just Culture
- d. Address gaps in Workforce safety, including equity
- e. Leverage e-Care to improve patient safety: Downtime preparedness, Analytics

### 3. Achieve excellent performance on important surveys and measures

- a. Achieve excellent results on The Joint Commission (TJC) Triennial Survey
- b. Improve performance on high risk targets found on tracers: High Level Disinfection (HLD)/Sterilization, Equipment Maintenance, Titration orders, and Compliance with CMS/TJC required documentation
- c. Excel on key performance programs and rankings:
  - US News & World Report
  - CMS Programs (Readmissions, Value-Based Purchasing, Hospital-Acquired Conditions)
  - Partners Internal Performance Framework
  - MassHealth P4P
  - MSSP Quality Metrics
  - Promoting Interoperability (Hospital Meaningful Use)
  - ACGME Q&S CLER

# Snapshot - Diversity, Equity & Inclusion

*Diversity is the richness of human differences. Inclusion is when everyone feels connected, valued and engaged. At Massachusetts General Hospital, we believe that because of diversity we excel; through inclusion we respect; focused on equity we serve, heal, educate & innovate*

Institutional programmatic and departmental resources, including:

- Center for Diversity & Inclusion (CDI)
- MGH Structural Equity 10-Point Plan
- MGB United Against Racism

**Massachusetts General Hospital Structural Equity 10-Point Plan**

**Initiative 1: Policy and Practice Review to Identify and Reconcile Structural Racism**

<b>Mass General Brigham</b> Launching an effort to review administrative, Human Resources, and clinical policies.	<b>Massachusetts General Hospital</b> We will create a committee to support this effort – bringing forward issues to Mass General Brigham, and managing issues specific to MGH.
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**Initiative 2: Reporting & Reconciliation Plan for Incidents of Discrimination/Racism**

<b>Mass General Brigham</b> Supporting the development of a system-wide Reporting System.	<b>Massachusetts General Hospital</b> We will launch an effort focused on reconciliation, proposed model to include an office, ombudspersons, mediators, licensed independent clinical social worker (LICSW), and administrative support.
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**Initiative 3: Developing a Training Pathway on Racism and Associated Factors**

<b>Mass General Brigham</b> Will develop and deploy training for top 500 leaders, and create a course on racism for the entire system.	<b>Massachusetts General Hospital</b> We will create a mandatory hospital-wide learning pathway to complement this work with courses on microaggressions, bystander training, and implicit bias, among other topics.
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**Initiative 4: Assure Equity in Access to, and Delivery of Clinical Care**

<b>Mass General Brigham</b> Supporting multiple efforts, including social determinants of health screening, community health workers, disparities (data collection, virtual health, equity goals), and systemwide interpreter/translation service.	<b>Massachusetts General Hospital</b> We will expand our disparities efforts, including our data analytics and developing grants for innovation; expand our community engagement in Mattapan, Roxbury, Dorchester; and launch two signature clinical initiatives focused on the treatment of sickle cell disease, and to promote equity in transplantation.
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**Initiative 5: Eliminate Racialized Science and Medicine**

<b>Mass General Brigham</b> Launching an effort to review guidelines.	<b>Massachusetts General Hospital</b> We will create a committee to support this effort – bringing forward issues to Mass General Brigham.
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