



Shared Commitment
with Physicians and Scientists



Introduction

As part of a physician-led organization, Mayo Clinic physicians and scientists have held a shared commitment as professionals and as leaders to a set of principles that differentiate Mayo Clinic from other health care organizations. These principles are the foundation for the Mayo Clinic Model of Care and guide Mayo Clinic in an ever-changing environment. They allow the organization to attract the best physicians and scientists, who dedicate their professional careers to Mayo Clinic because of these principles. Throughout its history, this shared commitment has been unwavering, yet unwritten.

This document codifies the Shared Commitment so that Mayo Clinic physicians and scientists can continue to nurture, preserve and strengthen these essential elements now and for future generations.

Background

For more than 150 years, physicians and scientists have dedicated their professional careers to Mayo Clinic's patients because Mayo Clinic is unique. Late in his life, Dr. William J. Mayo stated three conditions that he believed essential to preserve the uniqueness of Mayo Clinic:

- Continuing pursuit of the ideal of service
- Continuing primary concern for the care and welfare of each individual patient
- Continuing interest by every member of the staff in the professional progress of every other member

With these conditions in mind, in 2012, the Board of Governors commissioned a Physician/Scientist Recruitment and Retention Workgroup to record Mayo Clinic's unique qualities formally in the same way the Model of Care was formalized to preserve the unparalleled experience patients seek at Mayo Clinic. The professional environment, values, teamwork and collegial relationships at Mayo Clinic are like those at no other medical institution. The goal of the Shared Commitment is to capture this uniqueness so we can preserve and strengthen it.

Developed with Broad Input

The Shared Commitment was developed over a two-year period with broad and diverse input from physicians and scientists.

A representational physician and scientist work group, commissioned by the Board of Governors, originally drafted this document. The Officers and Councilors in Rochester and Florida and leaders from all sites then provided input. After the Board of Governors endorsed the working draft, the work group surveyed 1,000 physicians and scientists across the enterprise to provide additional input. Four focus groups provided further suggestions and identified how to preserve and strengthen key commitment statements. Finally, all Mayo Clinic physicians and scientists were given the opportunity to review the document and to give their feedback. Approximately 2,000 responded with overwhelming endorsement (>95%) of the final version as it is written here.

Purpose

The Mayo Clinic Shared Commitment is a prescription for preserving the unique, mission-advancing relationship that exists between the institution and its physicians and scientists. The aspirational principles set forth in the Shared Commitment will be used to:

- Codify the commitment among Mayo Clinic physicians, scientists and those appointed to lead.
- Identify opportunities for improvement in order to preserve and enhance this commitment now and into the future.
- Guide Mayo Clinic decision making at all levels and across the enterprise.
- Recruit and retain extraordinary physicians and scientists who desire to commit their professional careers to this unique values-based culture.

Mayo Clinic Shared Commitment

Mayo Clinic's Primary Value

The needs of the patient come first.

Mayo Clinic's Mission

To inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research.

Mayo Clinic's Vision

Mayo Clinic will provide an unparalleled experience as the most trusted partner for health care.

Shared Commitment with Physicians and Scientists

Mayo Clinic and its physicians and scientists have a shared commitment to achieve Mayo Clinic's mission, which is built upon:

- A patient-centered, integrated practice.
- A commitment to excellence in patient care, research and education.
- An inclusive culture of professionalism, collegiality and mutual support.
- A framework of trust and accountability.
- A commitment to continuously improve the value and efficiency of care delivered.
- An expectation that all physicians and scientists are leaders and role models.
- A belief that we are stronger as a team than as individuals.
- Opportunity for professional development and career fulfillment.
- Open dialogue and information sharing.
- A commitment to staff members' health and personal well-being.
- A commitment to adapt to change together in a manner consistent with our values.

"Each individual member of the staff should remember...that it is only as a collective community that the Clinic will be able to maintain its high place in the eyes of the people and of the medical profession and will be able to go forward with its work."

– William J. Mayo, M.D.

A Patient-Centered, Integrated Practice

- We will treat all patients with respect and compassion.
- We will communicate with patients using language they understand.
- We will consider the whole person and not just the diagnosis.
- We will integrate community-based care with the supporting expertise of tertiary referral centers to provide optimal care to patients.
- We will integrate the expertise of multiple disciplines to meet the patient's health care needs.

"We have never been allowed to lose sight of the fact that the main purpose to be served by the Clinic is the care of the sick."

– William J. Mayo, M.D.

A Commitment to Excellence in Patient Care, Research and Education

- Patient care, research and education are all essential for Mayo Clinic to succeed.
- Patient care: delivery of the highest quality patient care is the primary goal of Mayo Clinic.
- Research: delivery of the highest quality care depends on innovation and scientific discovery that improve our current knowledge.
- Education: delivery of the highest quality care requires that we train the next generation of physicians and scientists.
- Delivery of the highest quality care requires that our physicians stay current with new discoveries that allow us to rapidly translate advances into our practice.
- The success of our education and research programs is part of our competitive edge and allows us to recruit and retain the best physicians and scientists.

"Group medicine is not a financial arrangement except for minor details, but a scientific cooperation for the welfare of the sick."

– William J. Mayo, M.D.

An Inclusive Culture of Professionalism, Collegiality and Mutual Support

- We will provide support to our colleagues as they strive to provide the highest quality patient care.
- We will invest in the professional development of our colleagues by sharing knowledge and providing constructive feedback.
- We will address disagreements about patient care promptly, directly and privately.

One of the conditions essential to the future success of Mayo Clinic is continuing interest by every member of the staff in the professional progress of every other member.

– attributed to William J. Mayo, M.D.

A Framework of Trust and Accountability

- We will cultivate an environment of mutual trust where leaders trust the staff and staff trust leaders.
- We will trust the professional integrity of our physicians and scientists.
- Our physicians and scientists are accountable to adhere to the highest standards of professional behavior commensurate with this trust.

“To maintain our self-respect is more precious than gold.”

– William J. Mayo, M.D.

A Commitment to Continuously Improve the Value and Efficiency of Care Delivered

- We will strive to optimize the efficiency and productivity of our physicians by having physicians do what only physicians can do.
- We will strive to relieve physicians and scientists of administrative tasks to allow them to stay focused on practice, education and research activities.

“We must bear in mind the difference between thoroughness and efficiency. Thoroughness gathers all the facts, but efficiency distinguishes the two-cent pieces of non-essential data from the \$20 gold pieces of fundamental fact.”

– William J. Mayo, M.D.

An Expectation that all Physicians and Scientists are Leaders and Role Models

- The behavior and professionalism of our physicians and scientists define the culture and is an example that other employees will follow.
- Regardless of formal title, all physicians and scientists are leaders whose words and actions should model professionalism to other members of the care delivery team and organization.

“The great contribution we can make is to prepare the oncoming generations to think that they can and will think for themselves.”

– Charles H. Mayo, M.D.

“Democracy had its birth in the failure of autocracy.”

– William J. Mayo, M.D.

A Belief That we are Stronger as a Team Than as Individuals

- We believe the resources, environment and collective expertise of Mayo Clinic maximize the abilities of our individual physicians and scientists to provide optimal patient care.
- We believe that the collective expertise of our physicians and scientists should be used to develop consistent approaches for patients seeking care at any Mayo Clinic site.
- All members of our care delivery team are critical to delivering optimal patient care and should be valued.
- We will communicate respectfully and clearly with all members of the multidisciplinary healthcare team.
- Although a collaborative approach requires sacrificing some autonomy, we strive to consider the input of physicians and scientists as we develop and refine the consensus-driven approach.
- We believe in the value of rotating physician leadership and administrative partnerships.

“The keynote of progress in the 20th century is system and organization – in other words, ‘teamwork.’”

– Charles H. Mayo, M.D.

Opportunity for Professional Development and Career Fulfillment

- We are dedicated to creating an environment of opportunity and professional development that allows physicians and scientists to continually improve.
- Although professional development and career fulfillment cannot be guaranteed, opportunities to pursue these goals will be provided.

“The spirit of the Clinic, into which is incorporated the desire to aid those who are suffering, the desire to advance in medical education by research, by diligent observation, and by the application of knowledge gained from others and, most of all, the desire to pass on to others the scientific candle this spirit has lighted.”

– William J. Mayo, M.D.

Open Dialogue and Information Sharing

- Bidirectional communication between Mayo Clinic’s leaders and physicians and scientists is essential to the success of the organization.
- This communication should be delivered in a direct, timely and respectful manner.

“At the close of a man’s life, to estimate his worth it is wise to see him in relation to his life surroundings, to know not only the part he played as an individual, but also as a component part of the great events to which he contributed in the betterment of mankind.”

– William J. Mayo, M.D.

A Commitment to Staff Members' Health and Personal Well-Being

- We value the well-being of our staff.
- We believe personal well-being contributes to sound clinical judgment and is therefore important for our physicians to provide optimal patient care.
- Medicine is a demanding profession and we must be dedicated to caring for ourselves and each other.
- We are committed to providing timely assistance to physicians and scientists who experience distress due to personal or professional challenges.

"Good health is an essential to happiness, and happiness is an essential to good citizenship."

– Charles H. Mayo, M.D.

A Commitment to Adapt to Change Together in a Manner Consistent With our Values

- The medical delivery system is influenced by many factors outside our control and is constantly changing.
- We will be innovative and adapt to these changes in a manner that is consistent with our principles and allows us to achieve the Mayo mission.
- Successful innovation requires our staff to work in partnership with leaders.

"Today the only thing that is permanent is change."

– Charles H. Mayo, M.D.

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