



# *Mayo Clinic Model of Care*





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## *Introduction*

**M**ayo Clinic will provide the best care to every patient every day through integrated clinical practice, education and research.

The Mayo Clinic Boards of Governors and the Clinical Practice Committees are committed to preserving the highest standards of clinical practice as established by the rich heritage of the Mayo brothers. These attributes, as defined in the following pages, are the Mayo Clinic Model of Care. ■



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## *Mayo Clinic Model of Care*

The Mayo Clinic Model of Care is defined by high quality, compassionate medical care delivered in a multispecialty, integrated academic institution. The primary focus, meeting the needs of the patient, is accomplished by embracing the following core elements (attributes) as the practice continues to evolve.

### **Patient Care**

- Collegial, cooperative, staff teamwork with true multi-specialty integration
- An unhurried examination with time to listen to the patient
- Physicians taking personal responsibility for directing patient care over time in a partnership with the local physician
- Highest quality patient care provided with compassion and trust
- Respect for the patient, family and the patient's local physician
- Comprehensive evaluation with timely, efficient assessment and treatment
- Availability of the most advanced, innovative diagnostic and therapeutic technology and techniques

### **Environment**

- Highest quality staff mentored in the culture of Mayo and valued for their contributions
- Valued professional allied-health staff with a strong work ethic, special expertise and devotion to Mayo
- A scholarly environment of research and education
- Physician leadership
- Integrated medical record with common support services for all outpatients and inpatients
- Professional compensation that allows a focus on quality, not quantity
- Unique professional dress, decorum and facilities



**F**or more than 135 years, our patients have told us that the care they receive at Mayo Clinic is special. In 1998, national focus groups determined that people see Mayo Clinic as the gold standard in healthcare. Studies in that same year showed that one in every five Americans would prefer to come to Mayo Clinic for highly specialized healthcare and that more than 84 percent of people across the country recognize our name.

These studies confirmed what we have always known — patients view Mayo Clinic as unique.

Throughout its history, Mayo Clinic has embraced change, new ideas and new ways of working, whenever and wherever necessary, to provide the highest quality care possible. Today, changes in society and the marketplace are forcing dramatic changes in healthcare. As Mayo Clinic responds to the changing healthcare environment, we remain committed to the preservation of our unique model of care. That commitment requires an understanding of the specific attributes that make up our model of care.

This booklet will remind you of the attributes that define the Mayo Clinic Model of Care and help you understand the Mayo Clinic environment. ■

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## *What is the Mayo Clinic Model of Care?*

The Mayo Clinic Model of Care (*MCMC*) is a prescription for providing patient care in concert with our mission — Mayo Clinic will provide the best care to every patient every day through integrated clinical practice, education and research.

It is the set of objectives that addresses our core principle for practice — Practice medicine as an integrated team of compassionate, multi-disciplinary physicians, scientists and allied-health professionals who are focused on the needs of patients from our communities, regions, the nation and the world. ■



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## *Why is it Important?*



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*“Today the only thing that is permanent is change.”*

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Charles H. Mayo, MD, 1930

The Mayo Clinic name is so widely recognized that it may be the only true national brand name in American medicine. Rather than the result of a carefully crafted advertising campaign, our reputation has been built by word-of-mouth on more than a century of quality patient care. It is the quality of care that Mayo Clinic patients appreciate and that makes us stand out from the many healthcare centers that also provide excellent care. The Mayo Clinic Model of Care describes what we must do to continue providing our unique and valued patient care.

It is our rich heritage that provides the foundation for today’s MCMC. Recognizing that our practice will change, the Mayo Clinic Boards of Governors and the Clinical Practice Committees are committed to preserving the highest standards of clinical practice when considering practice and policy changes. To that end, we have sought broad input from our staff and patients and examined our history in order to identify those qualities that cause patients to travel across the country and around the world to seek healthcare at Mayo Clinic. The result of these efforts is a list of attributes that, taken as a whole, define Mayo Clinic patient care and the Mayo Clinic environment — the two components of the Mayo Clinic Model of Care. ■

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## *Defining Mayo Clinic patient care*

To preserve our reputation for providing quality patient care in today's changing healthcare environment, it is important that Mayo Clinic staff recognize the aspects of our patient care that sets us apart. The following description contains historical vignettes, comments and quotes that describe the MCMC.

### **Collegial, cooperative, staff teamwork with true multispecialty integration**

Dr. William Worrall Mayo's precept: "No one is big enough to be independent of others," made a huge impression on his sons. As their surgical expertise developed and their fame spread, Drs. Will and Charlie began inviting more and more partners to provide services to complement their own surgical practice. Together with Dr. Henry Plummer, they developed one of the worlds' first private integrated group practice of medicine. The teamwork approach generated continuous staff interactions through which Mayo physicians taught each other and developed a continuing interest in each other's professional growth.

Our founders' belief that the combined wisdom of one's peers is greater than any individual has even more relevance in today's highly specialized environment. We provide teams of integrated Mayo Clinic specialists who cooperate within an environment of mutual respect to provide both outpatients and inpatients with quality services. At each of our three Mayo Clinic sites, we also collaborate among our three sites to see the input of experts in a special specialty. Our integrated services give patients the option of comprehensive diagnosis and treatment of virtually any medical problem.



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*"Group medicine is not a financial arrangement except for minor details, but a scientific cooperation for the welfare of the sick."*

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William J. Mayo, M.D.



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*“Sometimes I wonder whether today we take sufficient care to make a thorough physical examination before our patient starts off on the round of the laboratories...”*

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William J. Mayo, M.D.

### **An unhurried examination with time to listen to the patient**

At Mayo Clinic, we treat a whole person rather than an isolated disease entity. We recognize the additional time it takes to listen to patients and assess their needs in order to make sure that everything possible is done to provide quality care for our patients.

### **Physicians taking personal responsibility for directing patient care over time in a partnership with the local physician**

As the levels of medical specialization increased, Drs. Will and Charlie raised concerns about the individual needs of the patient being neglected. To prevent that from happening, they assigned each patient a personal physician to be responsible for his or her care and to coordinate access to other healthcare services at the clinic.

The continuity of care and patient loyalty that this system fosters, justifies the continuation of this approach today. Whenever possible, patients returning to Mayo Clinic are scheduled to see the same physician who took care of them during the first episode of care. Even specialists function in that role, directing the patient to other specialists and discussing care with the patient when all evaluations are complete. We know that patients feel safe and cared for when they have their own doctor to contact for complex medical needs.

Mayo Clinic physicians also recognize the importance of including the patient’s local physician in the direction of their care, and they accept responsibility for communicating with them.

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

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William J. Mayo, M.D.

## Highest quality patient care provided with compassion and trust

Patients report that the most significant difference between Mayo Clinic and other healthcare centers is that at Mayo Clinic everyone cares about them. Our patients recognize Mayo Clinic as a place of trust where they are treated with dignity and compassion.

And Mayo Clinic's concern for the patient extends to the community. By supporting community services, Mayo Clinic works to improve the communities in which we live.



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*“We have never been allowed to lose sight of the fact that the main purpose to be served by the Clinic is the care of the sick.”*

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William J. Mayo, M.D.

## Respect for the patient, family and the patient's local physician

At Mayo Clinic, we understand that many patients want to play an active role in their diagnosis and treatment, and we offer them the opportunity to be involved. We recognize that patients, their families and their local physicians want prompt access, timely evaluations and health and disease education. We allow extra time to provide our patients a detailed explanation of their medical evaluation.



### **Comprehensive evaluation with timely, efficient assessment and treatment**

One of Mayo Clinic's strengths is our simultaneous, efficient evaluation process. Although some patients needs require that we address a single subspecialty problem rather than have every medical problem addressed, we have the capability of bringing together a team of physicians and allied health staff to address different problems in the same patient during the same encounter. This capability, together with our highly efficient laboratory and radiology services gives us the unique ability to complete an episode of care in a short period of time. In many cases, we can offer complex evaluation and testing followed by next-day surgery — a capability that is appreciated by patients who travel long distances to seek healthcare at Mayo Clinic.

### **Availability of the most advanced, innovative diagnostic and therapeutic technology and techniques**

The Mayo brothers traveled frequently throughout the world to bring the latest medical advances to Mayo. That tradition continues today as our consultants travel throughout the world to teach and to learn. Our commitment to research and education keeps us aware of the most recent medical developments and allows us to offer them to our patients in a timely manner. As a result, our translational research activity is among the largest in the world. ■

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## *Defining the “the spirit of the Clinic”*

**D**r. William J. Mayo felt that “the spirit of the clinic” was what separated it from others. The following attributes characterize Mayo Clinic as an environment of compassion, cooperation, commitment, integrity, wisdom and professionalism.

### **Highest quality staff mentored in the culture of Mayo and valued for their contributions**

Our medical school and graduate schools are highly competitive and serve as the training ground for many of our consulting staff who come from all areas of the world. Mayo Clinic can attract the best by training the best. All candidates for a staff position are required to serve an evaluation period of several years before being considered for promotion. The large volume of patients with both rare and common diseases, as well as common diseases with unusual variations, continually improves Mayo Clinic physicians’ diagnostic and treatment skills.



Mayo's team-oriented culture combines the desire to aid those who are suffering with the desire to advance patient care through observation, research and education. With the best interest of the patient as the primary consideration, the opinion of every member of the patient's team is discussed in an atmosphere of collegiality and respect.



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*“The spirit of the Clinic, into which is incorporated the desire to aid those who are suffering, the desire to advance in medical education by research, by diligent observation, and by the application of knowledge gained from others and, most of all, the desire to pass on to others the scientific candle this spirit has lighted.”*

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William J. Mayo, M.D.

**Valued professional allied-health staff with a strong work ethic, special expertise and devotion to Mayo**

Mayo Clinic's founders urged a division of labor that improved both the quality and efficiency of medical practice and nurtured a caring attitude towards its employees.

Our employees are our most valuable asset. The Mayo School of Health Related Sciences ensures a constant source of highly trained allied health professionals. In addition, allied health staff are recruited from our local communities and around the world. These caring and self-motivated individuals of diverse backgrounds contribute to the special "spirit of the clinic" through their compassion, strong work ethic and sincere dedication to our patients. They have repaid our genuine concern for them with strong institutional loyalty and contribute in very important ways to both the medical care and the service that sets us apart.



**MAYO CLINIC**

*The Mayo Clinic logo of three interlocking shields symbolizes Mayo's commitment to excellence and interdependence in the three areas of Research, Education and Clinical Practice.*

## A scholarly environment of research and education

In 1915, the Mayo Graduate School of Medicine was established — the first program in the world to train medical specialists. In 1919, the Mayo brothers founded Mayo Properties Association (today known as Mayo Foundation). Since then, all Mayo Clinic physicians receive a salary and any profits from the proceeds of the practice are used to further education, research and patient care.

Today, we continue to provide quality patient care by striving for excellence in research and education as well as in our clinical practice. The three missions are represented in the Mayo Clinic logo by three shields which are interlocked to symbolize their interdependence. We strive to integrate our practice in a way that facilitates collaboration between clinicians, investigators and educators. Much of our architecture is specifically designed to promote integration and is further advanced by consultant physicians who have commitments to more than one mission.

Our commitment to education is substantiated by our five excellent and highly competitive education programs: Mayo Medical School, Mayo Graduate School of Medicine, Mayo Graduate School, Mayo School of Health-Related Sciences and Mayo School of Continuing Medical Education. The commitment to research is visible in recent organizational restructuring, expanded research facilities, strengthened bonds between basic scientists and clinical investigators as well as several initiatives to enhance research efforts in specific areas.

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*“It is a great thing to make scientific discoveries of rare value, but it is even greater to be willing to share these discoveries to encourage other workers in the same field of scientific research.”*

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William J. Mayo, M.D.

## Professional compensation that allows a focus on quality, not quantity

All Mayo Clinic physicians receive a fixed salary. Their income is not related to the number of physical examinations, surgeries or laboratory tests performed. Being free of financial incentives allows Mayo Clinic physicians to spend the time they deem needed to provide quality patient care. We are a not-for-profit, charitable public trust. As such, our patients never have to question if a test is being ordered with anything other than their best interest in mind.

## Physician leadership

Mayo Clinic is a private group practice governed by physician-led committees. While most other healthcare centers turn the management of their practices over to professional administrators, we stand by the philosophy that physician leadership keeps us grounded in the reason we are here — to provide the best care to every patient every day. Mayo Clinic physicians undertake rotating committee assignments where they partner with administrators to develop strategies and resolve problems because it is they who understand the practice best.

The strengths of this physician-administrator partnership have served Mayo Clinic well for the past century. Physician Leadership ensures the preservation of our unique culture.

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*“Commercialism in medicine never leads to true satisfaction, and to maintain our self-respect is more precious than gold.”*

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William J. Mayo, M.D.



## **Integrated medical record with common support services for all outpatients and inpatients**

In 1907, Dr. Henry Plummer introduced the dossier concept of medical records, wherein all data, both inpatient and outpatient, about a specific patient are contained in a single file linked to a unique Mayo Clinic identification number and stored in a central repository. In 1910, he devised a diagnostic index to allow evaluation of clinical data for research. In 1975, Mayo introduced an efficient and flexible on-line computerized system that tracks patient charts by computerized bar codes.

Our ability to retain an up-to-date, integrated medical record on every Mayo Clinic patient, coordinated with laboratory, pathology and radiology services, remains one of our hallmarks. Our system is designed to bring patient, physician, laboratory tests, radiology reports and the patient's medical record into one room at the same time. Without this service, we would not be able to offer multiple timely evaluations or next-day surgery.



## Unique professional dress, decorum and facilities

Dr. William Mayo defined standards of conduct for the staff that are still maintained today. The wearing of business attire is recognized by our patients as a unique dress code that projects an aura of expertise and respect for the patient accompanied by warmth and friendliness.

Dr. Henry Plummer, the architect of many early Mayo innovations, thought of buildings as tools to help physicians provide efficient patient care. He believed in the importance of using good materials to build well-designed, well-constructed facilities that were planned for easy maintenance and kept spotlessly clean. Mayo Clinic's modern buildings are designed to provide a friendly and warm environment in which to continue Dr. Plummer's concepts. They are built with the intention of advancing the integrated model of medicine to the next level of excellence. ■



## Conclusion

Mayo is committed to preserving and enhancing the core elements of its Model of Care in concert with our mission — Mayo Clinic will provide the best care to every patient every day through integrated clinical practice, education and research. The dedicated staff and resources that support the Mayo Clinic Model of Care will preserve our unique and valued patient care. ■



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# *Mayo Foundation*

## **Mission**

Mayo will provide the best care to every patient every day through integrated clinical practice, education and research.

## **Primary Value**

The needs of the patient come first.

## **Core Principles**

### *Practice*

Practice medicine as an integrated team of compassionate, multi-disciplinary physicians, scientists and allied-health professionals who are focused on the needs of patients from our communities, regions, the nation and the world.

### *Education*

Educate physicians, scientists and allied-health professionals and be a dependable source of health information for our patients and the public.

### *Research*

Conduct basic and clinical research programs to improve patient care and to benefit society.

### *Mutual respect*

Treat everyone in our diverse community with respect and dignity.

### *Commitment to quality*

Continuously improve all processes that support patient care, education and research.

### *Work atmosphere*

Foster teamwork, personal responsibility, integrity, innovation, trust and communication within the context of a physician-led institution.

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### *Societal commitment*

Benefit humanity through patient care, education and research. Support the communities in which we live and work. Serve appropriately patients in difficult financial circumstances.

### *Finances*

Allocate resources within the context of a system rather than its individual entities. Operate in a manner intended not to create wealth but to provide a financial return sufficient for present and future needs. ■







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