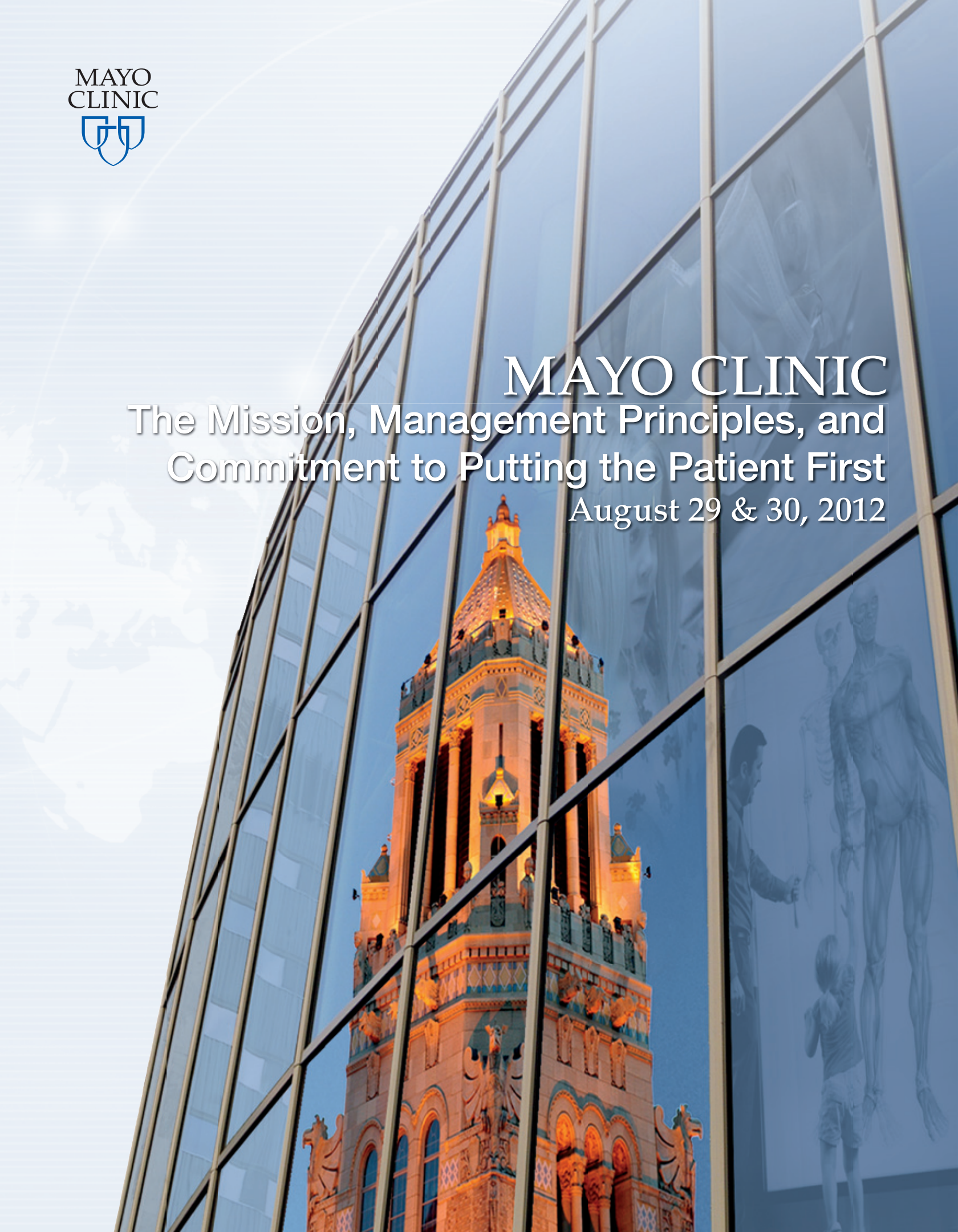




MAYO CLINIC

The Mission, Management Principles, and
Commitment to Putting the Patient First
August 29 & 30, 2012





Mayo Clinic in Florida



Mayo Clinic in Rochester, Minnesota



Mayo Clinic in
Phoenix/Scottsdale, Arizona

“The highly scientific development of this mechanistic age has led perhaps to some loss in appreciation of the individuality of the patient and to trusting largely to the laboratories and outside agencies which tend to make the patient not the hub of the wheel, but a spoke.”

– 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**

WELCOME

8:00 – 8:30 **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*

8:30 – 8:45 **WELCOME FROM MAYO CLINIC EXECUTIVE LEADERSHIP**

Overview of the Physician—Administrator Leadership Model
Shirley A. Weis, *Vice President and Chief Administrative Officer*
C. Michael Harper, M.D., *Executive Dean for Practice*

TEAMWORK

8:45 – 9:15 **MAYO CLINIC VALUES**
The Tradition of Teamwork
Douglas J. Holtan, *Facilities Vice Chair, Coordination and Campus Planning*

9:15 – 9:45 **Professionalism and Ethics**
Michael D. Brennan, M.D., *Professor of Medicine; Consultant, Division of Endocrinology; Director, Program in Professionalism and Ethics*
Linda K. Matti, MSN, *Administrator, Program in Professionalism and Ethics*

9:45 – 10:15 **TEAMWORK CONCEPTS AT THE MACRO-LEVEL: ORGANIZATIONAL STRUCTURE AND NETWORK RELATIONSHIPS**

Organizational Structure across the Mayo System
Winston L. Stellner, *Division Chair, Strategic Management*

10:15 – 10:30 **Break** (Phillips Hall foyer)

10:30 – 11:00 **Mayo Clinic Care Network**
Operations Administrator, *Affiliated Practice Network*

11:00 – 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., FACP *Professor of Medicine, College of Medicine*
- 1:45 – 2:00 **Question & Answer Session with Dr. Ghosh**

INNOVATION

- INNOVATION IN PRACTICE**
- 2:00 – 2:30 Gianrico Farrugia, M.D., *Director, Center for Individualized Medicine*;
Scott A. Beck, *Administrator, Center for Individualized Medicine*
The Center for Individualized Medicine
The Center for the Science of Healthcare Delivery
The Center for Regenerative Medicine
- 2:30 – 2:45 **Question & Answer Panel Session**
- 2:45 – 3:00 **Break** (Phillips Hall foyer)

CULTURE, QUALITY, SCHOLARSHIP

- CULTURE AND QUALITY**
- 3:00 – 3:45 **Culture: Orchestrating the Clues of Quality**
Kent D. Seltman, *Mayo Clinic Marketing Division Chair Emeritus*
- THE THREE SHIELDS: SCHOLARSHIP IN AN INTEGRATED MODEL**
- 3:45 – 4:30 Presentations from the Leadership of the Practice, Research, and Education Shields
- **Practice:** C. Michael Harper, M.D., *Executive Dean for Practice*;
Scott A. Seinola, *Associate Administrator, Medical Specialties and Radiology*
 - **Research:** Eric D. Wieben, Ph.D., *Director, Medical Genomics Facility*;
Steven C. Smith, *Chair, Research Administration*
 - **Education:** Mark A. Warner, M.D., *Executive Dean for Education*;
John D. Poe, *Division Chair, Education*
- 4:30 – 5:15 **Panel Question & Answer Session**
- 5:15 **Book-signing** (Phillips Hall foyer)
Kent D. Seltman, *Mayo Clinic Marketing Chair Emeritus*;
Co-author, "Management Lessons from Mayo Clinic"

EVENING

- 6:30 – 7:30 **Reception & Dinner, Hage Atrium**
Meet and Greet Reception with Mayo Clinic participants

MORNING

- 5:45 – 7:15 **Optional Tour: Mayo Medical Laboratories** (Meet at 5:45 a.m. at Phillips Hall)
- 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 Heritage Hall, subway level of the Kahler Grand Hotel

	8:00 – 9:30 a.m.	9:45 – 11:15 a.m.	11:30 – 1:00 p.m.
TEAMWORK/ RESPECT	<p>Culture, 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>Teamwork is Real: A Practicum</p> <p>Jay D. Mitchell, M.D., <i>Instructor in Family Medicine, College of Medicine</i></p> <p>Onelis Quirindongo-Cedeno, M.D., <i>Consultant, Division of Primary Medicine; Instructor, Mayo College of Medicine</i></p> <p>LeAnne Erickson, <i>Learning and Development Consultant, Leadership and Management Education</i></p>	<p>Mayo Clinic Model of Professionalism and Ethics: Workshop</p> <p>Michael D. Brennan, M.D., <i>Professor of Medicine; Consultant, Division of Endocrinology; Director, Program in Professionalism and Ethics</i></p> <p>Linda K. Matti, M.S.N. <i>Administrator, Program in Professionalism and Ethics</i></p>
QUALITY/ SCHOLARSHIP	<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</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, Mayo College of Medicine; 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, Mayo Clinic in Rochester</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>
INNOVATION/ CULTURE	<p>Quality Education Curriculum Construct and Enabling Staff-driven Expertise</p> <p>Barbara L. Porter, <i>Operations Administrator, Quality Academy</i></p> <p>Julia G. Tilley, <i>Operations Manager, Quality Academy</i></p> <p>Kathryn W. Zavaleta, <i>Senior Health Systems Engineering</i></p>	<p>Commitment to Safety: Safe Behaviors and Processes to Implement These</p> <p>Steve J. Swensen, M.D., <i>Medical Director, Office of Leadership and Organizational Development</i></p> <p>Joyce A. Overman Dube, M.S., R.N., <i>Principal Health Systems Engineering Analyst, Systems and Procedures; Assistant Professor of Nursing, Mayo College of Medicine</i></p>	<p>Center for Innovation: Projects Transforming the Healthcare Experience</p> <p>Nicholas F. LaRusso, M.D., <i>Charles H. Weinman Endowed Professor of Medicine; Medical Director, Mayo Clinic Center for Innovation</i></p> <p>Barbara R. Spurrier, MHA, <i>Administrative Director, Mayo Clinic Center for Innovation</i></p>

AFTERNOON

- 1:00 – 2:00 **LUNCH, 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 – 6:00 **SMALL GROUP TOURS FACILITATED BY MAYO CLINIC STAFF**
Tours are 45 minutes in length and will run consecutively.
- Patient Care Tours**
- Mayo Clinic Pediatrics
 - Inpatient Ward at the Mayo Clinic Methodist Hospital
- Campus Tours**
- Historical Tour: Explore Mayo's Traditions and Architecture
 - Campus Walk: Mayo Clinic's design philosophy for a healing environment
Includes the International Patient Hospitality Center
- 6:00 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. In addition, multilingual appointment, registration and finance personnel assist patients and families before, during and after their visit to Mayo Clinic. Patients will be asked if they need an interpreter when making an appointment at Mayo Clinic.



5. International Hospitality Center at Mayo Clinic

The International Hospitality Center at the Rochester campus is a comfortable space to relax before or after medical appointments. It is located on the mezzanine level of the Kahler Grand Hotel, across the street from Mayo Clinic. The hospitality center and hotel are connected to Mayo Clinic by underground pedestrian subway and skyway. The hospitality center offers international patients and their guests resources to help patients stay connected with their home and culture:

- Comfortable seating for relaxing, reading or watching TV
- International newspapers and TV channels
- Computer access
- Meeting rooms for private discussions or meditation
- Complimentary beverages and fruit (with the option to purchase food for delivery)
- Concierge service for information about Mayo Clinic or the surrounding area

The hospitality center is open from 9 a.m. to 9 p.m., Monday through Friday, and can be contacted by phone at 507-293-1260.

6. Concierge Services in Rochester, Minnesota

Mayo Clinic offers free concierge service to all patients. Being away from home for medical care can be an uncertain time filled with questions. Mayo Clinic’s Concierge Services Team is there to help by providing information and guidance regarding travel, tourism, and community resources. From lodging and transportation to restaurants and sightseeing, the concierge team is dedicated to making each patient’s Mayo Clinic visit as worry-free and enjoyable as possible.

Concierge Services staff are located in the Mayo Clinic International Center. No appointment is needed. Concierge Services is available by telephone and email from 9:00 a.m. to 9:00 p.m., Monday to Friday, by phone at 507-538-8438 or concierge@mayo.edu. You may also find us via the web at <http://www.mayoclinic.org/becomingpat-rst/concierge.html>.

Notes:

Mayo Clinic Highlights

Patient Care

1,113,000

Total clinic patients*

123,000

Hospital admissions

588,000

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.

2011 Mayo Clinic Personnel

3,800

Staff physicians, medical scientists and clinical and research associates

3,600

Residents, fellows, students and other temporary professionals

50,900

Administrative and allied health personnel (clinic and hospitals)

58,300 Total

Connections

100,153+

Facebook likes

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

367,853+

Twitter followers

7 million+

video views on YouTube

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

2578

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

391

Mayo Clinic physicians and medical scientists

548

Students

3,313

Allied health personnel

4,252 Total

Research Activity

2,513

New protocols reviewed by Institutional Review Board

8,117

Active human research studies

5,430

Research publications and review articles in peer-reviewed journals