

Patient Care Services Strategic Plan Update



Primary goal: Maximize voice and engagement of staff through a re-envisioned collaborative governance shared decision-making model.

Work-to-date:

- Conducted a survey of staff and leadership to assess perspectives of the current decision-making model which identified strengths and opportunities for enhancement.
- Principles of shared decision-making education was rolled out throughout Nursing and Patient Care Services.
- Benchmarked with eight Magnet organizations to learn more about their shared decision-making models to help inform the design of Mass General's model moving forward.
- Draft design of re-envisioned shared decision-making model completed in 2023 comprised of unit/clinic/department-based councils interfacing with central councils: clinical practice council; quality, safety and patient experience council; and recruitment, retention and recognition council. To be launched in Spring 2024.

Primary goal: Identify and implement opportunities to standardize administrative and clinical operations/processes to improve accessibility, efficiency, quality of care and outcomes.

Work-to-date:

- Assessment of current state processes will be conducted before key stakeholders convene to devise a plan for the implementation of the Lippincott policies and procedures platform into practice.
- After exploring the components of several evidence-based practice models, the Ohio State Model for Evidence Based Practice was chosen. Over 200 leaders from nursing and the health professions attended either a five-day immersion program or a two-day leadership program from the FULD Institute of Ohio State. The education provides the foundation to begin embedding EBP into programs and at the bedside.
- The CNS/NPS Task Forces continue to address Nurse Sensitive Indicators and quality outcomes using a focused process, partnerships with staff and interdisciplinary teams, reviewing best evidence, staff training, and monitoring of outcomes for improvement. The CNS/NPS members participated in the EBP immersion program and will serve as unit-based coaches in advancing EBP efforts.

Primary Goal: Ensure PCS leadership voice and participation in design and implementation of major Mass General Brigham (MGB) and Massachusetts General Hospital (MGH) initiatives.

Work-to-date:

- Continuously maintain an inventory of MGH participation on MGB committees. Significant updates about MGB committee work shared at Patient Care Services Executive Operations meeting for further dissemination throughout Patient Care Services.

Primary goal: Develop and promote robust recruitment and retention strategies to attract and retain the best and the brightest people.

Work-to-date:

- Developed a PCS Career Development website on Vitals, the MGH intranet, that shares a curated collection of resources organized by theme/topic with information from across Mass General Brigham, to assist staff in achieving their career aspirations.
- PCS senior leadership approved funding for the introduction of the "On-the-Spot Rewards Program." This initiative aims to enhance employee recognition by providing immediate acknowledgment and tangible rewards for outstanding contributions that benefit patients, colleagues, and daily operations. Managers will be able to acknowledge exceptional efforts, rewarding employees with gift cards to the MGH eateries as a gesture of appreciation.