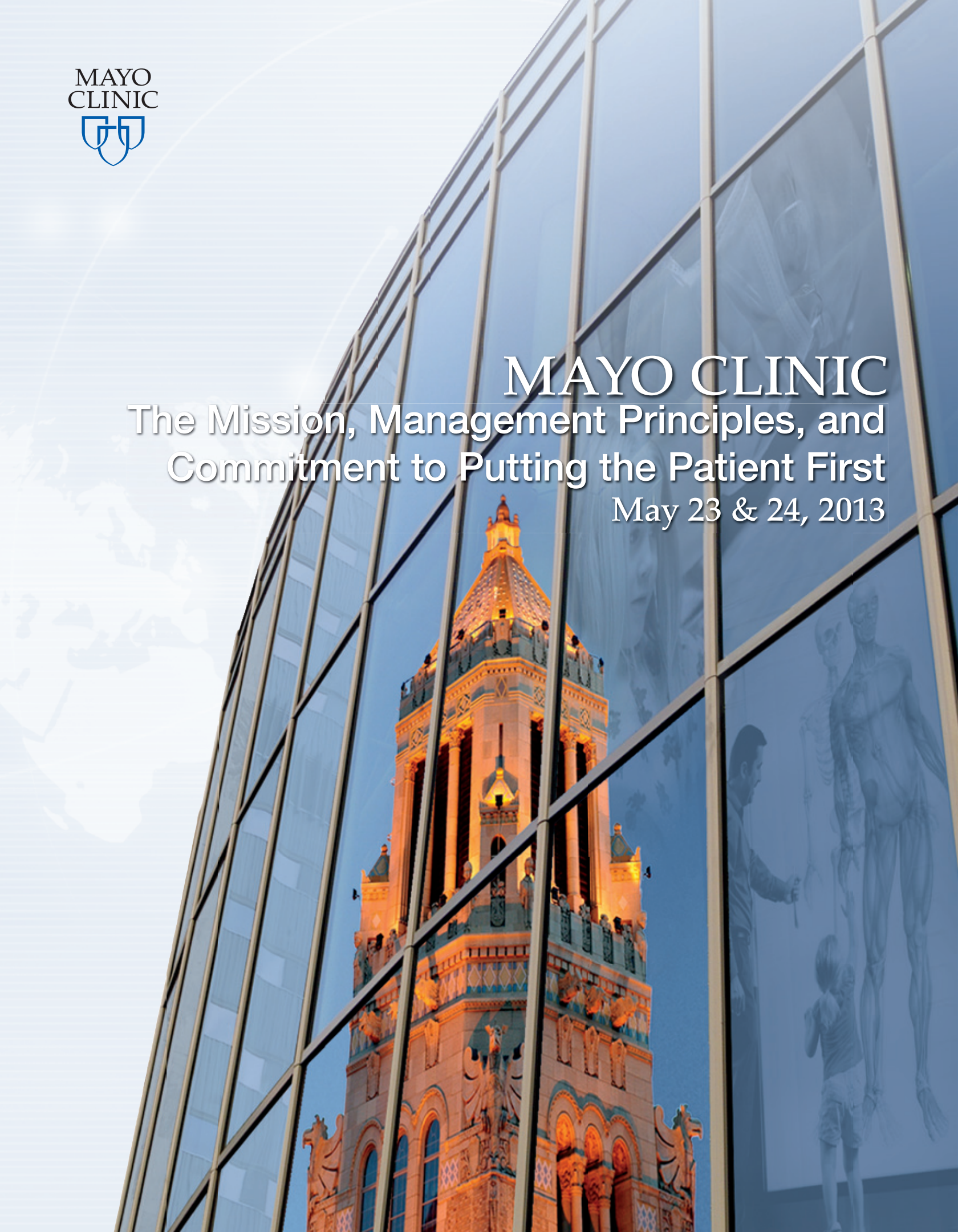




MAYO CLINIC

The Mission, Management Principles, and
Commitment to Putting the Patient First
May 23 & 24, 2013





Mayo Clinic in Florida



Mayo Clinic in Rochester, Minnesota



Mayo Clinic in
Phoenix/Scottsdale, Arizona

“The glory of medicine is that it is constantly moving forward, that there is always more to learn.”

– William J Mayo, MD

Welcome

Mayo Clinic has been dedicated to international collaboration for over 100 years, starting with the Mayo brothers, who traveled throughout the world to share medical practices and learn from others.

The open exchange of medical knowledge is a fundamental tenet of Mayo Clinic.

“The problem before us is so to exchange information, and so to educate men through travel that there shall develop a final cosmopolitan system of medicine which will combine the best elements to be found in all countries.”

– Dr. Charles H. Mayo

We are honored to continue this tradition with you. The symposium is designed for international medical leaders to provide in-depth exposure to the mission, values and systems that have made Mayo Clinic a recognized leader in medicine worldwide.

Mayo Clinic senior leadership will share insight on:

- The value principles that make up the Mayo Model of Care
- The business and management systems that support Mayo’s integrated practice
- The culture of service excellence that sustains Mayo’s ranking as one of the best hospitals in America

We are delighted you are here, and whatever your role in healthcare, we hope you’ll find value and new ideas at the symposium.

Thank you for participating and bringing your expertise to share.



Mikel Prieto, MD
Medical Director, International Office
Surgical Director, Kidney/Pancreas Transplant Program



Misty Hathaway
Administrator, International Office; Chair, Division of Marketing



MORNING

7:15 – 8:00 **REGISTRATION/CONTINENTAL BREAKFAST** (Siebens Building, Phillips Hall foyer)

WELCOME

8:00 – 8:45 **WELCOME FROM INTERNATIONAL OFFICE LEADERSHIP**
The Mayo Clinic Model of Care: Teamwork / Respect / Innovation / Culture / Quality / Scholarship
Mikel Prieto, M.D., *Medical Director, International Office; Surgical Director, Kidney/Pancreas Transplant Program*
Misty M. Hathaway, *Administrator, International Office; Chair, Division of Marketing*

8:45 – 9:00 **WELCOME FROM MAYO CLINIC EXECUTIVE LEADERSHIP**
Mayo Clinic Overview: Our Values and Strategic Priorities
John H. Noseworthy, M.D., *President and CEO*

TEAMWORK

9:00 – 9:30 **MAYO CLINIC VALUES**
The Tradition of Teamwork
Douglas J. Holtan, *Facilities Vice Chair, Coordination and Campus Planning*

9:30 – 10:00 **Professionalism and Ethics**
Paul S. Mueller, M.D., M.P.H., F.A.C.P., *Consultant and Chair, General Internal Medicine; Professor of Medicine and Professor of Biomedical Ethics, College of Medicine, Mayo Clinic*
Linda K. Matti, MSN, *Administrator, Program in Professionalism and Ethics*

10:00 – 10:15 **Break** (Phillips Hall foyer)

TEAMWORK CONCEPTS AT THE MACRO-LEVEL: ORGANIZATIONAL STRUCTURE AND AFFILIATE RELATIONSHIPS

10:15 – 10:45 **Organizational Structure across the Mayo System**
Winston L. Stellner, *Division Chair, Strategic Management*

10:45 – 11:15 **Mayo Clinic Care Network**
David L. Hayes, M.D., *Medical Director, Affiliated Practice Network*
Mary Jo Williamson, *Administrative Director, Affiliated Practice Network*

11:15 – 12:00 **Question & Answer Panel Session**

12:00 – 1:00 **LUNCH** (Served in Phillips Hall)

AFTERNOON

RESPECT

THE MAYO CLINIC PATIENT EXPERIENCE

1:00 – 1:45 **Respecting the Needs of the Patient: Treating the Whole Patient, not Just the Disease**

Amit K. Ghosh, M.D., F.A.C.P. *Professor of Medicine, College of Medicine*

1:45 – 2:00 **Question & Answer Session**

INNOVATION

2:00 – 2:45 **INNOVATION IN PRACTICE: A CASE STUDY IN PRACTICE REDESIGN**

Bruce A. Evans, M.D., *Assistant Professor in Neurology, Medical Director, Project Mars*;
Michael A. Morrey, *Associate Administrator, Clinical Operations*; Barbara R. Spurrier, MHA,
Administrative Director, Center for Innovation

2:45 – 3:00 **Question & Answer Panel Session**

3:00 – 3:15 **Break** (Phillips Hall foyer)

CULTURE, QUALITY, SCHOLARSHIP

CULTURE AND QUALITY

3:15 – 3:45 **Culture: Orchestrating the Clues of Quality**

Kent D. Seltman, *Mayo Clinic Marketing Division Chair Emeritus*;
Co-author, "Management Lessons from Mayo Clinic"

THE THREE SHIELDS: SCHOLARSHIP IN AN INTEGRATED MODEL

3:45 – 4:30 Presentations from the Leadership of the Practice, Research, and Education Shields

- **Practice:** Scott H. Okuno, M.D., *Chair of the Outpatient Care Delivery Platform of the Clinical Practice Committee*; Gregory S. Anthony, *Administrator, Rochester Clinical Practice Committee*; Transplant Administrator
- **Research:** Eric D. Wieben, Ph.D., *Director, Medical Genomics Facility*; Scott Kaese, *Administrator, Research*
- **Education:** Steven H. Rose, M.D., *Dean and Designated Institutional Official, Mayo School of Graduate Medical Education*; Debra M. Eagle, *Division Chair, Education*

4:30 – 5:15 **Panel Question & Answer Session**

5:15 **Book-signing:** (Phillips Hall) Kent D. Seltman, *Mayo Clinic Marketing Division Chair Emeritus*; *Co-author, Management Lessons from Mayo Clinic*

EVENING

6:30 – 7:30 **RECEPTION & DINNER, MATHEWS GRAND LOBBY, MAYO BUILDING (STREET LEVEL)**

Meet and Greet Reception with Mayo Clinic participants

MORNING

- 7:15 – 7:50 **CONTINENTAL BREAKFAST**
- 7:50 – 8:00 **Breakout session participants meet at Phillips Hall.**
Guides will escort participants to the session locations.
- 8:00 – 1:00 **Breakout Sessions: Mayo Clinic Model of Care**
Located in Phillips Hall and Marriott Ballrooms

<p>8:00 – 9:30 a.m.</p> <p>Leadership and Organizational Development</p> <p>Grace M. Gorringer, <i>Administrator, Office of Leadership and Organizational Development</i></p> <p>Steve J. Swensen, M.D., <i>Medical Director, Office of Leadership and Organizational Development</i></p>	<p>9:45 – 11:15 a.m.</p> <p>Mayo Clinic Model of Professionalism and Ethics: Workshop</p> <p>Paul S. Mueller, M.D., M.P.H., F.A.C.P., <i>Consultant and Chair, General Internal Medicine; Professor of Medicine and Professor of Biomedical Ethics, College of Medicine, Mayo Clinic</i></p> <p>Victor F. Trastek, M.D., <i>Consultant in Professionalism and Leadership</i></p> <p>Linda K. Matti, M.S.N. <i>Administrator, Program in Professionalism and Ethics</i></p>	<p>11:30 – 1:00 p.m.</p> <p>Teamwork is Real: A Practicum</p> <p>Daniel L. Hurley, M.D., F.A.C.E., <i>Assistant Professor of Medicine, College of Medicine, Mayo Clinic; Consultant, Division of Endocrinology; Co-Director, Communication in Healthcare</i></p>
<p>Systems & Procedures – Internal Business Consulting & Systems Engineering</p> <p>Janine R. Kamath, <i>Division Chair, Systems and Procedures</i></p> <p>Douglas L. Berninger, <i>Principal Health Systems Engineering Analyst, Systems and Procedures</i></p>	<p>Simulation Center Demonstration: Experiential Communication Training Utilizing Simulation Methodology (Physician-Patient Communication Skills)</p> <p>Darryl S. Chutka, M.D., <i>Associate Professor of Medicine, College of Medicine, Mayo Clinic; Associate Dean of the Mayo School of Continuous Professional Development</i></p> <p>Anthony C. Berman, Ed.D., <i>Assistant Professor, Hamline University School of Education; Visiting Educator</i></p>	<p>Human Resources and Performance Management</p> <p>Stephanie R. Wendorff, <i>Director, Human Resources</i></p> <p>Philip E. Jacobson, <i>Director, Workforce Research and Analysis, Department of Human Resources</i></p>
<p>Quality Education Curriculum Construct and Enabling Staff-driven Expertise</p> <p>Barbara L. Porter, <i>Operations Administrator, Quality Academy</i></p> <p>Curt W. Hale, <i>Operations Manager, Quality Academy</i></p>	<p>Commitment to Safety: Safe Behaviors and Processes to Implement These</p> <p>Paula J. Santrach, M.D., <i>Chair, Clinical Practice Oversight Committee</i></p> <p>Joyce A. Overman Dube, M.S., R.N., <i>Principal Health Systems Engineering Analyst, Systems and Procedures; Assistant Professor of Nursing, College of Medicine, Mayo Clinic</i></p>	<p>Internal Marketing: Building and Sustaining Mayo's Organizational Culture</p> <p>Amy L. Davis, <i>Chair, Division of Institutional Communications, Department of Public Affairs</i></p> <p>Annie M. Burt, <i>Manager, Division of Institutional Communications, Department of Public Affairs</i></p>

AFTERNOON

1:00 – 2:00

LUNCH

1:45 – 2:00

INTERNATIONAL SERVICES OVERVIEW & SUMMARY REMARKS

Mikel Prieto, M.D., *Medical Director, International Office; Surgical Director, Kidney/Pancreas Transplant Program*

Misty M. Hathaway, *Administrator, International Office; Chair, Division of Marketing*

2:15 – 4:00

SMALL GROUP TOURS FACILITATED BY MAYO CLINIC STAFF

- Mayo Clinic Pediatrics
- Inpatient Ward at the Mayo Clinic Methodist Hospital
- Campus Walk: Architectural Traditions and Design for a Healing Environment

4:00

Conference Closes

“It is a great thing to make scientific discoveries of rare value, but it is even greater to be willing to share these discoveries and to encourage other workers in the same field of scientific research.”

– Dr. Will Mayo, MD



Mayo Clinic Model of Care

Why patients come to Mayo Clinic

The Mayo Clinic Model of Care is why patients come to Mayo Clinic. It is what sets us apart:

- The team approach to care — where doctors from multiple disciplines work to solve complex health concerns.
- The coordination of care — with one physician managing and coordinating with the referring physician.
- The unhurried examinations — where doctors take the time to listen.
- The scheduling of multiple appointments in a short time frame — for the convenience of the patient.

Model of Care Elements

Teamwork

The Doctors Mayo understood the benefits of putting multiple heads together to solve problems long before “teamwork” became a standard part of the management lexicon. Today, our multidisciplinary approach – and the benefit that offers patients — is advancing patient care and research in amazing ways.

It’s more than doctors who work together. Allied health staff, support staff, all employees work together, putting patients’ needs first.

While the teamwork concept has been a Mayo Clinic constant, the mechanics of how care providers work together keeps evolving. A group of Mayo physicians and administrators has identified ways to improve how patient care is coordinated, what Dr. Will Mayo called the “union of forces.”

Respect

The respectful way in which the Mayo brothers treated their patients remains the gold standard for patient care today. At Mayo Clinic, we treat the whole patient, not just the disease. We take the time to listen to the patient. We make it a priority to communicate with the family and the referring physician.

Innovation

The Mayo brothers said it over and over – learning never stops. It’s just as true today as Mayo doctors, scientists and researchers seek new knowledge and innovations in patient care.

Mayo Clinic is one of the largest translational research facilities anywhere – where ideas to improve patient care advance from bench to bedside.

Surgeons here perform more transplants than any other U.S. medical center.

And in a 12-month span, an unprecedented three sets of conjoined twins were successfully separated at Mayo Clinic.

Culture

Some aspects of the Model of Care are easy to see – the soothing, beautiful buildings and grounds and the professional attire that we wear. Other aspects of the Mayo culture may be less evident but are integral to how we work as an organization.

Physicians lead Mayo Clinic – a safeguard that helps keep patients’ needs foremost. Physicians are paid a professional salary to eliminate any financial pressure from patient care decisions. Any profit from the proceeds of the practice is reinvested in education, research and patient care. Research and education are valued as much as patient care.

Quality

Mayo Clinic provides the most advanced, innovative diagnostic and therapeutic technology and techniques. Physicians take time to listen and consider all aspects of patient’s health, not just symptoms. Mayo Clinic physicians manage complex care and provide access to specialists when needed.

Scholarship

Mayo Clinic is one of the top research centers in the country for neurology/neurosciences, endocrinology, metabolism and digestive diseases. Our scientists and doctors are leaders in medical genomics as well as cardiovascular, transplantation and cancer research.

Mayo Clinic Services for International Patients and Providers

For International Providers

1. Online Services

Mayo Clinic is committed to providing outstanding service to international referring physicians and their patients. We respect your relationships with your patients and value the opportunity to collaborate with you on their treatment plans. Mayo Clinic's Online Services for Referring Physicians is a secure, user-friendly website that allows physicians abroad to:

- Make referrals and eConsult requests electronically, 24 hours a day, 7 days a week
- Upload medical reports and images
- View and print Mayo Clinic medical documents for patients you refer through Online Services, including summary letters, eConsult notes, laboratory and radiology reports and hospital discharge summaries.

The service also offers these additional benefits:

- Strengthening each institution's clinical practice through physician-to-physician dialogue on patient treatment protocols
- Possibly eliminating travel costs for patients in cases where the second opinion confirms a local therapeutic plan

You can find our Online Services at www.mayoclinic.org/onlineservices, or contact us by e-mail at intle-health@mayo.edu

2. Provider Education

The Mayo School of Continuous Professional Development offers you exceptional continuing education activities. Mayo Clinic has a 100-year history of providing first class medical and surgical training that is recognized and respected worldwide for its excellence. We conduct more than 100 courses throughout the year on Mayo Clinic's three campuses in Jacksonville, Fla., Rochester, Minn., and Scottsdale, Ariz., as well as many other carefully selected destinations.

Our offerings include a comprehensive selection of clinical, surgical and research courses, as well as programs on managed care, spirituality in medicine, and practice management and leadership. Each course is designed to assist you in the ongoing challenge of rapidly understanding and integrating into your practice the newest medical knowledge and advanced treatments.



We welcome you to learn more at
<http://www.mayo.edu/cme>

For International Patients

Mayo Clinic Rochester's International Center serves approximately 5,000 unique patients from roughly 125 countries each year. More than 1,800 physicians and scientists combine their expertise for the benefit of our patients.

1. International Appointment Office

Our International Appointment Office is dedicated to meeting the appointment needs of international patients. The schedule of appointments for tests, physician consultation and treatment can often be compressed into a short time period. This means less time away from home, less expense and more efficient use of the patient and family's time. In most cases, Mayo Clinic doctors provide both diagnosis and treatment within the same patient visit.

Mayo Clinic has sites in Florida, Minnesota, and Arizona.

Jacksonville, Florida	Rochester, Minnesota	Scottsdale/Phoenix, Arizona
904-953-2732 (Fax)	507-538-7802 (Fax)	480-301-4596 (Fax)
904-953-0321 (Phone)	507-284-8884 (Phone)	480-301-9710 (Phone)
Email: intl.mcj@mayo.edu	intl.mcr@mayo.edu	intl.mcs@mayo.edu

2. International Financial Services

Mayo Clinic has a dedicated staff of international account representatives to assist international patients and families with financial details. We have direct payment contracts with a variety of international insurers. For information regarding financial matters, contact the International Patient Financial Services Office at 507-284-5063.

- Cost estimates and cost updates for medical services
- Contacting patients' insurance providers or other payers
- Information about deposits and payment

3. Mayo Clinic International Center in Rochester, Minnesota

The International Center is a dedicated space in the lobby of Mayo Clinic for international patients and their families. Within the International Center, our multilingual appointment, registration and finance personnel are dedicated to meeting all the needs of international patients and their families — before they arrive, during their appointments and after their return home. The Center also provides a space for patients and their families to rest between appointments, read newspapers from their home country, enjoy complimentary coffee and refreshments, and ask any questions of our international services staff.

4. Language Services in Rochester, Minnesota

At Mayo Clinic, we offer language services to patients in any language and at no cost. Our Language Services is made up of more than 75 staff covering more than 20 spoken languages.

Mayo Clinic's experienced medical interpreters and translators can attend appointments and translate patient education materials. Patients will be asked if they need an interpreter when making an appointment at Mayo Clinic.



Mayo Clinic Highlights

Patient Care

1,165,000

Total clinic patients*

131,000

Hospital admissions

626,000

Hospital days of patient care

**Arizona, Florida and Rochester only*

All other Mayo Clinic patient and personnel numbers reflect operations at all Mayo locations including Mayo Health System, a network of clinics, hospitals and health care facilities serving more than 70 communities in Minnesota, Iowa and Wisconsin.

2012 Mayo Clinic Personnel

4,100

Staff physicians, medical scientists and clinical and research associates

3,400

Residents, fellows, students and other temporary professionals

53,600

Administrative and allied health personnel (clinic and hospitals)

61,100 Total

Connections

304,000

Facebook likes

[facebook.com/mayoclinic](https://www.facebook.com/mayoclinic)

487,000

Twitter followers

8,581,000

video views on YouTube

[youtube.com/mayoclinic](https://www.youtube.com/mayoclinic)

3200

videos on YouTube Channel

Other Mayo Clinic Blogs

mayoclinic.org/blogs

News, podcasts, research, education, health policy, innovation and more.

mayoclinic.com/health/blogs/blogindex

Consumer blogs and podcasts on stress, smoking cessation, pregnancy, nutrition, diabetes and more.

E-mail Newsletters

Go to mayoclinic.org/publications/e-news.html to subscribe.

Research Personnel

404

Mayo Clinic physicians and medical scientists

572

Students

2354

Allied health personnel

3,330 Total

Research Activity

2,686

New protocols reviewed by Institutional Review Board

8,968

Active human research studies

5,734

Research publications and review articles in peer-reviewed journals