



MASSACHUSETTS
GENERAL HOSPITAL

NURSING AND
PATIENT CARE SERVICES



A vision, a plan
and an era.

*The leadership and legacy of
Jeanette Ives Erickson.*

“It takes a village!”

Jeanette Ives Erickson has repeated this phrase at countless gatherings throughout her career.

She has consistently been the first to shine a spotlight on everyone else—to support and empower others to advance care delivery, lead within their chosen discipline and make a difference in the lives of patients and families throughout Mass General and well beyond its walls.

As Jeanette transitions from her leadership role of twenty-one years to the next chapter in her career, this significant milestone offers a rare opportunity to shine a spotlight on *her* body of work ... the many accomplishments and advances she has positioned others to aspire to and achieve. While no list could ever be complete, even a glimpse across the years speaks volumes.



In 1996, Jeanette Ives Erickson assumed the role of senior vice president for Patient Care and chief nurse. It was a different day and age for care delivery.

She came to her new position with a vision of what Nursing and Patient Care Services *could* be. She became a driving force for delivering the safest, highest-quality and truly patient- and family-focused care possible throughout the organization ... and well beyond. She began this journey by listening, visiting virtually every patient care area under her charge to hear directly from the clinicians and the local leaders about their practice, their challenges and their perceived opportunities. What she saw was a collection of individuals who were dedicated, hardworking and compassionate, and an opportunity to craft a set of common goals, ideals, systems, supports and structures designed for the emerging future. As she continued to listen and learn and share her own vision, she began formulating a plan—an elegantly simple yet complex and far-reaching blueprint for transforming patient care.

Senior Vice President for Patient Care and Chief Nurse, 1996-2017

“... in the demanding and complex role that nurses and health professionals play in today’s changing and volatile hospital setting... effective teamwork and coordination among and between disciplines are essential.”

Caring Headlines, Jan. 1, 1997

At the outset, Jeanette and her leadership team articulated a shared Vision, Values and Guiding Principles, which would serve to guide the work of every member of Patient Care Services (PCS). While the team periodically reviewed these directional statements over the years, the essence of these foundational vision and values remained on target and central to the work of PCS throughout Jeanette’s tenure.

VISION and VALUES

As nurses, health professionals and Patient Care Services support staff, our every action is guided by knowledge, enabled by skill and motivated by compassion. Patients are our primary focus, and the way we deliver care reflects that focus every day. We believe in creating a practice environment that has no barriers, that is built on a spirit of inquiry and that reflects a culturally competent workforce supportive of the patient-focused values of this institution.

It is through our Professional Practice Model that we make our vision a demonstrable truth every day by letting our thoughts, decisions and actions be guided by our values. As clinicians, we ensure that our practice is caring, innovative, scientific and empowering, and that it is based on a foundation of leadership and entrepreneurial teamwork.

GUIDING PRINCIPLES

Maintaining the highest standards of patient care delivery is a never-ending process that involves the patient, family, nurse, all members of the care team, and the community at large.

The **GUIDING PRINCIPLES** we want to uphold as we strive toward our vision:

- We are ever-alert for opportunities to improve patient care; we provide care based on the latest *research* findings.
- We recognize the importance of *encouraging patients and families to participate* in the decisions affecting their care.
- We are most effective as a team; we continually strengthen our relationships with each other and actively promote *diversity* within our staff.
- We enhance patient care and the systems supporting that care as we work with others; we eagerly enter new *partnerships* with people inside and outside of Mass General.
- We never lose sight of the needs and expectations of our patients and their families as we make clinical decisions based on the most *effective use of internal and external resources*.
- We view *learning as a lifelong process* essential to the growth and development of clinicians striving to deliver quality patient care.
- We acknowledge that maintaining the *highest standards* of patient care delivery is a never-ending process that involves the patient, family, nurse, all healthcare providers, and the community at large.

THE PLAN

Driving the vision and a patient-centric master plan that built upon the professional practice of all disciplines at Mass General was paramount—a plan rooted in the patient- and family-focused values of an organization of dedicated clinicians and support staff. Guided by this plan, PCS could transform itself moving forward to strengthen the service and its leadership role in healthcare. The master plan focused on practice, organizational effectiveness and decision-making—initially including a four-point strategy and later incorporating two additional points:

Initial Four-Point Plan:

- *Improve communication*
- *Develop and implement a Professional Practice Model*
- *Address salaries and resource allocation*
- *Position nurses, therapists, social workers, and chaplains within the hospital to have a voice in issues impacting patient care*

Additional Two Points:

- *Provide quality patient care with a cost-effective delivery system: develop mechanisms to evaluate and monitor the effectiveness of the patient care model*
- *Embrace diversity*

Improve communication:

- Fielding and Facing the Issues forums were held weekly to allow staff to dialogue with leadership in an open format.
- *Caring Headlines* began printing answers to questions raised at various forums throughout the hospital.
- Visibility of senior leadership increased through unit and departmental rounds with Jeanette and Mass General president Dr. Mongan.

Develop and implement a Professional Practice Model:

- A nine-component Professional Practice Model was developed to serve as a framework for care delivery and to align the disciplines.
- The Clinical Narrative Program was launched via *Caring Headlines*.
- Weekly luncheons were held to discuss excellence in practice through sharing clinical narratives.
- An infrastructure for the Professional Promotion Program was developed, and included visits from Professor Patricia Benner, PhD, author and researcher.
- A Clinical Excellence Award was initiated for Patient Care Services.

Position Patient Care Services organizationally:

- The Mass General Operations Improvement initiative included more than 200 members of PCS.
- PCS was represented on important hospital and board committees through the presence and participation of the senior vice president for Patient Care and chief nurse.
- New technology was introduced throughout PCS.
- The International Visitors Program (an educational exchange program) was launched.

Address resource allocation:

- The Per Diem Nursing Program was enhanced to better meet the fluctuating staffing needs on inpatient units.
- Cross-training for critical care nurses was initiated.
- Key focus on recruitment and retention was realized.

“Patient Care Services is in position to pave the way for the future of Mass General.”



April 12, 1996

Mass General president James Mongan, MD, appointed Jeanette to lead Patient Care Services: Nursing; Occupational Therapy; Orthotics and Prosthetics; Physical Therapy; Reading Disabilities; Respiratory Care; and Speech/Language Pathology. Her permanent appointment was announced on

September 3, 1996.

Jeanette’s tenure began with a clear Vision, Values and Guiding Principles that would help advance the Mass General mission. With these firmly in place, she began her campaign to engage staff – at all levels – in making the invisible visible and building a foundation for the future.

MASS GENERAL MISSION (1996)

“To provide the highest quality care to individuals and to the community, to advance care through excellence in biomedical research, and to educate future academic and practice leaders of the healthcare professions.”

From the start, Jeanette provided a strong voice for Nursing and PCS at key hospital meetings, including the General Executive Committee, senior management and the Board of Trustees.

Likewise, she ensured the voices of staff were heard and informed PCS planning, launching unit and department rounding, and leading regularly scheduled open staff forums.

Professional Practice Model

While the care delivery system served as the infrastructure to support clinical and organizational outcomes, Jeanette saw the development of a Professional Practice Model as vital to providing the framework for achieving clinical outcomes—driven by critical thinkers and strong decision-makers. Every element of the PCS model was designed to work together to ensure the delivery of seamless, knowledge-based patient care. The December 12, 1996, issue of *Caring Headlines* was dedicated to describing key elements of the emerging Professional Practice Model:

- Values that affirm the work
- A philosophy statement that synthesizes beliefs
- Standards of practice
- Decision-making that empowers clinicians
- Professional development, including career-advancement programs
- Patient care delivery systems
- Privileging, credentialing and peer-review systems
- Research-based practice
- Theories from profession-specific experts

Narrative Culture

Inspired by the work of Patricia Benner, RN, PhD, author of the hallmark book, *From Novice to Expert*, Jeanette believed that by sharing details and nuances of practice with others through storytelling, the knowledge embedded in clinical practice would be revealed. Readers could appreciate the significance of the contributions every discipline makes to a patient’s well-being. And sharing these discoveries with peers could turn what sometimes felt invisible into tangible, mainstream understanding. As clinicians began to acknowledge their own contributions, they would become more understandable to others. Not only was this an important step in their own development, but it represented an opportunity to foster understanding among and between nurses, health professionals and physicians at Mass General.

Collaborative Governance

Jeanette’s vision and plan called for a clearly defined decision-making structure to support collaborative governance. Planning began for forming several new committees to complement existing committees—engaging

and empowering staff and providing the solid framework for collaborative decision-making. This structure would recognize and rely upon the knowledge, creativity and talent of clinical staff, and become a mechanism for bringing the core values and guiding principles of the hospital to everyday practice.

Clinical Recognition Program

Visits by Dr. Benner likewise inspired conversations with staff and leadership around establishing a professional development program at Mass General. The comprehensive structure would focus on designing a clinical novice-to-expert advancement program for nurses, physical and occupational therapists, respiratory therapists, speech-language pathologists, and social workers within Patient Care Services. This would be the first-ever advancement program to expand its scope beyond nursing to include other clinical disciplines.

“The development of a Professional Practice Model is a journey that will take years to complete, but once completed, will abound with rewards.”



Leadership consultant Pat Benner visits to help staff across disciplines use clinical narratives to help assess professional practice—creating a climate for expert care. The Professional Development Committee began creating a clinical advancement program for PCS staff—the first hospital to apply this work to physical therapy, occupational therapy, speech-language pathology, respiratory care and social service to identify levels of expertise from novice to expert.



Jean O’Toole, PT, MPH, receives the inaugural Henry J. Mankin, MD, Award, named in honor of the chief of Orthopaedics’ longtime support, leadership and guidance of the Physical Therapy Department and presented to a physical therapist whose professional attitude, concern for patients, and clinical expertise inspire others in the pursuit of excellence.

The original Professional Practice Model is unveiled at the end of 1996. Driven by a commitment to provide the highest-quality care to patients and their families, every element of the model “interlocks” to ensure the delivery of seamless, knowledge-based patient care.



September 5, 1996

Exemplars

Expert SLP practice driven by “gut feeling”

My name is Carmen Vega-Barachowitz. I have been a speech language pathologist for 17 years, the last seven here at MGH. Although I have seen thousands of patients during my professional career, there are some patients I will never forget. Sometimes I remember the patient because I know that my involvement made a difference in their life.

The first official Exemplar (clinical narrative) is published in Caring Headlines, authored by speech-language pathologist Carmen Vega-Barachowitz, ushering in a narrative culture that would transform Nursing and Patient Care Services by making the once invisible visible.



The first Expertise in Clinical Practice Award is established to recognize Mass General clinicians within Nursing and the health professions for their expertise in clinical practice and to empower them to share stories about their caring work. Stephanie Macaluso, RN, MSN, clinical nurse specialist, Ellison 19, Thoracic Surgery, becomes the first recipient.

Preparations for a Joint Commission visit are ongoing



Nurses from the Asan Medical Center in Seoul, South Korea, spent three weeks visiting Mass General to study systems and practice in the areas of ambulatory care, same-day surgery, nursing education, and hematology and oncology nursing. Asan Medical Center, the largest hospital in South Korea with 2,133 beds, maintains a mutual medical consultation program through an agreement with Harvard Medical School/Harvard Medical International.

“Change is occurring all around us. We must continue to work together to ensure that we are moving forward in the direction that is best for our patients, our staff and the hospital at large.”



HAVEN
Helping Abuse and Violence End Now

HAVEN domestic violence program begins; more than 600 patients are seen in the first two years.

Regularly scheduled Nursing Grand Rounds launch on Feb. 12th with the presentation “Common Complications of Patients with Trauma”



Working cooperatively with the Mass. Eye and Ear Infirmary, Mass General respiratory therapists provide the only hyperbaric oxygen (HBO) therapy in the Boston area; one of two HBO chambers in New England addressing CO₂ poisoning, gas gangrene, decompression sickness, wound healing and more.

1st Staff Perceptions of the Professional Practice Environment Survey – a landmark study of inpatient staff nurses – helps inform development of new programs and strategies for the future



Collaborative Governance is established to create a common sense of purpose by empowering Patient Care Services clinicians and ensuring that they have a strong voice in shaping the professional practice environment by placing the authority, responsibility and accountability for patient care with practicing clinicians and integrating clinical staff into the formal decision-making process within PCS. This marks a dramatic step toward the realization of the Professional Practice Model. More than 200 staff apply for committee appointments.

Chaplaincy and Social Service departments formally join 3,000+ PCS team

New Patient Care Delivery Model rolls out for evaluation on several units



Presentation of 1st Pediatric Family-Centered Care Awards.

One-Staff – an automated, on-line scheduling system for staff – is implemented hospital-wide, allowing staff to enter scheduling requests and see the impact of their schedules on their units' staffing needs



Six nurses from Samsung Medical Center in Seoul, South Korea, visit Mass General to participate in various educational programs and observe nursing practice.



PCS hosts “Culturally Competent Care: Ethnicity and Beyond,” a multidisciplinary forum focused on the importance of providing patients with individualized care appropriate to their unique needs.

“Today’s healthcare delivery system requires us to have an interdisciplinary, collaborative approach to patient care, a hospital full of skilled and knowledgeable clinicians and support staff, and a strong business plan to carefully guide us into the future.”



PCS Health Professions develop and pilot new inpatient charge-processing and workload measurement system

Mass General launches an ambitious media campaign to strengthen the profile of nursing practice locally, regionally and nationally.



Mass General nurses present at the 10th International Nursing Research Conference in Utrecht, the Netherlands.

The Center for Clinical & Professional Development launches a new six-month New Graduate Nurse Development Program – featuring precepted orientation and mentoring – to ease the transition of graduate nurses into their new career and work environment, and to enhance their clinical development.

Launch of PCS website



After several years in development, Provider Order Entry – the effort to move treatment instructions from paper to computer – is piloted on Phillips House 20, General Medicine Unit



Mass General Chaplaincy includes Spiritual Caregiver Fellowship for two nurses as part of its Clinical Pastoral Education Program—ABC’s 20/20 airs a segment on the program.

New syringe pump technology is launched to promote patient safety.



“Caring People, Touching Lives—Your Stories” is a first event of its kind within PCS, organized as a celebration and educational offering to honor individuals who provide support and assistance to registered nurses.

1st meeting of the Mass General Pediatric Family Advisory Council and the launch of Mass General’s Patient and Family Advisory Councils



Mass General Nurse Recognition Week “Celebrating Our Strength” is capped off with the 1st Museum of Science reception.

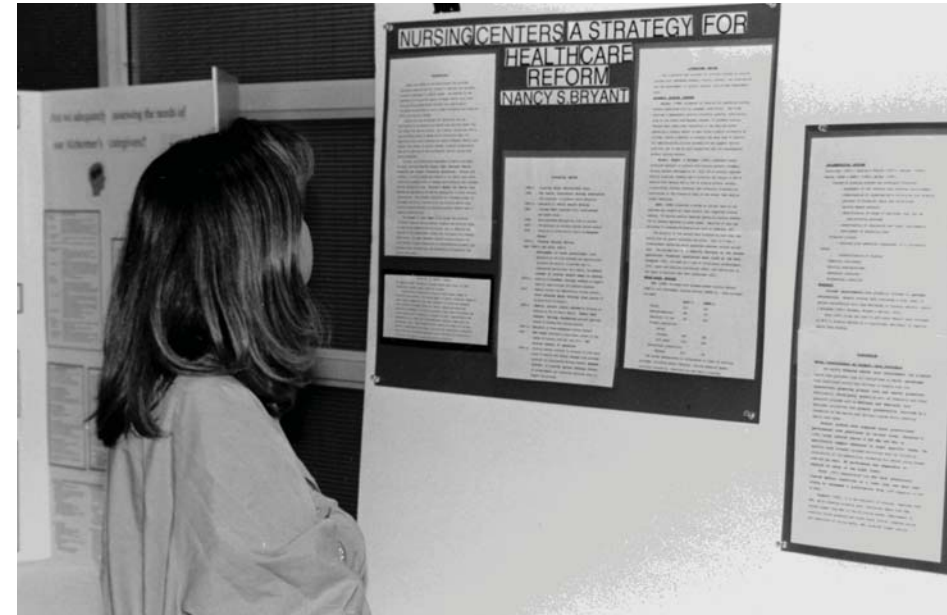
*“Storytelling has become a recognized method for sharing and showcasing practice at Mass General
...care that was once invisible is now seen and recognized as expert practice.”*



The Emergency Department pilots Acute Psychiatric Services, providing nurse-driven, non-pharmacological interventions and support to patients experiencing mental or emotional distress.



With a serious shortage of critical care nurses in U.S., PCS sends 13 nurses to recruit at the National Teaching Institute & Critical Care Exposition.



The 1st Nursing Research Day features posters throughout the hospital hallways, shining a spotlight on Mass General-based, nurse-led studies.

Preparing all systems for Y2K

Physical Therapy inpatient and outpatient units are consolidated to create a more cohesive department and delivery of care

1st presentation of the Marie C. Petrilli Oncology Nursing Award



Evaluation of pilot of the “all-RN” patient care delivery model on Bigelow 11, General Medicine Unit

The Maxwell & Eleanor Blum Patient and Family Learning Center opens on the Main Corridor of the hospital, making health information and patient education materials more accessible, centralized and available in a wider variety of mediums than ever before.



Presentation of the 1st annual Susan and Arthur Durante Awards for Exemplary Care and Service with Cancer Patients is held.



PCS introduces the Culturally Competent Care Curriculum, designed to help staff function effectively within the context of cultural differences.

“Today’s healthcare delivery system requires us to have an interdisciplinary, collaborative approach to patient care, a hospital full of skilled and knowledgeable clinicians and support staff, and a strong business plan to carefully guide us into the future.”



A new Surgical ICU opens—combining the Respiratory ICU and GRACU (Gray Acute Care Area) to care for ventilated, general surgical, thoracic and trauma patients while maintaining the highest level of critical care nursing.

Following product testing by staff, Cal Stat is introduced hospitalwide—hand-hygiene rates exceed national benchmarks and hospital-acquired infection rates begin to decline.



PCS hosts its 1st African American Pinning Ceremony during Black History Month.



PCS and Human Resources co-sponsor the 1st Mass General Iftar, a breaking of the fast during the Muslim holy month of Ramadan.

MassGeneral Hospital for Children hosts a national conference in Boston.



Unveiling of a multiyear, multidisciplinary effort to develop electronic discharge documentation module and face sheet for order entry

Institute of Medicine releases landmark report, “Crossing the Quality Chasm: A New Health System for the 21st Century”



The International Medical-Surgical Response Team (IMSuRT) is established. Sponsored and staffed in large part by Mass General clinicians, this is the first-ever all-civilian, international disaster response team operating as part of the National Disaster Medical System (U.S. Dept. of Health and Human Services and the State Dept.), designed to provide a rapidly deployable, world-class medical-surgical response.



Mr. and Mrs. Paul Alizio make a \$25,000 donation to the Center for Clinical & Professional Development to honor Mass General nurse Phil Waithe for his skillful and compassionate nursing care.



PCS is instrumental in leading far-reaching systems changes at the forefront of medication administration, including trialing new “bar code” technology.



The 1st presentation of the Paul W. Cronin and Ellen S. Raphael Award for Patient Advocacy is held.

“It really does ‘take a village’ to provide high-quality, individualized patient care in today’s volatile healthcare environment.”



PCS hosts leadership retreats as part of a short- and long-term strategic planning process that addresses the needs of those whose work most closely affects patient care.



Mass General Social Service and Case Management partner with Nutrition & Food Services to design the Inpatient Emergency Food Pack Program to provide six-to eight-meal food packs to financially needy or frail inpatients until community support can be mobilized or patients can manage on their own.

Jeanette’s “Simply the best!” branding of Mass General Nursing and Patient Care Services makes its official debut.



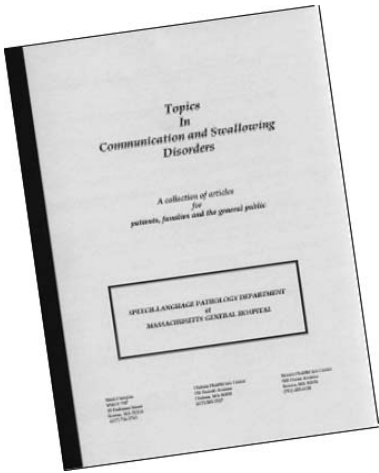
The Mass General Cancer Center pilots a Student Nurse Internship Program, an intensive, two-month, preceptored work experience.



Henry Fox and Elizabeth DeLana establish The Orren Carrere Fox Award for Newborn Intensive Care Unit Caregivers, recognizing staff whose practice best represent the principles of family-centered care.



Dozens of PCS staff are members of the Boston Disaster Medical Assistance Team (DMAT) and International Medical-Surgical Response Team (IMSuRT) that deploys to “Ground Zero” in New York City following the 9/11 terrorist attack on the Twin Towers.

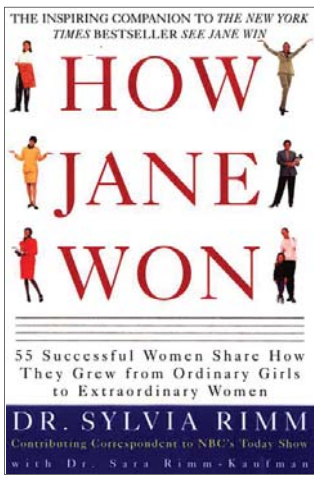


The Department of Speech-Language and Swallowing Disorders publishes “Topics in Communication and Swallowing Disorders,” a collection of articles of interest to patients, families, healthcare professionals and the general public.

Volunteer Department, Medical Interpreter Services, Information Ambassadors and Ladies Visiting Committee retail stores join Patient Care Services



A portrait of Yvonne L. Munn is hung in the Bulfinch Building to honor the many contributions the former associate general director of Nursing made during her tenure from 1984 to 1993.



Jeanette is profiled along with Supreme Court Justice Sandra Day O’Connor, TV newswoman Jane Pauley and astronaut Cady Coleman in the book How Jane Won, a compilation of stories about 55 successful women who grew from “ordinary” girls to extraordinary women.

“We need to have a solid framework to fully utilize the knowledge, creativity and experience of our clinicians.”

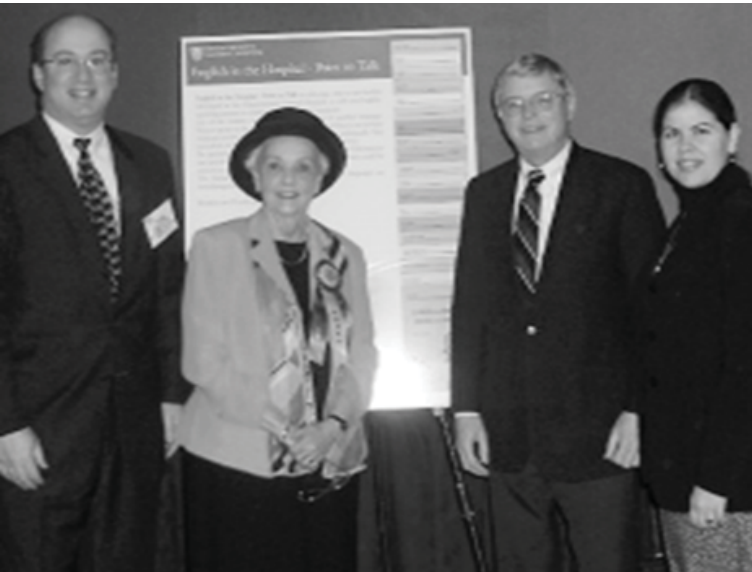


*Pursuit of Magnet
designation formally begins*

*The 1st nursing student accepted into the Mass General
UMASS Boston Multi-Cultural Nursing Student
Mentoring Program.*



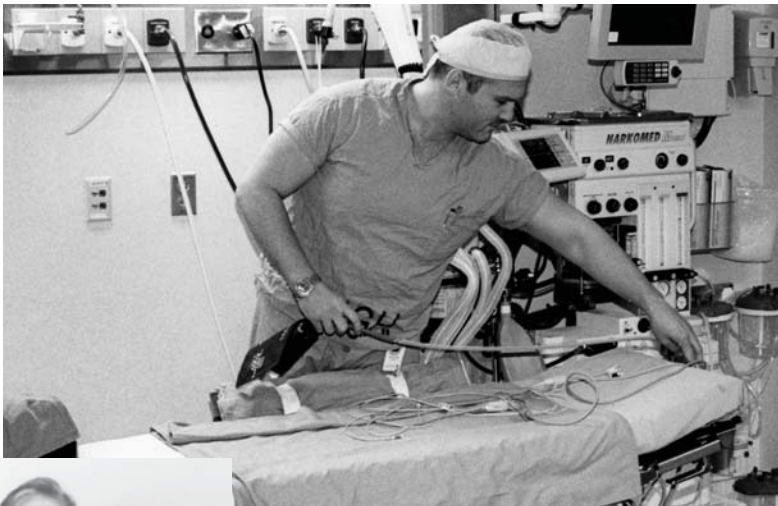
The 1st class of New Graduate Critical Care Nurse Program takes shape.



*The American Hospital Association presents the Mass General Volunteer
Department with its Hospital Award for Volunteer Excellence – which
recognizes outstanding contributions of volunteer programs across the
country – for its innovative “Point to Talk” booklets, which help improve
communication between clinical staff and non-English-speaking patients.*



The clinical nurse specialist in ethics role is introduced.



*The Operating Room of the Future opens with
significant PCS involvement.*



*The 1st Anthony Kirvilaitis Jr. Partnership in Caring
Awards recognizes support staff who consistently
demonstrate an ability to partner with colleagues to
enhance the patient and family experience.*

*Awarding of 1st two Yvonne Munn
Postdoctoral Nursing Research Fellowships*



*The first-of-its-kind, multidisciplinary Clinical Recognition
Program takes hold, providing formal recognition of
clinicians within four levels of practice: entry-level,
clinician, advanced clinician and clinical scholar.*

“No one appreciates more than healthcare providers the interdependent relationship between quality and patient-centered care in a hospital setting – one does not exist without the other. At Mass General, our commitment to both is unwavering.”



The 1st annual Janet Ballantine Oncology Volunteer Award is presented to recognize the contributions of volunteers who consistently demonstrate caring, compassion and a commitment to the volunteer role.



Six nurses from Northern Ireland represent the 1st international nurse request to visit Mass General to learn about promoting diversity.



Mass General earns Magnet designation, one of fewer than 100 hospitals in the world to do so



Mass General becomes the 1st hospital in Massachusetts designated a Magnet hospital by the American Nurses Credentialing Center (ANCC). The four-year designation is considered the “gold standard” of nursing excellence. An array of Magnet champions helped spearhead the preparations.



RN Rapid Response Model implemented by the Central Resource Team

The Pet Therapy Program is piloted on five patient care units.



“Today’s healthcare delivery system requires us to have an interdisciplinary, collaborative approach to patient care, a hospital full of skilled and knowledgeable clinicians and support staff, and a strong business plan to carefully guide us into the future.”



The 1st Norman Knight Preceptor of Distinction Award is presented.



Katie Fallon, RN, and Grace Deveney, RN, become the 1st Mass General nurses to receive the Thomas S. Durant Fellowship for Refugee Medicine, which supports their service in Sudan.



The 1st Clinical Recognition Celebration honors 102 advanced clinicians and clinical scholars.



Social Service establishes its HOPES (Helping Our Patients and Families through Education and Support) Program



Donated by the MGH Nurses’ Alumnae Association, the hospital dedicates the Nursing sundial sculpture in its prominent Bulfinch Lawn location.



Mass General gains national attention with the broadcast of “Nursing Diaries,” a three-part documentary that follows the work of nurses at two leading hospitals, Boston’s Massachusetts General and New York City’s New York-Presbyterian.



The awarding of the 1st annual Brian M. McEachern Extraordinary Care Awards is held in memory of a Boston firefighter and Mass General patient to recognize extraordinary care and patient advocacy.

“If you keep your eye on the patient, you will always be headed in the right direction.”

A record 46 percent – 1,322 clinicians – complete the Staff Perceptions of the Professional Practice Environment Survey, with 90 percent “satisfied” or “very satisfied” with the Mass General practice environment



A campaign to hire 365 nurses in 2005 is launched and includes advertising in the Boston Globe “Big Help” edition, on taxi tops, billboards and trucks, direct mailings, radio, and live broadcasts from the Museum of Science during Nurse Recognition Week.



Jean M. Nardini, RN, nurse manager of the Hemodialysis Unit, receives the 1st annual Nurse of Distinction Award, named in her honor. The hospital later renames the Hemodialysis Unit in her honor—the first Mass General unit named for a nurse.



In 1905, Mass General established the first hospital-based Social Service department in the country, marking the founding of clinical social work in the U.S. In 2005, Social Service celebrates its 100th anniversary by hosting a national two-day symposium, “Innovation at 100,” at Boston’s Hynes Convention Center, followed by a gala dinner celebration.



The Office of Patient Advocacy hosts “Chicken Soup for the Patient Advocate’s Soul,” a statewide patient advocacy conference



Mass General staff serve aboard the U.S. naval ship Mercy, anchored two miles off the coast of Banda Aceh, Indonesia, following a devastating tsunami. Working with Project HOPE, this was the first time in history that civilian healthcare providers work alongside their military colleagues. Their efforts were replicated months later when hurricanes Katrina and Rita devastated the U.S. Gulf Coast. At a formal ceremony, President George W. Bush honored the Project HOPE disaster relief team, which included nearly 100 Mass General clinical volunteers.

PCS receives the Richard C. Jelinek Vision Award, a national honor recognizing hospitals for their innovative and creative use of QuadraMed Patient Focused Solutions to manage daily and ongoing operations more efficiently, effectively and safely



The biannual Johnson & Johnson “Campaign for Nursing’s Future” fundraising event becomes the country’s single largest such effort, raising more than \$710,000 for student scholarships, faculty fellowships and nursing school grants.

Mass General is the first hospital in the state to make key nursing quality indicators publicly available via the Internet



Mass General welcomes the 1st Norman Knight Visiting Professor, an annual program to support professional growth by bringing nationally recognized nurse scientists/scholars to Mass General to present and discuss their programs of research.

“We’re bringing together our work in patient care, education and research to plan for the next year, the next decade and the legacy we want to leave into the next century.”



The American Association of Respiratory Care presents assistant director of Respiratory Care Dean Hess, PhD, RRT, FAARC, with its Jimmy A. Young Medal.



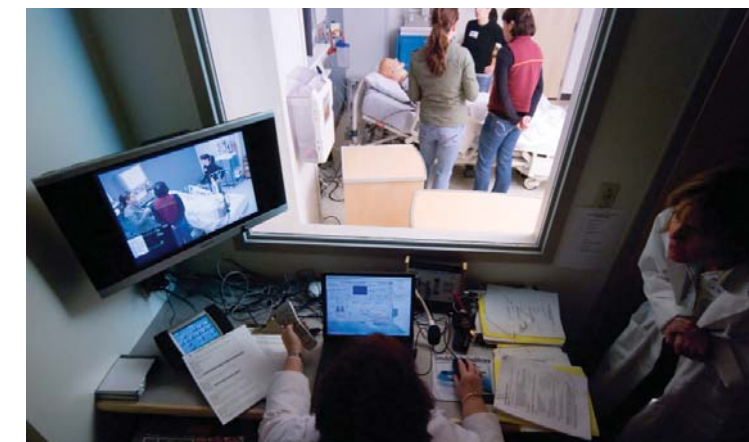
Theresa Gallivan, RN, MS, associate chief nurse, is co-recipient of the prestigious Nathaniel Bowditch Prize for leadership of the Clinical Process Analysis Project with Hasan Bazari, MD.



The Mass General Center for Global Health is established with PCS leadership.



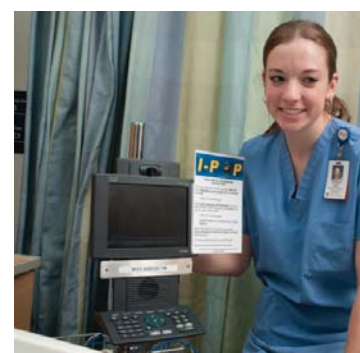
Physical Therapy works closely with the Department of Orthopaedics' Sports Medicine Unit to open the Mass General Sports Medicine Center.



Patient Care Services opens two new state-of-the-art simulation training centers, providing a supportive and safe learning environment.

PCS receives a \$1 million anonymous donation to establish an interdisciplinary Center for Innovations in Care Delivery

Co-led by PCS, Coordinated Bed Efficiency Dashboard System (CBeds) is introduced in all patient care units



Interpreter Services creates the I-POP – interpreter phone on a pole – allowing clinical staff to communicate at the bedside with patients in more than 150 languages.



Nursing Spectrum names Susan Tully, RN, BSN, Mass General Surgical Intensive Care Unit nurse manager, its Nurse of the Year in the Management category.

PCS launches The Institute for Patient Care—a next-generation infrastructure designed to bring together all disciplines to advance patient care, education and research



The Robert Wood Johnson Foundation awards a \$300,000 grant to a Mass General research team as part of its Interdisciplinary Nursing Quality Research Initiative program to examine the relationship between nursing and the quality of care for older adults.



The Boston Globe publishes a four-part, front-page series titled “Critical Care: The Making of an ICU Nurse,” which follows two Mass General nurses throughout a seven-month period.

A PCS staff member successfully completes an academic and clinical hand fellowship program sponsored by Mass General Occupational Therapy, the first and only program of its kind



Working with Project HOPE and the U.S. Agency for International Development, Jeanette serves as the senior nurse consultant on an initiative to build and staff a pediatric oncology hospital in Iraq.

“Your determination to save lives and relieve suffering makes me think of you as heroes.”



Mass General hosts the dedication of the state-of-the-art Norman Knight Nursing Center for Clinical & Professional Development—widely regarded as one of the leading hospital-based nursing education centers in the country.

Jeanette inducted as a Fellow in the American Academy of Nursing



The 1st Norman Knight Clinical Support Excellence Award is presented to recognize patient advocacy, commitment to quality patient care, compassion and caring.



Deborah Washington, RN, PhD, director of PCS Diversity, is named National Nurse of the Year for “advancing and leading the profession.” Additionally, nine different Mass General nurses are named finalists in the 2007 Nursing Spectrum “Nurse of the Year” Awards—New England Region ... the most ever from one institution in any given year.

Speech, Language and Swallowing Disorders validates a swallow screening tool that can quickly and accurately determine whether patients are at risk for aspiration



Respiratory Care Services marks its 60th anniversary with decades of development in technical and clinical advancement—expanding from 72 mechanically ventilated patients a year to 83 per day, and from three oxygen technicians to 80 respiratory therapists.

PCS Systems Improvement leads two hospitalwide efforts to convert the hospital's 2,000 large volume pumps to “SMART” technology and install ceiling lifts on every care unit



The Norman Knight Nursing Center for Clinical & Professional Development trains 91 percent of the Mass General nursing staff – 2,900+ nurses – over the course of three weeks



The U.S. Department of Health and Human Services awards PCS a \$650,000 grant to support an RN Residency Program: Transitioning to Geriatrics and Palliative Care.



The inaugural Hausman Student Nurse Fellow is appointed, with the goal of enhancing the diversity of the Mass General nursing staff to better reflect both the patient and community populations.

American Organization of Nurse Executives selects Mass General to participate in the nationwide Transforming Care at the Bedside (TCAB) project



The new first-floor retail store, MGH Outfitters, opens for business.

Occupational Therapy and Physical Therapy create a new observational learning experience focused on the musculoskeletal and neuromuscular systems for first-year Harvard Medical students during their first course in physical examination

“The delivery of care is an opportunity to excel. We deliver care to all patients as if they were our only patient. One patient at a time.”



Seven PCS Tiger Teams identify \$1 million in savings, streamline operations and advance care delivery over five months' time



Mass General Physical Therapy gains national attention for its innovative approach to rehabilitation.

Mass General earns Magnet redesignation—achieved by fewer than 6% of U.S. hospitals



The PCS Office of Quality & Safety launches its “Excellence Every Day” program to enhance patient safety—a network of 84 unit- and department-based champions begin to engage colleagues around the Joint Commission National Patient Safety Goals.



PCS receives the prestigious Arnold Z. Rosoff Award from the Boston Ad Club and Greater Boston Chamber of Commerce in recognition of its diversity efforts.



The American Journal of Nursing publishes a yearlong series on TCAB, authored by a Mass General nurse.



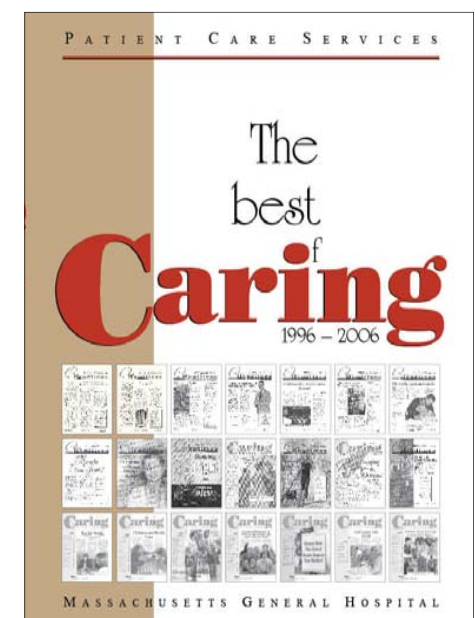
The American Association for Respiratory Care awards Robert Kacmarek, PhD, RRT, director of Respiratory Care, its prestigious Jimmy A. Young Medal.



Mass General becomes the 1st hospital in Massachusetts to be designated a Nurses Improving Care for Healthsystem Elders (NICHE) site by the Hartford Institute for Geriatric Nursing.

Orientation begins for the Clinical Leadership Collaborative for Diversity in Nursing at UMASS Boston to support the leadership development of 29 diverse nursing students

PCS publishes a 240-page book, The Best of Caring 1996–2006, featuring staff-written narratives and highlights from Jeanette's first ten years at the helm.



“At Mass General, our mission provides alignment and unity of purpose. We are driven by a common vision and core values.”



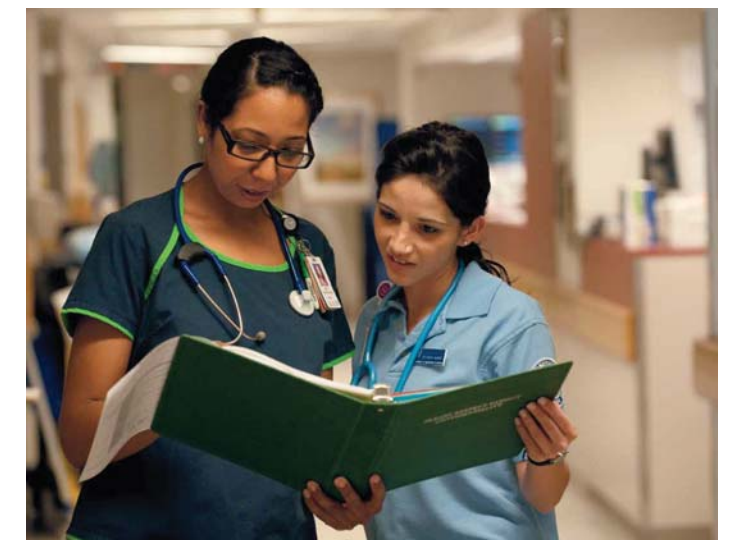
Mass General's Adele Keeley, RN, BSN, MA, and Grace Good, APRN, earn National Nurse of the Year honors in the Clinical Care and Management categories, respectively.

The Institute for Patient Care launches the Gil Minor Nursing and Health Professions Scholarship Program to support employees pursuing a career in nursing, physical or occupational therapy, respiratory care, social work, or speech-language pathology.



Judges for the Arnold Z. Rosoff Awards establish an Agent of Change Award specifically to honor Deborah Washington, RN, PhD, and the reach and impact of her work in the area of diversity.

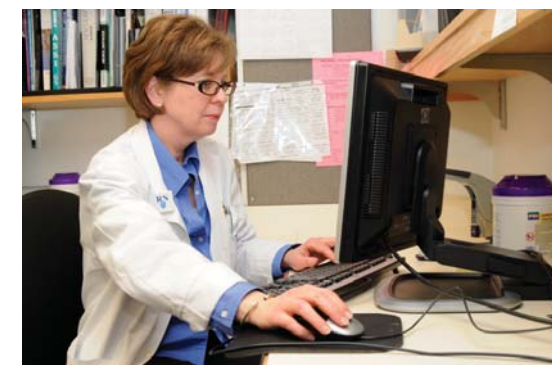
The Health Resources and Services Administration, Division of Nursing, awards a \$900,000 grant to The Yvonne L. Munn Center for Nursing Research to build capacity for evidence-based practice (EBP) throughout Mass General nursing staff



The Mass General Dedicated Education Unit Program – a collaboration between The Institute for Patient Care and the UMASS Boston – expands, helping students build a foundation of evidence-based nursing practice while integrating quality and safety competencies into both the teaching and learning roles.

Acute Care Documentation initiative is designed to move inpatient medical records, flow sheets, assessments and notes to an electronic platform

Implementation of “EMAPPS,” the integration of bar-coded medications and patient wristbands, begins to help prevent medication-related errors



The Norman Knight Nursing Center for Clinical & Professional Development launches HealthStream, a comprehensive online learning system.



A Mass General physical therapist becomes one of the 1st in the country to achieve specialist certification in Women's Health Physical Therapy from the American Board of Physical Therapy Specialties.



National Public Radio affiliate WBUR features the PCS staff-created “Cal Stat Rap,” which goes viral and is used across the country to improve hand hygiene.

The MGH Nurses' Alumnae Association makes a \$100,000 leadership gift to establish an endowed fund to advance nurse-led initiatives designed to improve patient care outcomes through evidenced-based nursing practice.



The Massachusetts Association of Registered Nurses (MARN) presents three of its most prestigious awards – Living Legends in Massachusetts Nursing, the Mary A. Manning Mentoring Award and the Excellence in Nursing Research Award – to Mass General nurses Barbara Blakeney, Ed Coakley and Dorothy Jones, respectively.

“I couldn’t be more proud than to be a part of this community of caring that knows no bounds.”

The Institute for Patient Care launches “Re-Tooling for Evidence-Based Nursing Practice” – funded by the Division of Nursing of the Bureau of Health Professions, Health Resources and Services Administration – to promote evidence-based practice throughout Mass General Nursing.



Collaborative Governance committee structure is redesigned to reflect changes in healthcare, technology and the evolving needs of patients and staff

PCS staff are among the first to arrive in Haiti to organize and provide humanitarian aid following a devastating 7.0-magnitude earthquake that left thousands dead and thousands more seriously injured.



The Clinical Ethics Residency for Nurses is established to increase the number of registered nurses with specialized knowledge, skill and competency in clinical ethics. Graduates assume consultative roles in ethics rounds and on hospital committees.



PCS appoints the hospital’s 1st disability program manager, responsible for guiding initiatives that ensure equal access to Mass General by all patients, families, visitors and staff.



The Yvonne L. Munn Center for Nursing Research sponsors Clinical Nurse Researcher Forum for doctorally prepared nurses, drawing scores of participants from hospitals and medical centers throughout the Northeast



Physical Therapy launches Narrative Rounds.

The Center to Champion Nursing in America spearheads nationwide dissemination of RN Residency Program, established by PCS in 2007



Peter and Paula Lunder and the Lunder Foundation, the state of Maine and Mass General launch a ten-year-plus initiative—the James J. Dineen, MD, Maine-Mass General Health Education Partnership to expand the range of healthcare education programs throughout Maine.



The 1st PCS multi-award presentation ceremony “One Celebration of Many Stars” takes place, bringing together several significant award presentations into one gala event.

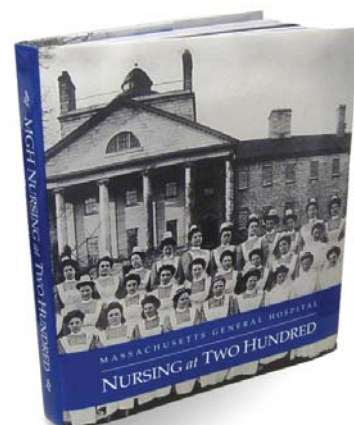
“During the most challenging of times – because of your resourcefulness and creativity – we’re improving the delivery of care, containing costs and making our systems more efficient.”

INNOVATION UNIT

PCS launches 12 Innovation Units – safe testing grounds for new ideas – in a massive and unprecedented effort to design a blueprint for the future of care delivery.



The clinical role of attending nurse (ARN) is introduced to serve as a leader accountable for the continuity and progression of the plan of care from admission to discharge, serving as the primary contact for physicians, the care team, patients and families, and actively engaging them in the care plan as a cohesive team.



The Maxwell & Eleanor Blum Patient and Family Learning Center introduces Healthy Living lectures, National Health Observances promotions and Book Talks series



Nursing leadership of Huashan Hospital in Shanghai, China, presents a replica Da Ke Ding, or “Supreme Treasure Tripod Cauldron,” to the Department of Nursing during a visit to Mass General in gratitude for a multiyear exchange of knowledge, skills and opportunities.



Mass General Institute for Patient Care hosts “Strategies for Creating and Sustaining a Professional Practice Environment,” its 1st International Nursing Symposium.

As part of the Mass General Bicentennial celebration, the Mass General Department of Nursing and MGH Nurses’ Alumnae Association publish the international, award-winning book, Massachusetts General Hospital Nursing at Two Hundred.

Mass General goes “live” with a new QuadraMed patient-classification system – designed with input from PCS clinicians – featuring an entirely new and more complex methodology to ensure safe staffing levels throughout the hospital.



The Excellence Every Day web portal goes “live” to serve as a central clearinghouse for information-critical quality and safety topics.



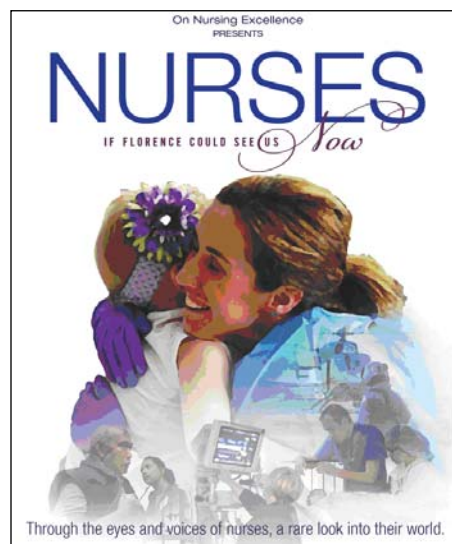
The Norman Knight Nursing Center for Clinical & Professional Development develops a new Nurse Residency Program, a faculty-guided 960-hour training model designed to help new graduate nurses make the transition from student to staff nurse.



Six-years-in-the-planning, PCS staff play an integral role in the successful opening of the new Lunder Building—the move into multiple inpatient units, an entirely new, 28-OR suite and perioperative spaces.

Collaborative Governance redesign is unveiled to include a Practice & Quality Committee with five subcommittees, Interdisciplinary Informatics Committee, Interdisciplinary Research & Evidence-Based Practice Committee, and Tiger Teams to be formed as needed

“We set out to improve quality and safety, reduce costs, and increase patient and staff satisfaction. All the interventions we selected contribute to a more coordinated, responsive and patient-focused hospital experience.”



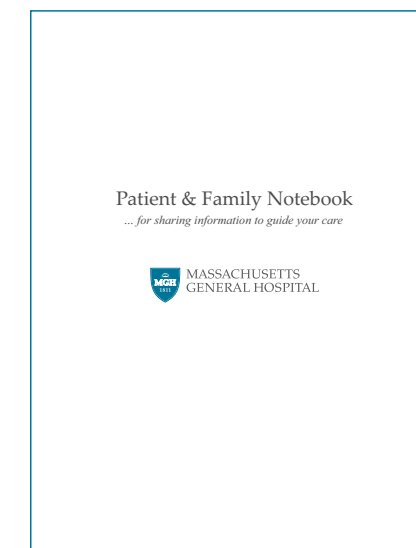
The Innovation Unit work attracts national interest and is featured in the documentary “NURSES: If Florence Could See Us Now,” on the Robert Wood Johnson Foundation’s “Transitions to Better Care” website, and in several publications, including “Nurse Leadership from Bedside to Boardroom,” Patient Safety & Quality Healthcare; “Attending Registered Nurse, an Innovative Role to Manage Between the Spaces,” Nursing Economics; “Nurses Leading Through Innovation,” The American Nurse; and “Innovation Advisers’ Chosen for Ideas to Improve Health Care, Cut Costs,” The Washington Post.



The launch of the PCS Interdisciplinary Staff Advisory Committee promotes collaboration and discussion among the nine PCS clinical disciplines



Physical and Occupational Therapy pilot Narrative Rounds for staff to gain insight into clinical practice by presenting and “unbundling” narratives in small-group settings.



The rollout of a Patient & Family Notebook encourages patients and families to actively participate in their care delivery from admission through discharge.

The launch of the Connell Nursing Research Scholars Program promotes interdisciplinary patient- and family-centered care through nursing research

Establishment of the Connell Ethics Fellowship allows two experienced PCS professionals – one nurse and one allied health professional – to develop into ethics resources to the Mass General community



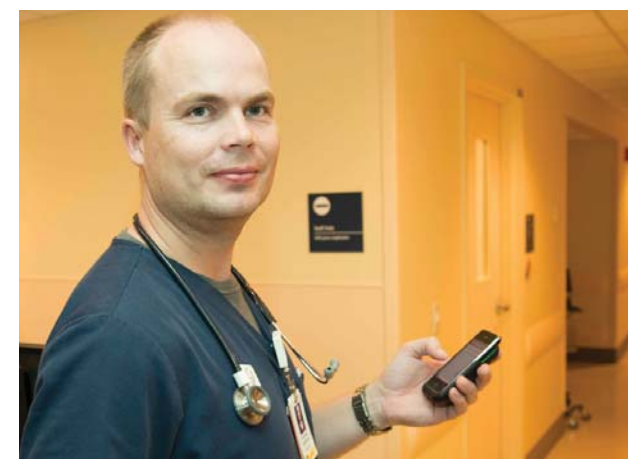
Innovation Units test having unit-based nurses call patients at home within 48 hours of discharge to provide support during their transition.



New “Quiet Hours” initiative produces remarkable results, with patients surveyed reporting a 6.6 percent improvement in noise levels on their unit.



Nursing and PCS leadership and administrative fellows celebrate Nurse Recognition Week with the making of a Lady Gaga-inspired music video in the Ether Dome.



A new handheld communication system uses repurposed iPhones and an app to allow voice calling and text messaging between nurses and staff throughout the hospital.



Interdisciplinary rounds are extended throughout Mass General care units to assemble all care team members at the same time, to hear the same information and craft a care plan and schedules that are best for the patient.

“Somehow, the tragic events that unfolded following the Boston Marathon bombing revealed a moving determination to ‘get through this together’ that defines us as a people. The sense of community that emerged – a spirit of ‘Boston Strong’ and ‘Mass General Proud’ – defied the imagination.”



In a relentless demonstration of exquisite care and seamless community, Mass General – including countless PCS staff from virtually every discipline and in every setting – care for multiple victims of the Boston Marathon bombing and their families, avoiding any loss of life. Then-President of the United States Barack Obama visits Mass General to express his and the nation’s gratitude and to provide personal encouragement to every patient and their family members affected by the bombing.



The National Association of Social Workers names Mass General’s Karon Konner, LICSW, its Social Worker of the Year.



Mass General earns Magnet redesignation with four exemplars recognizing documented nurse satisfaction; structures/processes to advance nursing research; innovations in nursing practice; and the degree to which nursing is valued within the hospital and the larger community.

One Mass General nurse succeeds another Mass General nurse as president of the American Nurses Association–Massachusetts, formerly called the Massachusetts Association of Registered Nurses

PCS plays a critical role in the hospital’s “eBridge” initiative – the electronic notes documentation software for nurses, physicians and other health professionals – in preparation for a move to Partners eCare



Julie Cronin, RN, MSN, clinical nurse specialist on Phillips 21, GYN Oncology, receives the national Giving Excellence Meaning (GEM) Excellence Award – formerly the National Nurse of the Year Award – for Clinical Inpatient Nursing.



Speech, Language and Swallowing Disorders launches a training program that quickly gains national attention by placing students in their second year on clinical rotation with an inpatient speech-language pathologist three days a week.



The American Association of Critical-Care Nurses presents its Marguerite Rodgers Kinney Award for a Distinguished Career to Sally Millar, RN, MBA, director of PCS Informatics.



The Yvonne L. Munn Center for Nursing Research initiates the Munn Nursing Research Grand Rounds to bring frontline nursing research to the broader hospital community.

“We use trust, empathy, appreciation, generosity and forgiveness to advance patient care and improve the patient experience.”



A new handover process devised by staff from Mass General and the Spaulding Hospital Network to ensure a safe, consistent, informed transition when transferring patients is introduced when clinical leaders from 25 rehabilitation, skilled nursing and long-term care facilities attend the first Safe Patient Hand-Over Summit.



PCS and the Kenneth B. Schwartz Center for Compassionate Healthcare co-sponsor a meeting of 80 patients, family and staff from six Patient and Family Advisory Councils, the Council on Disability Awareness and the Schwartz Center to explore ways to create a more compassionate healthcare system.

In preparing to launch Partners eCare, a new eBridge program electronically captures inpatient clinicians' notes, including the Initial Nursing Assessment on adult inpatient units, and notes from case managers



The Staff of Lunder 10, Hematology/Oncology, Bone Marrow Transplant establish the Cathy Gouzoule Oncology Scholarship to honor their former colleague's commitment to education and lifelong learning.

The inaugural Barbara A. Dunderdale, RN, Lecture on the Future of Nursing is established to honor this former staff nurse, nursing director, mentor, patient advocate and alumna of the MGH School of Nursing and her passion for nursing, patient care and Mass General.



The Pat Rowell Extraordinary Achievement Award is introduced during Volunteer Recognition Week to honor the former director of the Volunteer Department and inaugural award recipient. The award annually recognizes a volunteer who exemplifies Rowell's extraordinary commitment to volunteerism, service and generosity of spirit.



The Mass General Center for Global Health and Mbarara University of Science and Technology in Uganda co-sponsor the university's inaugural nursing conference, "Paving the Way for a New Era in Nursing," attracting more than 100 nursing leaders from across the country.

Jeanette and Mass General president Dr. Peter Slavin unveil a portrait of Miss Linda Richards—America's first trained nurse and former superintendent of the Boston Training School at Mass General. The hospital commissioned this significant piece to be installed in a place of honor, the hospital's Trustees Room.



PCS co-leads a hospitalwide length-of-stay reduction effort designed to safely ensure needed beds for patients



The Mass General Chaplaincy (now known as Spiritual Care) holds the hospital's first Hindu spiritual gathering for patients, visitors and staff.



The American Association of Critical-Care Nurses awards a Clinical Scene Investigator Program grant to nurses in the Cardiac Intensive Care Unit to improve patient care and decrease expenses around extubating ICU patients. The team later presented their work nationally.

“We must continue to change, innovate, eliminate disparities in care and stem the rising cost of healthcare.”



OR Learning Laboratory Simulation Suite and programs take hold, providing an innovative educational collaborative that is dedicated to realistic OR team training and skill development.



Nurses at Mass General Back Bay HealthCare Center report critical incidents involving a new hypodermic needle and syringe that prompt Mass General Quality & Safety to alert the FDA. The identified product defect triggered a nationwide product recall, protecting countless patients.

Mass General is awarded Baby-Friendly designation as part of the international breastfeeding initiative led by the World Health Organization and the United Nations Children’s Fund



Mass General takes part in Readiness Evaluation and Discharge Interventions Multi-site study, a three-year, international study of patients’ readiness for discharge—sponsored by the American Nurses Credentialing Center.



Case Management celebrates 20 years of service at Mass General.

Mass General designated one of nine special regional centers in the U.S. to treat Ebola

The Norman Knight Nursing Center for Clinical & Professional Development partners with others throughout PCS to launch the Mass General eCare Nurse Residency

Mass General remains open, safe and focused on the business of caring for patients despite a season record of 110+ inches of snow



Debra Whitaker, RN, BSN, attending nurse on the Blake 6, Transplant Unit, receives the inaugural Susan A. Noska, RN, Leadership, Excellence, Advocacy, and Dedication Award, honoring members of the transplant team who exemplify those qualities.

65% of all hospital safety reports – which provide valuable information to help keep patients safe – are submitted by PCS staff



An OB Simulation Lab featuring the high-fidelity, birthing simulator “Noelle” opens on the Blake 13, Obstetrics/Newborn Care Unit to offer unit-based educational programs complete with mannequin, bedside monitors and specialized equipment, enhancing the reality of the simulations.



The PCS ambulatory health professions are among the first at Mass General to go “live” with the clinical portion of Partners eCare, a Partners-wide, electronic health information system.



The hospital celebrates the life and mourns the loss of Paul M. Erickson, a trusted and devoted member of the Mass General community.

Marcy Bergeron, RN, MS, ANP, director of Nursing and Clinical Operations for Primary Care, receives the national GEM Excellence Award—formerly the National Nurse of the Year Award – for Home, Community, and Ambulatory Care.



"If there's one thing I know about Mass General, it's that we never shy away from a challenge. We never pass up a chance to learn new skills. And we never miss an opportunity to improve care for our patients."

Nursing and Patient Care Services play a major part in the successful implementation of Partners eCare, the most unprecedented hospital and systemwide change in the history of Mass General. As Partners eCare went "live" at 5:08 a.m. on April 2, 2016, many years of collective hard work and preparation paid off. Ensuring it stayed that way were PCS staff in the Mass General Command Center; leaders, super-users, informatics analysts and credentialed trainers in a PCS/ Nursing Command Center; staff in separate command centers for the perioperative areas, the Emergency Department, and Nursing and the health professions; nurses who entered active orders into eCare for every hospital patient; nurses who reviewed the first wave of "live" orders, medications, plans of care, etc., for accuracy; and nurses who entered every patient's height, weight, recent vitals, etc., into eCare to establish a critical baseline for care.



Introduction of the Innovation Design Excellence Awards (IDEA), a new innovation grant program inviting PCS employees to submit proposals for ideas to improve care delivery



The New England Regional Black Nurses Association awards Mass General nursing director Melissa Joseph, RN, MSN, its prestigious E. Lorraine Baugh Scholarship for Leadership.



Organized by Munn Center nurse scientists, the International Association of Human Caring and the Society of Rogerian Scholars holds a joint conference – Advancing the Unitary Science of Caring for Nursing Praxis – in Boston, with an opening reception and poster session at Mass General.



Mass General Center for Global Health expands its partnership with the Mbarara University of Science and Technology in southwestern Uganda to include nursing mentorship and education through the innovative Mass General Global Nursing Fellowship.



PCS launches a multidimensional Advancing Evidence-Based Practice initiative, hosting a four-hour training session for 50 inter-professional participants.



Jeanette Ives Erickson, RN, DNP, is named the inaugural incumbent of the Paul M. Erickson Endowed Chair in Nursing, the first at Mass General to advance the field of nursing. The chair is named in memory of her late husband.



PCS clinicians respond without hesitation to provide care in the U.S. and throughout the Caribbean following the devastation of Hurricane Matthew.



A ceremony that includes music, reflections and blessings from a variety of religions and traditions marks the 75th anniversary of the Mass General Chapel.

Mass General Service Excellence Awards program is introduced to recognize extraordinary achievements of teams and leaders in improving the Mass General patient experience



Clinical Support Services launches a new Employee of the Month Program to recognize top-performing unit service associates based on performance, attendance, attitude, and other characteristics that warrant special recognition.

“Thank you for taking this journey, this truly great adventure, with me. It has been a privilege.”



PCS-led Agency Tiger Team creates a Partners agency for nurses to practice in a variety of inpatient and specialty settings throughout the Partners system

The Mass General Institute for Patient Care and Northeastern University host an Inter-Professional Panel on Innovation & Entrepreneurship to Improve Patient Care, designed to inspire clinicians to become agents of change.



IV Academy features interactive sessions designed to educate more than 80 Mass General nurses to serve as unit-based champions to help enhance nursing practice around the use of peripheral intravenous lines, and partners staff nurses with IV therapy nurses as frontline users of infusion devices.



With support from the Sullivan Family Foundation and the Wyss Medical Foundation, Global Health holds its 1st Global Nursing Symposium to share their experiences training nurse colleagues in Uganda and Tanzania.



Through support from Norman Knight and Kathleen and Ralph Verni, PCS funds two inaugural IDEA Awards, established to encourage the sharing of ideas among all disciplines within Nursing and Patient Care Services.



With support from Orthopaedic Surgery and the Orthopaedic Nursing Service, a new physical and occupational therapy simulation gym opens on White 6, Orthopaedics to enhance postoperative care.



The Jean Ridgway Tienken MGH School of Nursing Class of 1945 Certification Scholarship is established to support several nurses each year to attend certification review courses in their specialty areas in preparation for their certification exams.



A Magnet site visit in November leads to Mass General being designated as a Magnet organization for the fourth time.



The Pediatric Oncology Patient-Family Advisory Committee sparks a multidisciplinary group to facilitate introducing pediatric wheelchairs to the outpatient setting.



The Massachusetts chapter of the American Nurses Association presents its annual Living Legend Award to Dorothy “Dottie” Jones, RN, EdD.



Sigma Theta Tau Honor Society of Nursing inducts Mass General’s Diane Carroll, RN, PhD, into the International Nurse Researcher Hall of Fame.

Jiahui International Hospital opens in Shanghai, China, in collaboration with Massachusetts General Hospital.



Gaurdia Banister, RN, PhD, executive director of the Institute for Patient Care and director of the Yvonne L. Munn Center for Nursing Research, is named inaugural incumbent of the Connell-Jones Endowed Chair in Nursing and Patient Care Research, the second chair in Nursing.



During the 21 years of Jeanette Ives Erickson's leadership, Nursing and Patient Care Services saw unparalleled growth and advances . . .

- Staff reporting to the chief nurse grew from approximately 2,700 in 1996 to 6,500 in 2017—nearly 40 percent of Mass General's total workforce.
- PCS currently places nearly 3,000 undergraduate and graduate nursing students from more than 50 schools, locally and regionally.
- Over the course of nearly a decade, The Norman Knight Nursing Center for Clinical & Professional Development; The Maxwell & Eleanor Blum Patient & Family Learning Center; The Yvonne L. Munn Center for Nursing Research; and The Center for Innovations in Care Delivery were established. In 2007, all four centers were rolled into The Institute for Patient Care—the epicenter for interdisciplinary programs and initiatives.
- The Norman Knight Nursing Center is responsible for the professional development and required training of more than 7,300 nurses and Patient Care Services staff and for providing over 17,000 nursing contact hours for nearly 6,000 learners via 190-plus Nursing Continuing Education Programs annually.
- The Maxwell & Eleanor Blum Patient and Family Learning Center annually serves more than 8,000 visitors and provides 36 health information programs to more than 740 attendees.
- The Yvonne L. Munn Center for Nursing Research has generated more than \$7 million in research funding since being established.
- Since its establishment in 2003, the Clinical Recognition Program has advanced more than 700 clinicians—approximately 500 to advanced clinician and over 200 to clinical scholar.
- In the past two decades, PCS has presented staff with more than 170 internal awards and nearly 120 scholarships.
- As of 2017, Mass General volunteers were donating more than 93,400 hours of service annually.
- In 1996, Medical Interpreter Services provided approximately 10,650 interpretations in 31 different languages; today, more than 127,000 interpretations are provided in more than 70 languages each year.
- Since 1997, the number of full-time equivalents (FTEs) in Speech, Language and Swallowing Disorders has nearly doubled, to over 40.
- Since 1997, the number of FTEs in Spiritual Care has nearly tripled, to 17.
- In 1996, there were 100 physical and occupational therapists on staff; today they number more than 235.
- Since 2001, the number of social workers on staff has grown from approximately 60 to 90.
- Between 2011 and 2017, extracorporeal membrane oxygenation (ECMO) cases by Respiratory Care have increased from 15 to nearly 100 per year.
- From 1976 to 1996, donations to Nursing and PCS totaled just under \$2 million. Between 1996 and 2016, donations totaled nearly \$28 million.
- In 2003, Mass General became the first hospital in the state to earn Magnet designation from the American Nurses Credentialing Center. Mass General has remained Magnet-designated since, earning the four-year designation three additional times.
- 86.4 percent of Mass General nurses have a bachelor's degree or greater—far exceeding the Institute of Medicine goal of 80 percent by 2020.
- Mass General has over 80 doctorally prepared nurses on staff, among the highest number – if not the highest number – of any hospital in the country.
- Between 2006 and 2016, the number of Mass General employees grew 34 percent, including a 45 percent increase in number of diverse staff.
- More than 300 nurses, from over 50 organizations in Maine, have completed the Lunder-Dineen Health Education Alliance of Maine's Preceptor Education Program. The program content was used by Mass General's Global Health Program to meet nursing leadership education needs in Tanzania, Africa.
- Six different Patient and Family Advisory Councils (PFACs) are actively engaged in the work of PCS and the hospital, with members serving on various influential hospital committees.
- The Paul M. Erickson Endowed Chair in Nursing became the first endowed chair within the Department of Nursing, with Jeanette Ives Erickson, RN, DNP, named the inaugural incumbent.
- The installation of three additional chairs within the Department of Nursing were announced:
 - Connell-Jones Endowed Chair in Nursing and Patient Care Research: Gaurdia Banister, RN, PhD
 - The Dorothy Ann Heathwood Endowed Chair in Nursing Education: Gino Chisari, RN, DNP
 - The Mass General Trustees Endowed Chair in Nursing and Patient Care Professional Practice: Marianne Ditomassi, RN, DNP.

“It always seems impossible ... until it’s done.”

—*Nelson Mandela*



MASSACHUSETTS
GENERAL HOSPITAL

NURSING AND
PATIENT CARE SERVICES