

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



~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

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