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

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# Virginia Mason Medical Center Leadership Compact

<table>
<thead>
<tr>
<th>Organization Responsibilities</th>
<th>Leader Responsibilities</th>
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<tbody>
<tr>
<td><strong>Foster Excellence</strong></td>
<td><strong>Focus on Patients</strong></td>
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<tr>
<td>- Recruit and retain the best people</td>
<td>- Promote a culture where the patient comes first in everything we do</td>
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<tr>
<td>- Acknowledge and reward contributions to patient care and the organization</td>
<td>- Continuously improve quality, safety and compliance</td>
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<tr>
<td>- Provide opportunities for growth of leaders</td>
<td><strong>Promote Team Medicine</strong></td>
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<tr>
<td>- Continuously strive to be the quality leader in health care</td>
<td>- Develop exceptional working-together relationships that achieve results</td>
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<tr>
<td>- Create an environment of innovation and learning</td>
<td>- Demonstrate the highest levels of ethical and professional conduct.</td>
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<tr>
<td><strong>Lead and Align</strong></td>
<td><strong>Listen and Communicate</strong></td>
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<tr>
<td>- Create alignment with clear and focused goals and strategies</td>
<td>- Promote trust and accountability within the team</td>
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<tr>
<td>- Continuously measure and improve our patient care, service and efficiency</td>
<td>- Communicate VM values</td>
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<tr>
<td>- Manage and lead organization with integrity and accountability</td>
<td>- Courageously give and receive feedback</td>
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<tr>
<td>- Resolve conflict with openness and empathy</td>
<td>- Actively request information and resources to support strategic intent, organizational priorities, business decisions and business outcomes</td>
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<tr>
<td>- Ensure safe and healthy environment and systems for patients and staff</td>
<td><strong>Take ownership</strong></td>
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<tr>
<td><strong>Listen and Communicate</strong></td>
<td>- Implement and monitor VM approved standard work</td>
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<tr>
<td>- Share information regarding strategic intent, organizational priorities, business decisions and business outcomes</td>
<td>- Foster understanding of individual/team impact on VM economics</td>
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<td>- Clarify expectations to each individual</td>
<td>- Continuously develop one’s ability to lead and implement the VM Production System</td>
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<td>- Offer opportunities for constructive open dialogue</td>
<td>- Participate in and actively support organization/group decisions</td>
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<td>- Ensure regular feedback and written evaluations are provided</td>
<td>- Maintain an organizational perspective when making decisions</td>
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<tr>
<td>- Encourage balance between work life and life outside of work</td>
<td><strong>Foster Change and Develop Others</strong></td>
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<tr>
<td><strong>Educate</strong></td>
<td>- Continually develop oneself as a VM leader</td>
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<tr>
<td>- Support and facilitate leadership training</td>
<td>- Promote innovation and continuous improvement</td>
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<tr>
<td>- Provide information and tools necessary to improve individual and staff performance</td>
<td>- Coach individuals and teams to effectively manage transitions</td>
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<td><strong>Recognize and Reward</strong></td>
<td>- Demonstrate flexibility in accepting assignments and opportunities</td>
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<td>- Provide clear and equitable compensation aligned with organizational goals and performance</td>
<td>- Evaluate, develop and reward performance daily</td>
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<td>- Create an environment that recognizes teams and individuals</td>
<td>- Accept mistakes as part of learning</td>
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<td>- Be enthusiastic and energize others</td>
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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