ACN (Associate Chief Nurse): a member of the nursing executive leadership team responsible for ensuring that competent and compassionate patient care is uniformly provided to patients in inpatient, ambulatory and community settings through development, implementation and evaluation of policies, programs and services consistent with the hospital’s mission and department’s vision and philosophy; actively participates in the development of the Department’s strategic plan; provides direction and support to the unit leadership triad to attain short- and long-term goals.

APRN (Advanced Practice Registered Nurse): a nurse with an advanced practice license who has authorization to engage in practice activities including, but not limited to: advanced assessment, diagnosis, treatment, referrals, consultations, and other modalities for individuals, groups or communities across the life span for health promotion or health maintenance and for those who are experiencing acute or chronic disease, illness, trauma or other life-altering event in which rehabilitative, and/or palliative interventions are necessary. APRN practice is defined to include only those activities within the APRN’s authorized clinical category, scope of practice competencies, and accepted standards of Advanced Nursing practice. In the Commonwealth of Massachusetts, APRNs include Certified Registered Nurse Anesthetists (CRNAs), Certified Nurse Midwives, (CNMs), Certified Nurse Practitioners (CNPs), Clinical Nurse Specialists (CNSs), and Psychiatric Clinical Nurse Specialists (PCNSs).

ARN (Attending Registered Nurse): a unit-based clinical nurse who, through leadership and coordination, ensures continuity from admission to discharge, by facilitating the plan of care with the nurse caring for the patient, the patient and family, and the interdisciplinary team.

Blum Center (Eleanor & Maxwell Blum Patient and Family Learning Center): established in 1999 as a multimedia consumer learning center focused on providing the highest quality patient education and consumer health information services to a diverse community of MGH patients, families and staff.

CG (Collaborative Governance): a communication and decision-making structure comprised of nine interdisciplinary committees that places the authority, responsibility and accountability for patient care with practicing clinicians. The nine committees are: Clinical Practice Committee (formerly Policy, Procedure and Products, renamed in January 2017), Diversity and Inclusion (formerly Diversity Committee, renamed in March 2017), Ethics in Clinical Practice, Informatics, Patient Education, Patient Experience, Quality and Safety, Research and Evidence-based Practice, and Staff Nurse Advisory.
CG-CAHPS (Clinician and Group Consumer Assessment of Healthcare Providers and Systems): a patient satisfaction survey designed by the Centers for Medicare and Medicaid Services for adult and pediatric patients to evaluate care received in outpatient practice settings; administered by phone or over the internet shortly after visits.

CGH (Center for Global Health and Disaster Response): established in 2006 to improve the health of the world’s most vulnerable and crisis-affected populations through care delivery, education and research.

CM (Case Manager): an experienced nurse who assists in the provision of care for patients who require specific consideration and planned resources for post-treatment and/or post-hospitalization care through coordination with post-acute settings, arrangements for specialized care, and effective communication of patient information across the continuum.

CNM (Certified Nurse Midwife): a masters-prepared advanced practice licensed nurse, certified by the American Midwifery Certification Board, who utilizes advanced nursing knowledge and assessment skills to provide care to ante partum, intra partum, and post partum obstetrical patients and routine gynecology patients in consultation with a physician.

CNS (Clinical Nurse Specialist): a masters-prepared advanced practice licensed nurse, certified in an area of specialization by a nationally recognized agency, who provides expert level clinical care and consultation to patients/families and members of the interdisciplinary team; participates in educational, research, and evidence-based practice initiatives; and leads the management of quality outcomes. Psychiatric CNSs provide this level of care for patients with psychiatric and mental illness and have prescriptive authority as part of their CNS APRN licensure.

CPIP (Partners Clinical Process Improvement Leadership Program): an interprofessional, team-based educational program for nurses, physicians, other clinicians, and administrators with the goal of facilitating the development of skills and competencies needed to deliver high quality care through efficient use of clinical resources and to actively lead and participate in clinical process improvement efforts.

CRNA (Certified Registered Nurse Anesthetist): a masters-prepared or postgraduate certificate-prepared advanced practice licensed nurse certified by a national qualifying exam in the specialty of anesthesia who utilizes advanced nursing knowledge and assessment skills to plan peri-operative care, administer anesthesia, and evaluate the response to anesthesia both during and after procedures in collaboration with an anesthesiologist.

CRP (Clinical Recognition Program): an interdisciplinary program that recognizes and rewards the clinical practice of all levels of direct care providers from six disciplines in Nursing and Patient Care Services (i.e., Nursing, Occupational Therapy, Physical Therapy, Respiratory Therapy, Social Work, and Speech Language and Swallowing
Disorders) after a process of self-reflection and analysis of one’s practice against established criteria. The program is based on the Dreyfus skill-acquisition model.

**CRT (Central Resource Team):** comprised of nurses who respond to short-term staffing needs related to fluctuations in volume or acuity; travel with high-risk patients to procedural or test areas; assist with unit-to-unit patient transfers; and act as a clinical resource to staff for unfamiliar procedures and/or equipment.

**Dedicated Education Unit (DEU):** an innovative model of clinical nursing and interprofessional education in which an entire patient care unit is transformed into an optimal learning-teaching environment to focus on evidence-based practice, patient-centered care, quality improvement, safety and teamwork.

**DON (Department of Nursing):** the clinical departments and programs of Nursing & Patient Care Services (N&PCS) that are within the discipline of nursing.

**Doctoral Forum (Nursing Research Doctoral Forum):** supported by the Munn Center and facilitated by the Munn Center Director and a Nurse Scientist; inclusive of nurses with doctorate degrees and those enrolled in doctoral programs; geared toward developing knowledge, integrating research into practice, developing a program of research, socializing into research-focused roles, and mentoring.

**EAP (Employee Assistance Program):** a workplace-based consultation, short-term counseling, information and referral program for employees and their families.

**eCare:** a Partners-wide initiative to implement the Epic electronic health record and administrative system at all sites by the end of 2017; see Epic.

**EED (Excellence Every Day):** a philosophy and a commitment that means striving to provide the best possible care to every patient and family in every moment of every day; efforts to achieve EED include meeting the needs of patients and creating systems that support the highest level of quality and safety; validated by external regulatory agencies and through designation as a Magnet hospital; supported by the EED Portal, which provides one-stop access to critical information.

**EED Portal:** provides staff with an online, easy-to-access collection of critical and useful resources for staff, organized around specific/key practice-related topics (e.g., falls prevention, pressure ulcers, and restraints). The landing page for each topic provides “one-stop-shopping” access to related information and generally includes an overview of the issue, guidelines, Collaborative Governance linkages, external review requirements (e.g., The Joint Commission, Magnet), narratives, performance data, and quality improvement initiatives. The pages are regularly updated with the most current sets of information.

**EICPC (Ethics in Clinical Practice Committee):** an interdisciplinary Collaborative Governance committee that provides a structure and process to support clinicians in
identifying ethical issues and defining strategies to integrate ethical standards and judgment into practice.

**ellucid®**: a policy/procedure management system accessible via the MGH intranet that provides staff with access to current policies and procedures; facilitates management of policies and procedures including review and revision on a standardized/regular basis (or more frequently as needed) and archives previous versions.

**Epic**: the vendor for the electronic health care record platform that eCare is built upon; see eCare.

**FY (Fiscal Year)**: a term that is used to differentiate an organization's budget or financial year from the calendar year; the MGH fiscal year runs from October 1 to September 30.

**HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems)**: a patient satisfaction survey required by the Centers for Medicare and Medicaid Services for all hospitals in the United States for all adult inpatients, except psychiatric patients; administered by phone shortly after discharge.

**HealthStream®**: an on-line, computer-based learning management system used by staff to acquire clinical knowledge to enhance their practice.

**HPWI (Hours per Workload Index)**: a productivity measure that relates staffing to workload and reflects census and acuity (patients’ needs for nursing care); a more refined measure than Hours per Patient Day (HPPD).

**HPSC (Health Professions Staff Committee)**: a subcommittee of the General Executive Committee which has broad-based membership that includes APRNs, Physicians Assistants (PAs), an Associate Chief Nurse (ACN), a Staff Specialist, and a Professional Development Program Manager from the Institute for Patient Care for the purpose of reviewing applications for credentialing and privileging and making recommendations regarding application credentialing approval for APRNs and PAs.

**Innovations Center (Center for Innovations in Care Delivery)**: launched in early 2007 to bring interdisciplinary teams together to identify opportunities for innovation, estimate the impact of change, and construct innovations.

**IPC (Institute for Patient Care)**: a strategic overarching structure comprised of four centers (Knight Center, Munn Center, Innovations Center and Blum Center) and numerous interdisciplinary programs (awards and recognition; clinical recognition program; collaborative governance; culturally competent care; ethics and clinical decision-making; international visitor program; leadership development; organizational evaluation; simulation training and workforce development).
IU (Innovation Unit): designated inpatient care unit used as testing grounds for change with goals to improve the quality of care delivered; make care safer, more effective, efficient, timely, and equitable; assure that care remains patient- and family-centered; and make care more cost effective.

Knight Center (Norman Knight Nursing Center for Clinical & Professional Development): established in 1997 to support the promotion of a learning organization through a robust array of professional development activities, including staff orientation and continuing education curricula; liaison functions with schools of nursing; leadership development programming; and administration of numerous award and recognition programs for clinical staff.

LEAF (Let’s Eliminate All Falls): an ongoing, translational initiative to prevent falls through a multi-component program utilized by the interprofessional workforce.

MGH (Massachusetts General Hospital): founded in 1811, is a 1,010 licensed-bed medical center located in Boston, Massachusetts, that offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery; is the oldest and largest hospital in the United States.

MGPO (Massachusetts General Physicians Organization/MGPO): the largest physician-led multi-specialty group practice in New England that employs approximately 2,500 staff including 1,200 physicians that works in partnership with MGH and in cooperation with Partners HealthCare System with a primary focus of providing leadership and infrastructure in support of physicians’ efforts in patient care, teaching, and research.

Munn Award (Yvonne L. Munn Nursing Research Award): a competitive and peer-reviewed nursing research award granted annually to a clinical nurse that provides mentorship, up to $1,500.00 of financial support for the study, and a variety of resources to assist in the completion of the project.

Munn Center (Yvonne L. Munn Center for Nursing Research): established in 2003; formalized numerous research activities under the auspices of a dedicated research center that is named for and endowed by Yvonne L. Munn, RN, Associate General Director and Director of Nursing at MGH from 1984 to 1993; supports a growing inventory of research-related programs and activities including, but not limited to: post-doctoral nursing fellowship program, doctoral forum; a small grant program for clinical staff interested in research a problem within the practice setting.

ND (Nursing Director): the essential nursing leadership position with 24/7 accountability within the patient care unit triad which encompasses patient-focused management, personnel management, clinical and professional development, and business administration of the unit; leads collaborative teams and forms partnerships within N&PCS to implement and evaluate policies, programs and services to support patient care.
NGR (Nursing Grand Rounds): scholarly presentations and discussions focused on the art and science of nursing that provide a forum for nurses to share expertise and knowledge, as well as an educational opportunity to gain knowledge to enhance practice.

NP (Nurse Practitioner): a masters-prepared advanced practice licensed nurse, certified by a Board-recognized agency who utilizes advanced nursing knowledge and assessment skills to plan, implement, and evaluate the care and management of a select patient population in collaboration with a physician in inpatient and ambulatory arenas.

NPS (Nursing Practice Specialist): a masters-prepared nurse who has extensive experience and knowledge in the care area they practice in; provides patient care and consultation to patients/families and members of the interdisciplinary team; participates in educational, research, and evidence based initiatives; and leads the management of quality outcomes.

Nurse Scientist: a PhD-prepared nurse with a strong clinical background and specific area of nursing inquiry, who develops and implements a program of research, mentors other in their research efforts, seeks internal and external funding for research, contributes to nursing knowledge development, and widely disseminates research findings.

Nursing Research Day: part of the annual Nurse Recognition Week celebration in early May and is comprised of an interactive poster session for original research, evidence-based practice and quality improvement projects, the Yvonne L. Munn Nursing Research Lecture, and presentation of research awards.

NRW (Nurse Recognition Week): a week-long annual celebration in early May of the practice and dedication of all nurses at MGH; that offers a series of opportunities to reflect upon the important contributions that nursing brings to clinical care, research and education at the hospital, including a keynote address by the Chief Nurse, presentations on timely clinical and professional issues, the annual Yvonne L. Munn Nursing Research Lecture and Awards, a nursing research poster session, and social/networking events.

N&PCS (Nursing & Patient Care Services): comprised of clinical disciplines and programs, including Nursing, Case Management, Chaplaincy, Medical Interpreter Services, Occupational Therapy, Office of Patient Advocacy, Orthotics & Prosthetics, Physical Therapy, Respiratory Therapy, Social Services, Speech, Language & Swallowing Disorders and non-clinical programs including the Diversity Program, Nursing Informatics, the Institute for Patient Care, the Lunder-Dineen Health Education Alliance of Maine, Management Systems and Financial Performance, the Office of Quality and Safety, Patient and Family Advisory Councils, Retail Shops: Gifts, Flowers, and Salons, and the Volunteer Department.
**NSI (Nurse Sensitive Clinical Indicators):** measures and indicators that reflect the impact of nursing actions on outcomes (ANA, Nursing administration: Scope and standards of practice (2nd ed.). Silver Spring, MD, 2009, p.25).

**OA (Operations Associate):** renamed the Unit Coordinator in April 2017. See Unit Coordinator description.

**OCC (Optimum Care Committee):** the oldest ethics consultation committee in North America, co-chaired by a doctorally-prepared Nurse Practice Specialist in Ethics from the Patient Care Services' Institute for Patient Care (IPC) and a physician in medicine and palliative care.

**OM (Operations Manager):** the direct line manager for all unit-based, non-clinical support staff responsible for supervising the daily support operations of the patient care units; part of the unit’s leadership triad and leads and participates in development, monitoring and implementation of effective and efficient unit operations; leads and participates in departmental operations improvement initiatives; provides administrative/project support to the Nursing Director and other Department of Nursing leadership staff.

**Onboarding** – the process of integrating a new nurse into Nursing & Patient Care Services (N&PCS) via a three step process:

1. A required 1.5-day hospital-wide orientation conducted by the Human Resources Department with the goal of introducing the new nurse to the missions and values of MGH.
2. A 0.5 day, interdisciplinary, N&PCS orientation, conducted by the Norman Knight Nursing Center for Clinical & Professional Development (Knight Center) introducing the new employees to the mission and values of Nursing & Patient Care Services.
3. Central onboarding, which occurs in the Knight Center and includes didactic presentations, skills training, online learning, and independent activities, as well as introduction to the Professional Practice Model/Environment, the Magnet framework, Innovation, and our commitment to create an inclusive and welcoming environment for our patients, families, and staff.

**OPPE (Ongoing Professional Practice Evaluation):** is an ongoing monitoring process that provides an objective measure of the care provided by credentialed practitioners is at an acceptable level and assists in the early identification of trends, the need for proactive education or collegial intervention, and supports decision making regarding the continuation of or alteration of privileges.

**PCA (Patient Care Associate):** an unlicensed, assistive member of the interdisciplinary team who works directly with clinical nurse to provide a wide variety of
clinical support functions to promote a safe and compassionate patient care environment.

**PCS MSFP (Patient Care Services Management Systems and Financial Performance):** (formerly Patient Care Services Financial Management Systems; renamed in 2013), supports and measures the financial performance of N&PCS through functions including but are not limited to developing comprehensive budget models, managing patient acuity tool and scheduling applications, supporting administrative processes, conducting data analytics, and reporting for performance tracking across various management and financial systems.

**PCSEC (Patient Care Service Executive Committee):** chaired by the Chief Nurse with a membership that includes the Associate Chief Nurses (ACN); Executive Director of the Institute for Patient Care; Executive Director, Patient Care Services Operations; Directors of Financial Management Systems, PCS Informatics, Quality and Safety, Diversity, and Clinical Support Services; and the Directors of the allied health professions (Physical Therapy, Occupational Therapy, Respiratory Care, Social Services, Speech Language and Swallowing Disorders).

**PCDM (Patient Care Delivery Model):** an interdisciplinary, patient- and family-centered care-delivery system supported by a philosophy of relationship-based care that enhances patient outcomes; guides decisions about care and the environment of care made by clinical staff and unit leadership.

**PHRC (Partners Human Research Committee):** the Institutional Review Board (IRB) for the Partners HealthCare System.

**PHS (Partners HealthCare System):** an integrated health system founded in March 1994 by Brigham and Women’s Hospital and Massachusetts General Hospital that now includes the two founding academic medical centers, community and specialty hospitals, community health centers, a physician network, home health and long-term care services, and other health-related entities.

**PICO:** a helpful mnemonic for structuring focused and answerable evidence-based practice questions inclusive of four elements: Patient/Population/Problem, Intervention, Comparison, and Outcome that facilitates the literature search by identifying relevant keywords.

**PLEN (evaluation of Professional Learning Environment for Nurses):** a learning needs assessment conducted in 2010, 2012, 2015, and 2017 to determine the perceived learning needs of nurses at MGH, preferences for the best learning methods to enhance knowledge retention, general learning preferences of MGH nurses, and the best time frame(s) for face-to-face facilitated learning events.
POE (Provider Order Entry): an electronic order communication system that, part of the Clinical Application Suite (CAS) that was used prior to the launch of eCare in April 2016.

PPIT (Patient Progression Improvement Team): an MGH effort to optimize patient flow by multiple initiatives including promoting patient discharges early in the day.

PPM (Professional Practice Model): a comprehensive framework that guides care delivery across all disciplines in Nursing & Patient Care Services that includes these components: relationship-based care, vision & values, standards of practice, narrative culture, professional development and life-long learning, clinical recognition & advancement, collaborative decision-making, research & evidence-based practice and innovation & entrepreneurial teamwork.

Provider Unit: the Norman Knight Center, approved by the ANCC/Ohio Nurses Association (ONA) as a provider of continuing education for nurses, ensures that educational programs meet quality standards related to the adult learning process, faculty qualifications, and the process for evaluation that meet ANCC standards for nursing CE.

Quadramed Workload and Productivity System: formerly Medicus; is the software used by all Partners HealthCare System hospitals to measure patients’ needs for nursing care; utilized by direct care clinical nurses to classify each patient every day, based on their assessment of the patients’ needs for care for a 24-hour time period; resource nurses provide a report of actual staffing used to provide care for that time period. Workload measurement includes four components, using AcuityPlus™: patient classification indicators; admission, discharge, and transfer workload; procedure and event workload; and complexity; classification and staffing data provided by the direct care nurses are critical to identifying, justifying and allocating nursing resources and are the basis for projecting the budgeted variable staffing and expense in the formal budget process.

Resource Nurse: a clinical nurse responsible for supporting and overseeing the daily/shift operations for a unit/department in collaboration with the Nursing Director; addresses staffing needs on an ongoing basis; facilitates throughput of admissions and discharges; assists with direct care as needed; role models effective collaboration and conflict management with patients, families and other members of the interdisciplinary team.

SPPPE (Staff Perceptions of the Professional Practice Environment) a survey administered every 24 months by N&PCS to clinicians throughout N&PCS to measure their perceptions about the organizational characteristics of autonomy; staff relationships with physicians, staff and hospital groups; control over practice; communication about patients; teamwork/leadership; conflict management/handling disagreements; internal work motivation; and cultural sensitivity; has been administered since 1999; is evidence-based and inclusive of internal benchmarks.
Staff Specialist: a masters-prepared, licensed individual, who manages discrete, specified programs and projects; designs, implements and evaluates management systems to enhance department/service operations; assists in the development of the leadership staff of the service; works collaboratively with all levels of nursing and other health care professionals.

Unit Coordinator: (formerly the Operations Associate/OA, renamed in April 2017), provides administrative support to unit-based and hospital-wide clinicians and staff on inpatient units; functions as the liaison between the patient, visitors and the clinicians; responsible for partnering with nursing to coordinate day-to-day patient flow, including communication with key players regarding patient admissions, discharges and transfers.

USA (Unit Service Associate): a member of the unit-based support staff responsible for a variety of tasks to maintain the cleanliness and orderliness of the unit; may also be responsible for hospitality services and daily maintenance of unit supplies and equipment