

## **8.6 Describe how the organization utilizes advance practice nurses.**

There are over three hundred and sixty nurses at Massachusetts General Hospital functioning in advance practice nurse roles, as defined by the ANCC. These nurses provide the organization with a vast wealth of clinical knowledge and expertise to support the delivery of high-quality patient care throughout the institution.

### **Clinical Nurse Specialists**

There are seventy-one (63.5 FTEs) Clinical Nurse Specialists practicing in unit-based and department-level roles at MGH. As described in [Force 2.3](#), unit-based Clinical Nurse Specialists are integral members of the unit-based triad leadership structure responsible for the clinical operations of the patient care units. Clinical Nurse Specialists respond to changes in clinical practice by planning, designing, implementing and evaluating guidelines, protocols and standards in collaboration with the Nursing Director, Staff Nurses and other members of the disciplinary care team. As described in [Force 7.8](#), they are instrumental in mentoring and supporting staff in advancing their practice, as was demonstrated with the Sheath Removal project and with the Doc Com project. They also mentor staff in Collaborative Governance committees and as they prepare their portfolios for the Clinical Recognition Program that will be described in [Force 9.7](#).

As clinical experts, they also work on their units and consult across units to meet the educational needs of nurses, patients and families. [Attachment 8.6.a](#) is a resource list used by the Clinical Nurse Specialists outlining their clinical expertise and areas of responsibility. This list is actively used by the Clinical Nurse Specialists to identify peers they can consult with on clinical issues that may arise on their units.

In addition to their role on patient care units, the Clinical Nurse Specialist provides invaluable support to numerous clinical programs in the Department of Nursing and the Hospital. Following are descriptions of some of these programs. Outcomes to these programs will be described [Force 8.6](#) and [Force 8.7](#).

- Wound Care Education Program

In 2004, a taskforce of twenty Clinical Nurse Specialists formed to identify a mechanism to establish a cadre of Staff Nurses who could provide contemporary, evidenced-based wound care across the hospital on a 24/7 basis. The program continues to provide education and training to unit-based Clinical Nurse Specialists and Staff Nurses.

- Tracheostomy Quality Team - As described in **Force 7.9**, Clinical Nurse Specialists are part of this interdisciplinary consultation team that assist clinicians on general care units with the care of patients with tracheostomies.
- Clinical Nurse Specialist for Pain Relief is responsible for maintaining and further developing the hospital-wide pain initiative, “MGH Cares about Pain Relief,” to improve the assessment and management of pain. This includes clinician and patient education using a variety of teaching formats and topical areas, such as in-services, continuing education programs, ethics rounds, patient education brochures, interactive electronic self-directed learning media, print newsletters, e-newsletters with imbedded links, and a Pain Relief webpage.

The Clinical Nurse Specialist for Pain Relief also provides consultation services to patients, clinicians and leadership to optimize care planning and documentation, while role-modeling expert assessments, interventions, and the use of highly-technical equipment designed to optimize the way pain is managed. Although the needs, format and products vary, the plan of care for patients always attend to the Scope and Standards of Care, available evidence-based guidelines, and best-practice strategies to address pain management issues.

Consultation is provided to individual clinicians (especially unit-based Staff Nurse Pain Relief Champions) and other Clinical Nurse Specialists, and to programmatic initiatives, such as unit-based quality improvement projects or Safe Administration Subcommittee projects.

- Psychiatric Nursing Consultation Service - Initiated as a pilot project on the Medical Nursing Service in 2002, the Psychiatric Clinical Nurse Specialist began to function as a practitioner in collaboration with Physicians on the Psychiatry Consultation Service to expedite assessment, diagnosis and treatment of psychiatric patients or patients with behavioral problems on general care units. Due to the success of this pilot, this service is now available on all inpatient care units and has expanded from 3 FTEs to 3.4 FTEs of Clinical Nurse Specialist coverage.

## **Nurse Practitioners**

There are over 290 Nurse Practitioners credentialed to practice at MGH. In addition to working in clinical practices such as primary care and outpatient specialty practices, Nurse

Practitioners are functioning in a variety of roles outside the traditional practice setting. The following are examples of these roles.

- Interventional Cardiology Unit Nurse Practitioner Model

This is a unique care delivery model in which highly experienced advanced practice nurses initiate and facilitate a comprehensive plan of care for patients on Ellison 11, the 36-bed Cardiac Access Unit. This interventional cardiology unit specializes in the care of patients with acute coronary syndromes, arrhythmias, heart failure and other vascular diagnoses.

The management of patient care on Ellison 11 is a collaborative effort, accomplished through a team of Acute Care Nurse Practitioners, Attending Cardiologists and Staff Nurses. There are no House Staff on Ellison 11. Nurse Practitioners are first responders, admitting patients directly from the Cardiac Catheterization Lab, Electrophysiology Lab, the Emergency Department, and directly from outlying hospitals. They perform the H&P, write all orders, respond to patient care crises, manage procedural complications, consult with specialists, contribute to discharge planning and write discharge prescriptions. They facilitate the timely development of a plan of care and communicate with patients and families, putting the most experienced cardiac clinicians at the bedside.

There are 18 full- and part-time Nurse Practitioners on the unit, covering 7AM until 12:30 AM, with Physician Fellows covering at night. An average of seventeen patients are admitted and discharged from the unit each day. Physician and nursing colleagues value the clinical knowledge, expertise and accessibility of the Nurse Practitioner on Ellison 11.

- Palliative Care Program

The MGH Palliative Care Program is a multidisciplinary team of specially trained Physicians, Nurses, Social Workers, Chaplains, and Volunteers who provide care and support to enhance the patient's quality of life and support the family in the hospital, in the home and alternative settings. The Nurse Practitioner interacts with patients and families and also works in a consultative role on the patient care units working with staff to provide the best possible care for patients at the end-of-life.

She began her career in palliative care as a Clinical Nurse Specialist before becoming a Nurse Practitioner. She is the Past President of the National Hospice and Palliative Nurses Association, and winner of the 2007 Advanced Practice Certified Hospice and Palliative Nurse of the Year

Award. She has also published and lectured extensively on the care of patients with life-threatening illness based on her experiences in clinical and administrative hospice and hospital care.

- Medical Team 4 and 5 Pilots

While meeting the needs of patients with increasingly complex medical, psychosocial and socioeconomic needs, the General Medical Service at MGH has faced severe capacity issues. The Medical Clinical Performance Management (CPM) team implemented two Nurse Practitioner driven initiatives to support the clinical management of patients and improve the quality and efficiency of care.

In 2005, the role of a Nurse Practitioner was introduced on the inpatient medical patient care units of the teaching service through the Medical Team 4 Pilot. As described in [attachment 8.6.b](#), the goals of the pilot were: to improve the quality and efficiency of care, to support medical resident and intern education, to support standardization of team rounding and clinical operations and to improve patient and family satisfaction with processes of care.

As a result of the success of the Team 4 Pilot, the CPM team launched a subsequent six-month pilot that ran from July to December 2006. The new Team 5 pilot brought together an interdisciplinary group of clinicians to address the care and management of patients that are medically stable, but face complex psychosocial issues; such as, guardianship, homelessness, substance abuse and other complex psychosocial issues that impede discharge.

Medical patients are referred to the team through Case Managers. The Nurse Practitioner evaluates the patient and presents the case to the team to determine if the patient will be accepted on the team's service. The Nurse Practitioner is the lead clinician managing the care of patients on the team, working closely with a Case Manager, Social Worker, Medical Residents and other consultative members of the health care team.

- MGH Wound Care Center

The Center began in June 2001, as part of a pilot initiative in the Department of Surgery, Division of Vascular Surgery and has been successfully transitioned to a comprehensive wound care management program managed by a doctorally prepared Nurse Practitioner. This unique program provides a high-level of wound care expertise to patients on an outpatient basis, allowing for close evaluation, monitoring and treatment of patients with chronic vascular or neuropathic ulcers and non-healing surgical wounds. In addition to providing direct patient care, the Nurse Practitioner,

also acts as a consultant to the Clinical Nurse Specialists responsible for managing the inpatient Wound Care Program, previously described.

- Pediatric Orthopedic Team

As a member the pediatric surgical subspecialty team, the Nurse Practitioner works collaboratively with three pediatric orthopedic surgeons in the ambulatory surgical clinic and on the inpatient care units. In addition to performing pre-operative assessments and providing the patient and family with teaching and guidance throughout the surgical experience, the Nurse Practitioner is involved in research projects and has published numerous articles in nursing and primary care journals about pediatric orthopedic care management issues. She also recently received a Making a Difference Grant to create a digital library of common orthopedic conditions to help meet the educational needs of patients and families. **Attachment 8.6.c** is a narrative in Caring Headlines from the Nurse Practitioner describing her role.

### **Certified Nurse Midwives**

The Vincent Obstetrics Service at MGH has an active Midwifery Program with a team of fifteen Midwives working in both inpatient and ambulatory settings of the hospital. In the inpatient setting, Nurse Midwives deliver over 900 births a year, which account for approximately 30% of all deliveries at MGH. In addition, they manage the OB Triage Unit for the service, seven days a week from 7am to 7pm, initially assessing all OB patients upon arrival to the hospital to determine the appropriate triage and initial management of patient care. Triage responsibilities expand to include telephone triage on weekends for the entire Vincent OB Service.

The ambulatory practice for the Nurse Midwives includes direct patient care on the main campus and in three of the hospital's community health centers. The Nurse Midwives offer their patients a full range of prenatal, intra-partum and post partum health care services, including contraception management. They also manage the Ambulatory Triage Unit for the Vincent OB Service seeing over 250 visits per month. An important component of their triage work includes 'option counseling' for women with failed pregnancies. They are available for immediate follow-up to ensure that all women receive one-on-one counseling regarding treatment options, referrals for genetic counseling and social services, as needed.

**Registered Nurse Anesthetists**

Under general supervision of the Chief Nurse Anesthetist and an Anesthesia trained Physician Supervisor, Nurse Anesthetists provide anesthesia services to patients. They review patients' medical histories, assist in the selection of type of anesthesia, administer anesthetic and monitor patients during the procedure. There are twenty-two Nurse Anesthetists working at MGH. [Attachment 8.6.d](#) defines the scope of practice for nurses in this role.

Attachment 8.6.a

**MGH Clinical Nurse Specialist Directory as of April 2007**

<p><b>Lillian Ananian, RN, MSN</b>  Medical ICU Blake 7  Pager: #25201  Expertise:</p> <ul style="list-style-type: none"> <li>• Critical care medical patients</li> <li>• Clinical recognition</li> </ul>	<p><b>Lauren Kattany RN, MS</b>  White 8- Medical Unit  Tele: 4-9630 / Pager #12301  Expertise:</p> <ul style="list-style-type: none"> <li>• Healthcare ethics</li> <li>• Care of chronic, complex medical patient</li> <li>• Bedside emergencies</li> <li>• Cardiovascular nursing</li> <li>• Advanced care planning</li> </ul>
<p><b>Paul Arnstein, RN, PhD</b>  Clinical Nurse Specialist for Pain Relief  Tel: 4-8517 / Pager: #13386  Expertise:</p> <ul style="list-style-type: none"> <li>• Pain assessment</li> <li>• Pain management</li> <li>• Mind-body (cognitive-behavioral) interventions</li> </ul>	<p><b>Mary Lou Kelleher, RN, MS</b>  Pediatrics  Ellison 17 and Ellison 18  Tel: 4-5720 / Pager: #25401  Expertise:</p> <ul style="list-style-type: none"> <li>• Family centered care</li> <li>• Child development</li> <li>• Care of the child with multiple medical challenges</li> <li>• Pediatric rehabilitation</li> <li>• Talking to children about illness and death</li> <li>• Community and home care of pediatric patients</li> <li>• Pathway development and implementation</li> <li>• Operations improvement</li> <li>• Special education consultation</li> <li>• Team building and relationship development</li> <li>• Clinical narratives</li> <li>• Pediatric nursing education</li> </ul>
<p><b>Kate Barba, MS, APRN, BC, GNP</b>  Medical Unit Bigelow 11  Tel: 6-2754 / Pager: #36803  Expertise:</p> <ul style="list-style-type: none"> <li>• Gerontological Nursing</li> <li>• Treatment of delirium in elderly patients</li> <li>• Care of the medical patient</li> </ul>	<p><b>Sue Kilroy, MS, RN, CNS</b>  General Medicine-White 10  Tel: 4-2374 / Pager: #32626  Expertise:</p> <ul style="list-style-type: none"> <li>• Common arrhythmias</li> <li>• Complex general medical patient</li> <li>• Delirium</li> <li>• Medical emergencies</li> <li>• Care of the frail elder</li> <li>• Fall prevention</li> <li>• Wound care</li> </ul>

Attachment 8.6.a continued

<p><b>Anne-Marie Barron PhD, APRN, BC</b>          Psychiatric Clinical Nurse Specialist Ellison 14 /          Tel: 4-5410          Inpatient Oncology and Bone Marrow Transplant Unit          Area of Expertise</p> <ul style="list-style-type: none"> <li>• Psychosocial Issues in oncology nursing Practice</li> <li>• Focus on the newly graduated nurse</li> <li>• Reflective practice</li> <li>• Therapeutic touch</li> <li>• Nursing research</li> </ul>	<p><b>Susan Krupnick, MSN, APRN, BC, CARN</b>          Emergency Department Psychiatric CNS/ANP          - Addictions Consultation          Tilton 105          Tel: 617-643-2307 / Pager: #22225          Expertise:</p> <ul style="list-style-type: none"> <li>• Addictions</li> <li>• Acute psychiatric emergencies</li> <li>• Pain and addiction</li> <li>• Delirium</li> <li>• Decisional Capacity</li> <li>• Organizational leadership</li> </ul>
<p><b>Mimi Bartholomay, RN, MSN, AOCN</b>          MGH Cancer Center Infusion Unit-Yawkey 8          Radiation Therapy-Cox Lower Level          Francis H. Burr Proton Therapy Center Yawkey          Tel: 3-1845, 6-3889 / Pager: #22199          Expertise:</p> <ul style="list-style-type: none"> <li>• Oncology care and symptom management</li> <li>• Chemotherapy/Biotherapy Infusion</li> </ul>	<p><b>Cynthia LaSala, MS, RN, CNS</b>          Phillips House 20 and 21          Tel: 4-6010, 4-6110 / Pager: #33206          Expertise:</p> <ul style="list-style-type: none"> <li>• Care of acute and chronic complex adult medical patients</li> <li>• Gerontological Nursing</li> <li>• Basic arrhythmia interpretation</li> <li>• Ethical issues in clinical practice and advanced care planning</li> <li>• Professional/career development</li> <li>• Wound care</li> </ul>
<p><b>Kathryn Beauchamp, RN, MSN, CCRN</b>          Pediatric Intensive Care Unit          Tel: 4-3888 / Pager: #30224          Expertise:</p> <ul style="list-style-type: none"> <li>• Pediatric critical care</li> <li>• CVVH</li> <li>• Pediatric bereavement</li> <li>• Procedural sedation/ Pediatric pain</li> <li>• Pediatric Advanced Life Support (PALS) Coordinator and Lead Instructor</li> <li>• Congenital heart defects</li> </ul>	<p><b>Gail K. Leslie RN CS</b>          Urgent Care Psychiatry Clinic/Outpatient          WACC 815          Tel: 4-0836 / Pager: #22000          Expertise:</p> <ul style="list-style-type: none"> <li>• Urgent care of psychiatric disorders</li> <li>• Crisis Counseling</li> <li>• Disaster mental health</li> <li>• Psychopharmacology</li> </ul>



<p><b>Katie Brush, RN, MS, CCRN, CONS, FCCM</b>  Surgical Intensive Care Unit Ellison 4  Tel: 4-5889  Pager: #31744  Expertise:</p> <ul style="list-style-type: none"> <li>• Surgical critical care</li> <li>• Sepsis</li> <li>• Trauma</li> <li>• Skin and wound care</li> <li>• Systems development</li> <li>• Bedside procedures</li> <li>• Infection prevention and prophylaxis</li> <li>• Critical care guidelines and performance measures</li> </ul>	<p><b>Denise Lozowski, R.N., M.S.N.</b>  Nurse Partners Triage Program  Tel: 6-3071 / Cell phone: 617-922-4767  Expertise:</p> <ul style="list-style-type: none"> <li>• Pediatrics</li> <li>• Nurse Triage</li> <li>• Program Development</li> <li>• Chronic Illness</li> <li>• Home Care</li> <li>• MCH Federal and State Resources</li> </ul>
<p><b>Ruth J. Bryan, RN, MSN, CAPA</b>  Same Day Surgical Unit Pre-Admission Testing  Area Tel: 6-8945/ Pager: #35883  Expertise:</p> <ul style="list-style-type: none"> <li>• Pre- and Post-Anesthesia Care</li> <li>• Conscious sedation</li> <li>• Universal protocol</li> <li>• Post-surgical care issues</li> <li>• Mentoring and Professional Development</li> </ul>	<p><b>Mary Lussier-Cushing, APRN, BC</b>  Psychiatric Nursing Consultation Services  Office: Blake 1181  Tel: 4-6104 / Pager: #33067  Expertise:</p> <ul style="list-style-type: none"> <li>• Delirium</li> <li>• Dementia</li> <li>• Alcohol withdrawal</li> <li>• Challenging treatment interfering behavior</li> <li>• Suicidal patient</li> <li>• Personality disorders</li> </ul>
<p><b>Virginia Capasso, PhD, APRN, BC</b>  Knight Nursing Center for Clinical and Professional Development;  Nurse Scientist, Munn Center for Nursing Research  Co-Director, MGH Wound Care Center  Tel: 6-3836 / Pager: #25650  Expertise:</p> <ul style="list-style-type: none"> <li>• Wound management</li> <li>• Methods for measuring wounds</li> <li>• Measures of the effects of treatments on the wound milieu</li> <li>• Cost and efficacy of wound treatments</li> <li>• Research design and methods</li> <li>• Research utilization</li> </ul>	<p><b>Janet Madden, RN, MS</b>  Newborn Intensive Care Unit Blake 10  Tel: 4-4308 / Pager: #11814  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of critically and chronically ill newborns</li> <li>• Family-centered care</li> <li>• Bereavement related to neonatal illness</li> <li>• Systems issues related to care delivery</li> </ul>

<p><b>Chelby Cierpial, MSN, APRN, BC</b>  Cardiac Interventional Unit -Ellison 11  Tel: 4-1375 /Pager: #33601  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of the cardiac patient</li> <li>• Interventional peripheral vascular cardiac procedures and complications</li> <li>• Professional development</li> </ul>	<p><b>Ann Martin, RN, MSN, CS-ANP</b>  White 7 and Ellison 7  Tel: 6-6988 / Pager: #27073  Expertise:</p> <ul style="list-style-type: none"> <li>• Wound care / VAC care</li> <li>• Bedside emergencies</li> <li>• Clinical pathways -bowel resection, Whipple, distal pancreatectomy, cholecystectomy, liver resection</li> <li>• Bariatric patient</li> </ul>
<p><b>Clare Cole, RN, RNC, MSN, WHNP</b>  Obstetrics- Blake 13  Tel: 4-3925 / Pager: #14502  Expertise:</p> <ul style="list-style-type: none"> <li>• Antenatal</li> <li>• Labor and delivery</li> <li>• Postpartum</li> </ul>	<p><b>Jeanne McHale, RN, MSN</b>  Knight Nursing Center for Clinical and Professional Development  Tel: 6-4238 / Pager: #22637</p> <p><b>Beth Nagle, RN, BC, MSN</b>  Knight Nursing Center for Clinical and Professional Development  Tel: 6-3476 / Pager: #25657</p> <p>Expertise:</p> <ul style="list-style-type: none"> <li>• Clinical Simulation</li> <li>• Professional development</li> </ul>
<p><b>Jacqueline Collins RN, MSN</b>  Medicine Ellison 16  Tel: 6-5398 / Pager: #20871  Expertise:</p> <ul style="list-style-type: none"> <li>• Nursing recruitment/retention</li> <li>• Nursing and patient education</li> <li>• Arrhythmia interpretation</li> <li>• Skin and wound care</li> <li>• Mentoring and coaching</li> </ul>	<p><b>Joyce McIntyre, RN, MSN, MEd, SANE</b>  Emergency Department and Observation Unit  Bigelow 12  Tel: 3-3589 / Pager: 13361  Expertise:</p> <ul style="list-style-type: none"> <li>• Sexual assault</li> <li>• Domestic violence</li> <li>• Fetal demise</li> <li>• Disaster response</li> <li>• Forensic nursing</li> </ul>

<p><b>Patricia Connors, RN, RNC, MS, WHNP</b>  Obstetrics Ellison 13  Tel: 4-4697 / Pager: #30098  Expertise:</p> <ul style="list-style-type: none"> <li>• Antenatal</li> <li>• Labor and Delivery</li> <li>• Post-partum</li> <li>• Electronic fetal monitoring</li> <li>• Certified legal nurse consultant</li> </ul>	<p><b>Patricia Mian, RN, MS, CS</b>  Emergency Department  Tel: 4-4129 / Pager: #22618  Expertise:</p> <ul style="list-style-type: none"> <li>• Psychiatric Emergencies</li> <li>• Family presence during resuscitation/IP</li> <li>• Crisis counseling for patients and families following trauma, life crisis or death of a loved one</li> <li>• Sexual assault / Domestic violence</li> <li>• Sudden bereavement</li> <li>• Patients at risk for injury</li> <li>• Behavioral de-escalation</li> <li>• Behavioral emergencies</li> <li>• Acute psychiatric patients</li> </ul>
<p><b>Nancy Coughlin, RN, RNC, MSN, WHNP</b>  Obstetrics Blake 14, Labor and Delivery  Tel: 4-6369  Pager: # 13917  Expertise:</p> <ul style="list-style-type: none"> <li>• Antenatal care /Labor and delivery</li> <li>• Post-partum care</li> <li>• Maternal Fetal Monitoring</li> </ul> <p>Erin Cox, MS, APRN BC, CCRN  Vascular Surgery Bigelow 14  Tel: 6-1326 / Pager: #34320  Expertise:</p> <ul style="list-style-type: none"> <li>• Vascular surgery</li> <li>• Wound care</li> <li>• Disaster response</li> </ul>	<p><b>Charlene O'Connor, RN, MS</b>  Main Operating Room  Tel: 3-0779 / Pager: 14583  Expertise:</p> <ul style="list-style-type: none"> <li>• Perioperative nursing</li> <li>• Neurosurgery, orthopedics, and bum surgery</li> </ul>
<p><b>Constance M. Cruz, RN, APRN, BC</b>  Psychiatric Nursing Consultation Service Blake 1181  Tel: 4-6104 / Pager: #14343  Expertise:</p> <ul style="list-style-type: none"> <li>• Dementia</li> <li>• Delirium</li> <li>• Suicidal patient</li> <li>• Alcohol withdrawal</li> <li>• Behaviorally challenging patients</li> </ul>	<p><b>Suzanne O'Connor, RN, MS, CS</b>  Psychiatric Care Emergency Department  Tel: 4-4129  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of acute psychiatric patients</li> <li>• Crisis counseling for patients &amp; families post-trauma, life crisis or death of a loved one</li> <li>• Care of sexual assault patients</li> <li>• Assessment and intervention for victims of violence</li> <li>• Bereavement</li> </ul>

Attachment 8.6.a continued

<p><b>Vivian Donahue, MSN, APRN, BC</b>  Coronary Intensive Care Unit Ellison 9  Tel: 4-8771/Pager: #22167  Expertise:</p> <ul style="list-style-type: none"> <li>• Interventional cardiac procedures</li> <li>• Hemodynamic monitoring</li> <li>• ACLS / Arrhythmia interpretation</li> <li>• IABP</li> <li>• CVVH</li> </ul>	<p><b>Lynn Oertel, MSN, APRN, CACP</b>  Anticoagulation Mgmt. Services (AMS) Clinics 144  Tel: 6-6955 / Pager: #34150  Expertise:</p> <ul style="list-style-type: none"> <li>• Anticoagulation management</li> <li>• Patient education</li> <li>• Stroke prevention</li> <li>• AMS clinical pathways</li> </ul>
<p><b>Joanne Empoliti, MSN, CS, ANP, ACNP, ONC</b>  Orthopedics: White 6  General Surgery: Phillips House 22  Tel: 6-3254 / Pager: #25291  Expertise:</p> <ul style="list-style-type: none"> <li>• Orthopedic nursing</li> <li>• Pain management</li> <li>• Care of general medical patient</li> <li>• Skin care</li> <li>• Surgical practice issues</li> </ul>	<p><b>Jill Pedro, MSN, APRN, BC, ONC</b>  Orthopedics and Urology Ellison 6  Tel: 6-8506 Pager: #25218  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of orthopedic and urology patients</li> <li>• Patient /family education re: needs of orthopedic and urology patients</li> <li>• Pain management</li> <li>• Skin and wound care</li> </ul>

<p><b>Theresa Cantanno Evans MSN, RN</b>  Phillips House  Tel: 4-6010 /Pager: #38281  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of the cardiac patient</li> <li>• Care of the geriatric patient</li> <li>• Chemotherapy</li> <li>• Medical Ethics</li> <li>• End of life care</li> </ul>	<p><b>Marion A. Phipps, RN, MS, CRRN, FAAN</b>  Neurology and Neurosurgery  White 12 and Ellison 12  Tel: 6-5298 / Pager: #32486  Expertise:</p> <ul style="list-style-type: none"> <li>• Rehabilitation Nursing: Patients with disability/stroke/spinal cord/neurologic deficits</li> <li>• Wound and skin care</li> <li>• Fall prevention</li> <li>• Patient and family education</li> <li>• End of life concerns</li> <li>• Professional development</li> </ul>
<p><b>Jean Fahey RN, MSN, CCRN, CNRN, APRN,BC</b>  Neurology, Neurosurgery, Neuro-oncology  White 12 and Ellison 12  Tel: 6-9490 / Pager: #25892  Expertise:</p> <ul style="list-style-type: none"> <li>• Neuro adult palliative care</li> <li>• Adult traumatic brain injury, stroke, cerebral aneurysms, brain tumors, epilepsy</li> <li>• ACLS instructor</li> <li>• Adult Neuro-oncology</li> <li>• Invasive epilepsy monitoring</li> <li>• Mechanically ventilated neuron patients</li> </ul>	<p><b>Taryn J. Pittman, RN, MSN, BC</b>  Patient Education Specialist / Manager Blum  Patient and Family Learning Center  Tel: 4-3822 / Pager: #36500  Expertise:</p> <ul style="list-style-type: none"> <li>• Patient teaching</li> <li>• Education resources</li> <li>• Material Development</li> <li>• Health Literacy</li> </ul> <p>Nursing Staff Development</p>

Attachment 8.6.a continued

<p><b>Susan Finn, RN, MSN, AOCNS</b>  Cancer Center Infusion Units Yawkey 8 Infusion Center  Tel: 6-4023/Pager: #31790  Expertise:</p> <ul style="list-style-type: none"> <li>• Oncology</li> <li>• Chemotherapy Biotherapy</li> <li>• Infusion</li> </ul>	<p><b>Jennifer Repper-DeLisi, APRN, BC</b>  Psychiatric Nursing Consultation Service Blake 1181  Tel: 4-6104 / Pager: #30390  Expertise:</p> <ul style="list-style-type: none"> <li>• Personality disorders/behaviorally challenging patients</li> <li>• Alcohol withdrawal</li> <li>• Delirium</li> <li>• Dementia</li> <li>• Suicidal patients</li> </ul>
<p><b>Sara A. Fisher, APRN, BC</b>  Psychiatric Nursing Consultation Service Blake 1181  Tel: 4-6104 / Pager: 14449  Expertise:</p> <ul style="list-style-type: none"> <li>• Dementia</li> <li>• Delirium</li> <li>• Suicidal patient</li> <li>• Alcohol withdrawal</li> <li>• Behaviorally challenging patients</li> </ul>	<p><b>Maria G. Rice, RN, MSN</b>  Emergency Department  Tel: 44932 / Pager: #14346  Expertise:</p> <ul style="list-style-type: none"> <li>• Medical emergencies</li> <li>• Trauma care</li> <li>• Triage</li> <li>• Critical care nursing management</li> <li>• Acute pain management</li> </ul>
<p><b>Patricia Fitzgerald MSN, RN</b>  General Medical Unit Bigelow 11  Pager: #4-5590  Expertise:</p> <ul style="list-style-type: none"> <li>• Arrhythmia interpretation</li> <li>• Management of bedside emergencies</li> <li>• Care of Complex Medical Patients</li> </ul>	<p><b>Ellen Robinson, RN, PhD</b>  Clinical Nurse Specialist Ethics  Tel: 4-1765 / Pager: #30513  Expertise:</p> <ul style="list-style-type: none"> <li>• Health care ethics</li> <li>• Ethical issues at the end of life</li> <li>• Qualitative research</li> </ul>
<p><b>Susan Gavaghan MSN, APRN BC, CCRN</b>  Respiratory Acute Care Unit Bigelow 9  Tel: 4-4802 / Pager: #36526  Expertise:</p> <ul style="list-style-type: none"> <li>• Airway care &amp; Care of mechanically ventilated patients</li> <li>• Nursing interventions focused on family needs</li> <li>• Weaning from mechanical ventilation.</li> <li>• Skin and wound care.</li> </ul>	<p><b>Elizabeth Ryder, RN, MSN</b>  MGH Pain Center  Wang ACC Suite 333  Tel: 4-7217 / Pager: #35794  Expertise:</p> <ul style="list-style-type: none"> <li>• Acute pain management</li> </ul>

<p><b>Colleen Gonzalez, MSN, APRN-BC</b>  Medical Units  Phillips House 20 and 21  Tel: 4-6010, 4-6110 / Pager: #11209  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of the complex medical patient</li> <li>• Cardiovascular nursing care</li> <li>• Arrhythmia interpretation</li> <li>• Bedside emergencies</li> <li>• Family visitation and presence during hospitalization</li> </ul>	<p><b>Sandra E. Silvestri, RN, MS, CNOR</b>  Main OR / SDSU OR  Tel: 4-0150 / Pager: #35803  Expertise:</p> <ul style="list-style-type: none"> <li>• Perioperative nursing</li> <li>• Vascular, general surgery and minimally invasive</li> <li>• Organ donation: DCD</li> </ul>
<p><b>Catherine Griffith, MSN, APRN, BC, CCRN</b>  Cardiac Surgical Intensive Care Unit  Cardiac Surgical Step-Down Unit Blake 8 and Ellison 8  Tel: 4-3886 / Pager: #25807  Expertise:</p> <ul style="list-style-type: none"> <li>• Cardiac surgery, IABP, CVVH</li> <li>• Pacemakers, arrhythmia interpretation</li> <li>• Journal Club</li> <li>• Mentoring, professional development</li> <li>• Wound management</li> <li>• Advanced Care Planning</li> </ul>	<p><b>Kathleen Stakes, RN, MS, CPON</b>  Ellison 17, 18, and the Hematology/Oncology Clinic  Pager: # 13973  Expertise:</p> <ul style="list-style-type: none"> <li>• Pediatrics</li> <li>• Pediatric oncology</li> <li>• Learning disabilities</li> </ul>
<p><b>Mary McKenna Guanci, RN, MSN, CNRN</b>  Neuroscience Intensive Care Unit Blake 12  Tel: 4-7242 / Pager: #25211  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of neurologically compromised patients including critical care</li> <li>• Head trauma</li> <li>• Spinal cord injury</li> <li>• Cerebrovascular disease (Acute Stroke)</li> <li>• Cerebral aneurysm</li> <li>• Hemodynamic monitoring (including intracranial pressure and jugular O2)</li> <li>• Organ donation</li> <li>• Hypothermia</li> </ul>	<p><b>Susan S. Stengrevics, MSN, APRN, BC, CCRN</b>  Medical Ellison 10  Tel: 4-5010 / Pager: #32163  Expertise:</p> <ul style="list-style-type: none"> <li>• Cardiac Nursing</li> <li>• Arrhythmia interpretation</li> <li>• Management bedside emergencies</li> </ul>

<p><b>Christina Gulliver, RN, MS, CS</b>  Psychiatry Unit - Blake 11  Tel: 6-7705 / Pager: #35269  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of patients with challenging behavioral issues</li> <li>• Psychiatric disorders and current treatments</li> <li>• Management of patients in restraints</li> <li>• Management of potentially violent or suicidal patients</li> <li>• Care of patients with psychiatric and/or medical issues</li> </ul>	<p><b>Lynda A. Tyer-Viola, RNC, PhD</b>  Obstetrics Blake 14  Tel: 4-3608 / Pager: #36002  Expertise:</p> <ul style="list-style-type: none"> <li>• Antenatal/postpartum care</li> <li>• Maternal fetal monitoring</li> <li>• Co-morbid illness in pregnancy</li> <li>• HIV in pregnancy</li> <li>• Quality monitoring</li> </ul>
<p><b>Sioban Haldeman RN, MS, APRN, BC</b>  Cardiac Interventional Unit- Ellison 11  Tel: 4-1375 / Pager: #32055  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of the cardiac patient</li> <li>• Interventional cardiac procedures</li> <li>• Interventional peripheral procedures</li> <li>• Vascular complications</li> <li>• Wound management</li> <li>• Professional development</li> <li>• Patient education</li> <li>• Cardiovascular certification</li> <li>• Heparin-induced thrombocytopenia</li> <li>• Anticoagulation</li> </ul>	<p><b>Carol Tyksienski, MS, RN, APRN, ANP, ACNP, BC</b>  Hemodialysis CNS / NP  Bigelow 10  Tel: 4-8082 / Pager: #33198  Expertise:</p> <ul style="list-style-type: none"> <li>• Hemodialysis</li> <li>• Vascular access management</li> <li>• Care of general medical patient</li> <li>• Hemodialysis discharge planning</li> </ul>
<p><b>Karen Hopcia, RN, Sc.D(c), APRN, BC, COHN-S</b>  General Clinical Research Center White 13  Tel: 4-1610  Expertise:</p> <ul style="list-style-type: none"> <li>• Clinical research &amp; protocol implementation</li> <li>• Occupational Health Services, Research and Policy</li> <li>• Occupational Health and Safety</li> <li>• Decision Science</li> </ul>	<p><b>Susan Wood MSN, APRN-BC</b>  Medical Unit / White 11  Tel: 4-3747 / Pager: # 33650  Expertise:</p> <ul style="list-style-type: none"> <li>• Care of general medical patient</li> <li>• Nursing education-teaching, diabetes teaching</li> </ul>



<p><b>Marian Jeffries, RN, MSN, APRN BC, FNP-C</b>  Thoracic Medical Surgical Unit  Laryngeal Surgery / Voice Ellison 19  Tel: 4-4031 / Pager: #30927  Expertise:  <ul style="list-style-type: none"> <li>• Thoracic &amp; General Surgical Care</li> <li>• Chemotherapy / Thoracic and GI Cancer</li> <li>• Airway management</li> <li>• Tracheostomy / Laryngectomy patient teaching</li> <li>• Skin and Wound care</li> </ul> </p>	<p><b>Pamela P. Wrigley, RN, MS</b>  Same Day Surgical Unit/OR/Pediatric ACC  309  Tel: 4-2395 / Pager: # 11056  Expertise:  <ul style="list-style-type: none"> <li>• Perioperative nursing (pediatric/ambulatory)</li> </ul> </p>
<p><b>Elizabeth Johnson RN, MSN, AOCNS</b>  Oncology Gyn- Bigelow 7  Tel: 4-4118 / Pager: #32606  Expertise:  <ul style="list-style-type: none"> <li>• Chemotherapy, IP chemotherapy</li> <li>• Oncology Care</li> <li>• Bone Marrow transplant</li> <li>• Nursing education-teaching methodologies</li> <li>• Evidence-based nursing practice</li> <li>• Gyn care</li> </ul> </p>	

## **Bigelow Medicine Nurse Practitioner Pilot February 2005**

### **Goals**

- Improve Quality and Efficiency of Care
- Support House Staff Education
- Support Standardization to Team Rounding/Clinical Operations
- Improve patient and family satisfaction with processes of care

### **Quality and Efficiency**

The Nurse Practitioner, as part of the Medical Team will impact the quality and efficiency of patient care through continuous coordination, communication, planning, implementation and evaluation of outcomes; through timely ordering and review of diagnostics and labs; and through earlier involvement of the patient and family in the implementation of the discharge planning process.

### **Support House Staff Education**

The Nurse Practitioner will support House Staff education through knowledge sharing, mentoring, role modeling, and general participation in the overall teaching environment; as well as by enabling House Staff teams to more fully participate in formalized teaching sessions as a result of his/her availability to patients and staff on the care unit. It is anticipated the number of interruptions to House Staff during formalized teaching sessions will decrease significantly.

### **Support Standardization to Team Rounding / Clinical Operations**

The Nurse Practitioner will, as a result of regular communication and partnership with both DOM and Nursing leadership and other disciplines, play a significant role in contributing to greater continuity of medical care processes and to the successful implementation of standardized approaches to patient care in the general medical unit. As Medical CPM initiatives to improve both the quality and efficiency of care are designed and implemented, the Nurse Practitioner will serve as the single continuous member of the medical team and will collaborate closely with the Junior Resident to operationalize standards and processes of care designed by the multidisciplinary team.

### **Improve Patient/Family Satisfaction**

The Nurse Practitioner, functioning as a collaborating member of the patient care team will play a key role in managing care of longer-term complex patients. The resulting continuity along with the clear nursing focus provided by the nurse practitioners will result in both improved quality and efficiencies of care as the nurse practitioner works closely with the patient/family, case management, and the non acute/home care setting most appropriate to the level of care required. Additionally the nursing focus and availability for patient/family teaching and discharge planning has repeatedly proven to result in improved levels of satisfaction for patients and families.

### **Bigelow Service Nurse Practitioner Role/Responsibilities**

- Participate as a full member of the team
- Facilitate the discharge process -selectively deployed to tackle tough discharge issues
- Focus, when appropriate on longer term medically and/or socially complex patients who will benefit from continuity and nursing focus
- Provide increased continuity for other members of clinical team on the unit
- Support the standardization of operational and clinical workflow processes
- Interface with case managers, social workers, therapists etc.
- Field clinical questions during noon conference
- Support Patient/Family education
- Serve as an additional resource for the nurses on the unit

### **Key Qualifications**

Candidate must be flexible and amenable to a range of responsibilities

Candidate must be experienced

Candidate must demonstrate support for House Staff teaching program goals

### **Logistics**

Interviewers of candidates will include Hasan Bazari, MD, Andy Karson, MD, Rick Bringhurst, MD, Theresa Gallivan RN and the Nurse Manager/other representatives for the specific unit  
Andy Karson MD to serve as Collaborating to serve as a resource and promote position  
Nurse Practitioner will be assigned to Team D/White 11

### **Evaluation**

Will require a thorough evaluation of impact

LOS may be difficult to impact given multiple factors that drive LOS

Early morning discharges will be assessed

A satisfaction survey will be sent out to team members on the floor before and after implementation of the NP to assess satisfaction and impact on operations/flow/efficiency

Rhodes Berube will coordinate the evaluation

T. Gallivan 02/25/05

# Advanced Practice

March 16, 2008

## Advanced practice nursing in Pediatric Orthopaedics

—by Erin S. Hart, RN, nurse practitioner

The Pediatric Orthopaedic Team continually sets new goals and looks for new ways to improve the patient and family experience. As a nurse practitioner, I work collaboratively with three pediatric orthopaedic surgeons, primarily in the ambulatory clinic, but also providing inpatient care. There was a steep learning curve in developing this advanced practice role, but I feel privileged to be part of such an incredible team.

There are many components to my practice, some are common to all

nurse practitioners, others are unique to my role. For surgical patients, I often perform pre-operative assessments and physical examinations during their initial visit. I provide any necessary teaching and guidance

for patients and families. Working collaboratively with the orthopaedic surgeons, I obtain informed surgical consent, follow patients throughout their inpatient post-operative course, address any questions and con-

cerns that may arise, and follow patients long-term, if necessary, in our outpatient clinic.

We recently developed a number of educational hand-outs and brochures, and we've established a new website that's easily accessible for individuals seeking information on common pediatric orthopaedic conditions.

The Pediatric Orthopaedic Team was recently awarded a Making a Difference Grant, which will be used to create a digital library with CDs and DVDs describing the diagnosis and treatment of common orthopaedic conditions and addressing many of the questions and concerns that frequently arise. The first DVDs, *Broken Bones* and *What to Expect on*

*Your Day of Surgery*, will be available in May of this year.

I'm involved in several research projects, and with the assistance and support of the entire department, I've published several articles in various nursing and primary care journals, including: "The Newborn Foot: Common Diagnoses and Management of Common Conditions"; "Developmental Hip Dysplasia: Implications for Nurses and Anticipatory Guidance for Parents"; "Straight Talk on Scoliosis: Guidelines for Primary Care Providers"; "Slipped Capital Femoral Epiphysis: Don't Miss this Pediatric Hip Disorder"; and "Broken Bones: Common Pediatric Fractures," parts I and II.

Working as a pediatric nurse practitioner in a surgical specialty is a unique position. No two days are the same. I have the opportunity to provide comprehensive care, patient-teaching and family-education, and really make a difference in the lives of our young patients.



Advanced practice nurse practitioner, Erin Hart, RN, above with colleague, Brian Grottkau, MD, in the operating room, and below (second from left) with members of the Pediatric Orthopaedic Team

**MASSACHUSETTS GENERAL HOSPITAL  
CERTIFIED REGISTERED NURSE ANESTHETISTS  
SCOPE OF PRACTICE**

**SCOPE OF SERVICES:**

Certified Registered Nurse Anesthetists (CRNAs) provide anesthesia care to patients of all ages, in all settings, across the continuum of care.

**SCOPE OF PRACTICE**

A nurse anesthetist's scope of practice includes but is not limited to:

- \* Providing direct patient care before, during and after procedures requiring anesthesia
- \* Making professional decisions for anesthesia care based upon a comprehensive health assessment
- \* Preparing and evaluating the safety of anesthetic equipment, supplies and drugs
- \* Inserting invasive monitoring lines required for an anesthetic and interpreting the data
- \* Providing administration of general (intravenous / inhalation) and regional anesthesia
- \* Providing monitored anesthesia care during local anesthetics
- \* Assessing, interpreting and treating physiologic responses to anesthesia that include oxygenation, circulation and ventilation
- \* Modifying an anesthetic to ensure safety and comfort
- \* Providing postoperative analgesia for pain management
- \* Maintaining professional standards of health care before, during and after an anesthetic
- \* Engaging in professional educational activities, conducting research and participating in public policy process to promote quality health care for all

**CREDENTIALS / STANDARDS / REGULATIONS**

Certified Registered Nurse Anesthetists are licensed, registered, advanced practice nurses who have completed a post graduate certificate or a master's degree in anesthesia. Nurse anesthetists must become certified by successfully completing a national qualifying examination in the specialty of anesthesia. To maintain their license to practice anesthesia, CRNAs must be recertified biannually by attending 40 contact hours of continuing education programs.

The American Association of Nurse Anesthetists defines standards of practice and certification.

CRNA practice is also regulated by the Massachusetts Regulations Governing the Practice of Nursing in the Expanded Role, 244 CMR: 4.00 authorized by M.G.L. c. 112, ss. 80B, 80C, 80E, 80G and c. 94C.

### **ACCESS / REFERRAL**

Nurse anesthetists administer anesthesia care at MGH, wherever and whenever the anesthesia department provides services.

### **ADVANCED PRACTICE CRITERIA**

CRNAs are fully trained in their specialty when they become certified.

### **COLLABORATION**

Because CRNAs are licensed as nurses, at MGH, they provide these services in collaboration with an anesthesiologist. Peter Dunn, M.D. is the Physician Director.

### **SITUATIONS WHICH REQUIRE REFERRAL OR CONSULTATION**

- ☐ Diagnostic Dilemmas.
- ☐ Patient not responding to current treatment and/or interventions.
- ☐ Patient and/or family request.

### **PROVISIONS FOR MANAGING EMERGENCIES:**

- ☐ Immediate notification and consultation with collaborating physician or his/her designee.
- ☐ Employing emergency measures as necessary.
- ☐ If in an outpatient setting, transfer of the patient to an emergency department.

I have reviewed this Scope of Practice:

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CRNA's Signature

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Department Head's Signature

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Date