

Leadership for Quality, Safety, Efficiency and Improvement Compacts

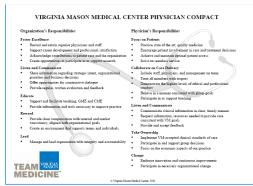
Gary Kaplan, MD, Chairman and CEO, Virginia Mason Health System

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

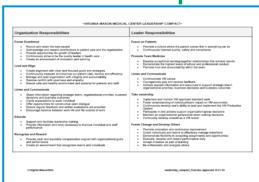
The compacts are not about the piece of paper, they are about creating the alignment and conditions from all sides to sustain the focus to a vision and strategic plan. The compacts are just the output and evidence of alignment work, which requires ongoing management, accountability, effective leadership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

Aligned Expectations

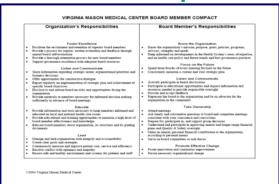
Physician Compact



Leader Compact



Board Compact



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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

TEAM MEDICINE

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
Foster Excellence 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 Align 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 Listen and Communicate	Promote a culture where the patient comes first in everything we do Continuously improve quality, safety and compliance Promote Team Medicine Develop exceptional working-together relationships that achieve results Demonstrate the highest levels of ethical and professional conduct. Promote trust and accountability within the team Listen and Communicate Communicate VM values Courageously give and receive feedback Actively request information and resources to support strategic intent, organizational priorities, business decisions and business outcomes
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 Educate Support and facilitate leadership training	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 Foster Change and Develop Others
Provide information and tools necessary to improve individual and staff performance Recognize and Reward Provide clear and equitable compensation aligned with organizational goals and performance Create an environment that recognizes teams and individuals	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

Foster Excellence

- · 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

- 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

Educate

- 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

Lead

- · 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

Board Member's Responsibilities

Know the Organization

- 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

Focus on the Future

- Spend three fourths of every meeting focused on the future
- Consistently maintain a current and vital strategic plan

Listen and Communicate

- · 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

Take Ownership

- 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

Promote Effective Change

- Foster innovation and continuous improvement
- Pursue necessary organizational change