



Virginia Mason™
INSTITUTE

**Leadership for Quality, Safety, Efficiency and
Improvement
Compacts**

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Virginia Mason Health System

Compacts from Dr. Gary Kaplan's presentation at The Governance Institute Leadership Conference

The compacts are not about the piece of paper, they are about creating the alignment and conditions from all sides to sustain the focus to a vision and strategic plan. The compacts are just the output and evidence of alignment work, which requires ongoing management, accountability, effective leadership behaviors, and communications to stay true to what is on the piece of paper.

Aligned Expectations

Physician Compact

VIRGINIA MASON MEDICAL CENTER PHYSICIAN COMPACT	
Organization's Responsibilities Focus on Excellence <ul style="list-style-type: none"> Recruit and retain superior physicians and staff Support career development and professional satisfaction Acknowledge contributions to patient care and the organization Create opportunities to participate in or support research Listen and Communicate <ul style="list-style-type: none"> Share information regarding strategic intent, organizational priorities and business decisions Offer opportunities for constructive dialogue Provide regular, written evaluation and feedback Educate <ul style="list-style-type: none"> Support and facilitate teaching, GME and CME Provide information and tools necessary to improve practice Reward <ul style="list-style-type: none"> Provide clear compensation with internal and market consistency, aligned with organizational goals Create an environment that supports teams and individuals Lead <ul style="list-style-type: none"> Manage and lead organization with integrity and accountability 	Physician's Responsibilities Focus on Patients <ul style="list-style-type: none"> Practice state of the art, quality medicine Encourage patient involvement in care and treatment decisions Achieve and maintain optimal patient access Insist on seamless service Collaborate on Care Delivery <ul style="list-style-type: none"> Include staff, physicians, and management on team Treat all members with respect Demonstrate the highest levels of ethical and professional conduct Behave in a manner consistent with group goals Participate in or support teaching Listen and Communicate <ul style="list-style-type: none"> Communicate clinical information in clear, timely manner Request information, resources needed to provide care consistent with VM goals Provide and accept feedback Take Ownership <ul style="list-style-type: none"> Implement VM accepted clinical standards of care Participate in and support group decisions Focus on the economic aspects of our practice Change <ul style="list-style-type: none"> Enhance innovation and continuous improvement Participate in necessary organizational change

Leader Compact

VIRGINIA MASON MEDICAL CENTER LEADERSHIP COMPACT	
Organization Responsibilities Focus on Excellence <ul style="list-style-type: none"> Recruit and retain the best people Acknowledge and reward contributions to patient care and the organization Provide opportunities for growth of leaders Continuously strive to be the quality leader in health care Create an environment of innovation and learning Lead and Inspire <ul style="list-style-type: none"> Create alignment with clear and focused goals and strategies Continuously engage and inspire our patient care, service and efficiency Manage and lead organization with integrity and accountability Respect conflict with openness and energy Ensure safe and healthy environment and systems for patients and staff Listen and Communicate <ul style="list-style-type: none"> Share information regarding strategic intent, organizational priorities, business decisions and business outcomes Clarify expectations to each individual Offer opportunities for constructive career dialogue Share regular feedback and career roadmaps as provided Encourage dialogue between each the all life levels of each Educate <ul style="list-style-type: none"> Support and facilitate leadership training Provide information and tools necessary to improve individual and staff performance Recognize and Reward <ul style="list-style-type: none"> Provide clear and equitable compensation aligned with organizational goals and performance Create an environment that recognizes teams and individuals 	Leader Responsibilities Focus on Patients <ul style="list-style-type: none"> Promote a culture where the patient comes first in everything we do Continuously improve quality, safety and experience Promote Team Medicine <ul style="list-style-type: none"> Develop acceptance/working/teaming relationships that address needs Develop the right mix of talent and professional conduct Promote trust and accountability within the team Listen and Communicate <ul style="list-style-type: none"> Communicate VM values Communicate plan and receive feedback Actively request information and resources to support strategic intent, organizational priorities, business decisions and business outcomes Take Ownership <ul style="list-style-type: none"> Implement and manage VM approved clinical work Produce understanding of individual's impact on VM outcomes Continuously increase one's ability to lead and implement the VM Production System Participate in and actively support organizational decisions Respect an organizational process and make decisions Continuously striving toward as a VM leader Focus Change and Develop Others <ul style="list-style-type: none"> Promote innovation and continuous improvement Coach individuals and teams to effectively manage transitions Developable flexibility in changing assignments and opportunities Learn, develop and model performance only Accept mistakes as part of learning Be authentic and energetic words

Board Compact

VIRGINIA MASON MEDICAL CENTER BOARD MEMBER COMPACT	
Organization's Responsibilities Focus on Excellence <ul style="list-style-type: none"> Facilitate the recruitment and retention of superior board members Provide a process for regular, written evaluation and feedback through annual board self-evaluation Provide a thorough orientation process for new board members Support governance excellence with adequate board resources Listen and Communicate <ul style="list-style-type: none"> Share information regarding strategic intent, organizational priorities and business decisions Offer opportunities for constructive dialogue Engage regularly on implementation of strategic plans and achievement of specific board objectives Decisions to and address board on risks and opportunities facing the organization Provide resources to members necessary for informed decisions making efficiently to advance board strategy Educate <ul style="list-style-type: none"> Provide information and tools necessary to keep members informed and educated on local and national health care issues Provide educational and training opportunities to maintain a high level of board member effectiveness and knowledge Educate board members about organization, its structures and its governing documents Lead <ul style="list-style-type: none"> Manage and lead organization with integrity and accountability Create clear goals and strategies Continuously evaluate and improve patient care, service and efficiency Respect conflict with openness and energy Ensure safe and healthy environment and systems for patients and staff 	Board Member's Responsibilities Know the Organization <ul style="list-style-type: none"> Know the organization's vision, purpose, goals, policies, programs, services, strengths and needs Keep informed on developments in the health system's areas of expertise, and on health care policy and finance trends and best practices/practices Focus on the Future <ul style="list-style-type: none"> Identify new fronts of every setting focused on the future Continuously question, critique and test strategic plans Listen and Communicate <ul style="list-style-type: none"> Actively participate in board discussions Participate in educational opportunities and request information and resources needed to provide responsible oversight Provide and accept feedback Agreement on board to the responsibilities and to be available for the organization to the community Take Ownership <ul style="list-style-type: none"> Attend meetings Ask timely and substantive questions to board and committee meetings consistent with their conscience and observations Prepare for, participate in, and support group decisions Understand and participate in approving annual and longer range financial plans and Quality & Safety oversight Understand and participate in approving annual and longer range financial plans and Quality & Safety oversight according to pre-set board policies Take as needed, personal financial contributions to the organization, in line with board constitutions or risk factors Promote Effective Change <ul style="list-style-type: none"> Provide innovative and constructive suggestions Provide necessary organizational change

Physician Compact

VIRGINIA MASON MEDICAL CENTER PHYSICIAN COMPACT

Organization's Responsibilities

Foster Excellence

- Recruit and retain superior physicians and staff
- Support career development and professional satisfaction
- Acknowledge contributions to patient care and the organization
- Create opportunities to participate in or support research

Listen and Communicate

- Share information regarding strategic intent, organizational priorities and business decisions
- Offer opportunities for constructive dialogue
- Provide regular, written evaluation and feedback

Educate

- Support and facilitate teaching, GME and CME
- Provide information and tools necessary to improve practice

Reward

- Provide clear compensation with internal and market consistency, aligned with organizational goals
- Create an environment that supports teams and individuals

Lead

- Manage and lead organization with integrity and accountability



Physician's Responsibilities

Focus on Patients

- Practice state of the art, quality medicine
- Encourage patient involvement in care and treatment decisions
- Achieve and maintain optimal patient access
- Insist on seamless service

Collaborate on Care Delivery

- Include staff, physicians, and management on team
- Treat all members with respect
- Demonstrate the highest levels of ethical and professional conduct
- Behave in a manner consistent with group goals
- Participate in or support teaching

Listen and Communicate

- Communicate clinical information in clear, timely manner
- Request information, resources needed to provide care consistent with VM goals
- Provide and accept feedback

Take Ownership

- Implement VM-accepted clinical standards of care
- Participate in and support group decisions
- Focus on the economic aspects of our practice

Change

- Embrace innovation and continuous improvement
- Participate in necessary organizational change

Leader Compact

~VIRGINIA MASON MEDICAL CENTER LEADERSHIP COMPACT~

Organization Responsibilities	Leader Responsibilities
<p>Foster Excellence</p> <ul style="list-style-type: none"> Recruit and retain the best people Acknowledge and reward contributions to patient care and the organization Provide opportunities for growth of leaders Continuously strive to be the quality leader in health care Create an environment of innovation and learning <p>Lead and Align</p> <ul style="list-style-type: none"> Create alignment with clear and focused goals and strategies Continuously measure and improve our patient care, service and efficiency Manage and lead organization with integrity and accountability Resolve conflict with openness and empathy Ensure safe and healthy environment and systems for patients and staff <p>Listen and Communicate</p> <ul style="list-style-type: none"> Share information regarding strategic intent, organizational priorities, business decisions and business outcomes Clarify expectations to each individual Offer opportunities for constructive open dialogue Ensure regular feedback and written evaluations are provided Encourage balance between work life and life outside of work <p>Educate</p> <ul style="list-style-type: none"> Support and facilitate leadership training Provide information and tools necessary to improve individual and staff performance <p>Recognize and Reward</p> <ul style="list-style-type: none"> Provide clear and equitable compensation aligned with organizational goals and performance Create an environment that recognizes teams and individuals 	<p>Focus on Patients</p> <ul style="list-style-type: none"> Promote a culture where the patient comes first in everything we do Continuously improve quality, safety and compliance <p>Promote Team Medicine</p> <ul style="list-style-type: none"> Develop exceptional working-together relationships that achieve results Demonstrate the highest levels of ethical and professional conduct. Promote trust and accountability within the team <p>Listen and Communicate</p> <ul style="list-style-type: none"> Communicate VM values Courageously give and receive feedback Actively request information and resources to support strategic intent, organizational priorities, business decisions and business outcomes <p>Take ownership</p> <ul style="list-style-type: none"> Implement and monitor VM approved standard work Foster understanding of individual/team impact on VM economics Continuously develop one's ability to lead and implement the VM Production System Participate in and actively support organization/group decisions Maintain an organizational perspective when making decisions Continually develop oneself as a VM leader <p>Foster Change and Develop Others</p> <ul style="list-style-type: none"> Promote innovation and continuous improvement Coach individuals and teams to effectively manage transitions Demonstrate flexibility in accepting assignments and opportunities Evaluate, develop and reward performance daily Accept mistakes as part of learning Be enthusiastic and energize others

Board Compact

VIRGINIA MASON MEDICAL CENTER BOARD MEMBER COMPACT

Organization's Responsibilities	Board Member's Responsibilities
<p style="text-align: center;">Foster Excellence</p> <ul style="list-style-type: none"> • Facilitate the recruitment and retention of superior board members • Provide a process for regular, written evaluation and feedback through annual board self-evaluation • Provide a thorough orientation process for new board members • Support governance excellence with adequate board resources <p style="text-align: center;">Listen and Communicate</p> <ul style="list-style-type: none"> • Share information regarding strategic intent, organizational priorities and business decisions • Offer opportunities for constructive dialogue • Report regularly on implementation of strategic plan and achievement of specific board objectives • Disclose to and inform board on risks and opportunities facing the organization • Provide materials to members necessary for informed decision making sufficiently in advance of board meetings <p style="text-align: center;">Educate</p> <ul style="list-style-type: none"> • Provide information and tools necessary to keep members informed and educated on local and national health care issues • Provide educational and training opportunities to maintain a high level of board member effectiveness and knowledge • Educate board members about organization, its structures and its guiding documents <p style="text-align: center;">Lead</p> <ul style="list-style-type: none"> • Manage and lead organization with integrity and accountability • Create clear goals and strategies • Continuously measure and improve patient care, service and efficiency • Resolve conflict with openness and empathy • Ensure safe and healthy environment and systems for patients and staff 	<p style="text-align: center;">Know the Organization</p> <ul style="list-style-type: none"> • Know the organization's mission, purpose, goals, policies, programs, services, strengths and needs • Keep informed on developments in the Health System's areas of expertise, and on health care policy and future trends and best governance practices <p style="text-align: center;">Focus on the Future</p> <ul style="list-style-type: none"> • Spend three fourths of every meeting focused on the future • Consistently maintain a current and vital strategic plan <p style="text-align: center;">Listen and Communicate</p> <ul style="list-style-type: none"> • Actively participate in board discussions • Participate in educational opportunities and request information and resources needed to provide responsible oversight • Provide and accept feedback • Represent the board to the organization and be an advocate for the organization in the community <p style="text-align: center;">Take Ownership</p> <ul style="list-style-type: none"> • Attend meetings • Ask timely and substantive questions at board and committee meetings consistent with your conscience and convictions • Prepare for, participate in, and support group decisions • Understand and participate in approving annual and longer range financial plans and Quality & Safety oversight • Make an annual, personal financial contribution to the organization, according to personal means • Serve on board committees or task forces <p style="text-align: center;">Promote Effective Change</p> <ul style="list-style-type: none"> • Foster innovation and continuous improvement • Pursue necessary organizational change