

**MISSION HEALTH AND MISSION HOSPITAL MEDICAL STAFF
GUIDING PRINCIPLES AND COMMITMENT**

Mission Health exists to serve the needs of our community while ensuring that we remain viable to continue to serve our community over the long run. Like many communities, we seek to achieve the Triple Aim¹ by:

1. Improving the patient experience of care (including quality and satisfaction);
2. Improving the health of populations; and
3. Reducing the per capita cost of health care.

To achieve this Aim, we must focus on identifying target populations; define system aims and measures; develop a portfolio of project work that is sufficiently strong to move system-level results; and deploy rapid testing and scale up when results are achieved. To improve the health of our population, we must also empower individuals and families, substantially broaden the role and impact of primary care and ensure that the patient experiences a seamless journey throughout our system of care, not only while ill, but equally as important throughout the individual’s life.

Our population is aging, frequently is burdened by chronic health problems with significant health disparities and has less access to care than other parts of the state and nation. The US health care system is the most costly in the world and yet fails to consistently achieve top quartile outcomes. Achieving our Aim will require that the employees of Mission Hospital and its Medical Staff seek to serve the community effectively and compassionately while acknowledging the need for personal goals. Enhanced cooperation and shared purpose between Mission Health and its Medical Staff is a critical necessity for continued viability.

Mission Health Guiding Principles	
1. <i>Patients First.</i>	Above all, through the eyes of our patients and their families we do what is best.
2. <i>Safety Focused.</i>	We not only value, but insist upon and practice a Culture of Safety.
3. <i>Evidenced Based.</i>	We are fully committed to evidenced-based, data-driven clinical and operational practices and to educating the next generation of health care providers, staff, and administrators in these practices.
4. <i>Team Approach.</i>	We dedicate ourselves to a team-based approach to care and problem solving including the patients and their families as core members of the team.
5. <i>Interdependence.</i>	We serve one another and our community best by working collaboratively as partners.

¹ <http://www.ih.org/Engage/Initiatives/TripleAim/pages/default.aspx>

Mission Health Guiding Principles (cont.)

6. **Value Focused.**

We create value together through collaborative and synergistic performance improvement, thoughtful stewardship of limited resources and creative innovation to ensure our long-term obligation to meaningfully and purposefully serve our **community**.

7. **Great Place to Work and Practice.**

We thrive and prosper in a mutually respectful, fair, credible and supportive manner which in turn makes Mission Health a Great Place to Work and Practice.

8. **Benefit of the Doubt.**

We willingly offer one another the benefit of the doubt when circumstances are unknown, assuming the best, and yet practice and insist upon Just Culture.

9. **Mutually Accountable.**

We expect all parties to speak up and proactively hold one another accountable – mutual accountability is essential to our success and to the well-being of our patients.

10. **Select for Shared Values.**

We embrace and promote those who support these guiding principles through their words, actions and deeds.

Guiding Principles

The following Guiding Principles delineate the essential beliefs and associated frameworks that will guide the actions of all the employees of Mission Hospital and all members of the Mission Hospital Medical Staff:

1. **Patients First.** *Above all, through the eyes of our patients and their families we do what is best.*
 - a. The most basic and essential guiding principle for everyone at Mission is what is best for our patients and their families.
 - b. In all that we do, we start with “what is ideal for the patient” and seek to define operating practices, principles and procedures that align as closely to that ideal as is reasonably possible.
 - c. The corollary is that “what is best for Mission” or “what is best for a physician(s)” is important and must be considered, but is not primary.
 - d. While there may be practical limitations to achieving “what is best for the patient” (e.g., providing all care for free, ensuring that there is never a possibility of any wait time, etc.), those limitations should be explicitly acknowledged and minimized to the degree reasonably possible.
2. **Safety Focused.** *We not only value, but insist upon and practice a Culture of Safety.*
 - a. It is our responsibility to speak up to protect our patients and caregivers.

- b. No one at Mission should ever be hesitant to voice a concern in an appropriate manner; this is particularly important related to errors, near misses and adverse events.
 - c. Mission is a learning organization, dependent upon a cyclical flow of information (from analysis to action to feedback) that reinforces our well-defined behaviors and values.
 - d. To support safety, our caregivers are capable, conscientious and respectful of the rules.
 - e. All safety concerns will be evaluated with interventions to remedy as needed.
Intentional or repeated failure to focus on safety is incompatible with our principles...
Repeated errors or behaviors that undermine professionalism and a Culture of Safety will result in serious consequences.
3. **Evidence-based.** *We are fully committed to evidenced-based, data-driven clinical and operational practices and to educating the next generation of health care providers, staff, and administrators in these practices.*
- a. Care will be based on an acceptable evidence-base whenever available.
 - b. If an evidence-base exists, but does not produce ideal outcomes, we start with what is known to be evidence-based and modify only after experience informs any change.
 - c. Deviation from an evidence-base should be exceedingly rare, and require large group approval.
4. **Team Approach.** *We dedicate ourselves to a team-based approach to care and problem solving including the patients and their families as core members of the team.*
- a. Recognizing that few, if any fundamental care improvements are the result of an individual's action, we support and provide team-based care that includes diverse stakeholders working effectively together to achieve an optimal outcome.
 - b. We ensure that each team member understands his or her role, the roles of others on the team and that of the team as a unit.
 - c. We commit to being inclusive of all members of the team and remain open to ideas, especially those that differ from our own.
5. **Interdependence.** *We serve our community best by working collaboratively as partners.*
- a. We understand and accept that a given stakeholder interest may be "sub-optimized" for the team (and most specifically for the patient).
 - b. That said, each team member cares deeply about the other and the mission of our collective work.
 - c. Our focus is on optimizing care for our patients and then optimizing outcomes for team members. Special interests of select subgroups cannot take precedent over optimizing care for our patients.

6. **Value Focused.** *We create value together through collaborative and synergistic performance improvement, thoughtful stewardship of limited resources and creative innovation to ensure our long-term obligation to meaningfully and purposefully serve our community.*
 - a. Mission serves everyone regardless of the ability to pay and the payor mix of our patients presents a challenge to financial sustainability.
 - b. Managing this challenge requires active engagement and participation by all team members to reduce operating costs to the greatest degree safely possible as part of our daily work.
 - c. All team members are encouraged to share their innovative ideas on ways to enhance value in the care we deliver.
 - d. We recognize that specific populations have worse clinical outcomes resulting in health disparities. In this effort, we commit to partnership with our community and patients to help close the gap so that all our patients may reach equity in outcomes.

7. **Great Place to Work and Practice.** *We thrive and prosper in a mutually respectful, fair, credible and supportive manner which in turn makes Mission Health a Great Place to Work and Practice.*
 - a. We recognize that our behavior is equally important as technical competence and knowledge in ensuring patient safety.
 - b. We know that how we interact including how we speak, listen and share with others matters; as a direct result, we practice respectful communication, active listening and we seek to understand other perspectives.
 - c. We state our views transparently, ask genuine questions, explain our reasoning and test our assumptions and biases. In this effort, we will work to achieve an environment that is culturally competent for our colleagues and our patients.
 - d. Our success depends on respectful communications in everything we do.

8. **Benefit of the Doubt.** *We willingly offer one another the benefit of the doubt when circumstances are unknown, assuming the best, and yet practice and insist upon Just Culture.*
 - a. When we truly lack information or understanding about a team member or an event, we give colleagues the benefit of the doubt until facts are known. We commit to asking for clarification.
 - b. Just Culture is a framework for effective team-based care that recognizes that optimal, safe care is a team effort, requires that all mistakes (or near mistakes) are reported so they can be discussed and new ways are identified to avoid future problems.
 - c. Just Culture is all about the patient and requires a culture of pervasive candor and a focus on keeping everyone safe, while consistently delivering value and eliminating avoidable harm.

- d. Just Culture recognizes that there is a fundamental need to balance individual accountability with human performance in complex systems and that professionalism means that we are responsible for being capable, conscientious and adherent to our policies and procedures.
 - e. Just as an individual cannot be held responsible for system flaws and errors, we require “bright lines” or “red rules” that clearly distinguish between acceptable “mistakes” and unacceptable behaviors or patterns which are applied equally to anyone – leaders, physicians and other caregivers to ensure patient safety.
9. **Mutually Accountable.** *We expect all parties to speak up and proactively hold one another accountable – mutual accountability is essential to our success and to the well-being of our patients.*
- a. Individual and group accountability for outcomes is critically necessary for success.
 - b. An essential aspect of accountability is a common understanding and agreement on the definition of a problem, the key drivers of success and measurements of the same.
 - c. Accountability also includes an ability to acknowledge mistakes, revamp plans if things are not working and maintaining the strength and resilience to overcome barriers.
 - d. At times, a failure to be accountable will require that an individual be removed (permanently) from the team. Being accountable is essential for all members of the Mission team.
10. **Select for Shared Values.** *We embrace and promote those who support these guiding principles through their words, actions and deeds.*
- a. We select for the values that we hold together and recognize that applying these values upon hiring or provision of staff privileges is essential to our culture. As such, we agree to adopt hiring and credentialing processes which guarantee the fulfilment of this goal.
 - b. Our goal is for everyone to be the “right person” whether natively, through education, coaching or support. When an individual’s actions continually do not fit with our culture despite efforts to facilitate change, the individual cannot remain on our team.
 - c. We are committed to creating the right team to ensure the desired outcomes for our patients.



Mission Health Guiding Principles

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5. Interdependence.	We serve one another and our community best by working collaboratively as partners.
6. Value Focused.	We create value together through collaborative and synergistic performance improvement, thoughtful stewardship of limited resources and creative innovation to ensure our long-term obligation to meaningfully and purposefully serve our community.
7. GPTWP.	We thrive and prosper in a mutually respectful, fair, credible and supportive manner which in turn makes Mission Health a Great Place to Work and Practice.
8. Benefit of the Doubt.	We willingly offer one another the benefit of the doubt when circumstances are unknown, assuming the best, and yet practice and insist upon Just Culture.
9. Mutually Accountable.	We expect all parties to speak up and proactively hold one another accountable – mutual accountability is essential to our success and to the well-being of our patients.
10. Select for Shared Values.	We embrace and promote those who support these guiding principles through their words, actions and deeds.

The above Guiding Principles embody the essential beliefs and associated frameworks that guide the actions of the employees of Mission Health System and the members of its associated medical staffs. I pledge to uphold them in my words, actions and deeds in an effort to make Mission Health System the premier health delivery system in the country.

Signature

Date

Printed Name