

Supplemental Table: Mayo Clinic Leadership Behavior Score ^a:

<i>To what extent do you agree or disagree with each of the following statements about (name of immediate supervisor)?</i>	
1	Holds career development conversations with me ^b
2	Empowers me to do my job ^b
3	Encourages employees to suggest ideas for improvement ^b
4	Treats me with respect and dignity ^b
5	Provides helpful feedback and coaching on my performance ^b
6	Recognizes me for a job well done ^b
7	Keeps me informed about changes taking place at name of organization ^b
8	Encourages me to develop my talents and skills ^b
9	Overall, how satisfied are you with (name of immediate supervisor) ^c
	Total Score ^d

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^b response options: 5 =strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree; NA=don't know/not applicable

^c response options: 5=very satisfied, 4=satisfied, 3=neither satisfied nor dissatisfied, 2=dissatisfied, 1=very dissatisfied

^d Scoring: sum 1-5 score for each of 12 items to generate a total score (range 12-45)

Adapted from: Shanafelt TD, Gorringer G, Menaker R, et al. Impact of organizational leadership on physician burnout and satisfaction. *Mayo Clin Proc.* 2015;90(4):432-440

Supplemental Figure:

Mayo Clinic Shared Commitment with Physicians and Scientists

Mayo Clinic and its physicians and scientists have a shared commitment to achieve Mayo Clinic's mission, which is built upon:

A Patient Centered, Integrated Practice

- We will treat all patients with respect and compassion.
- We will communicate with patients using language they understand.
- We will consider the whole person and not just the diagnosis.
- We will integrate community-based care with the supporting expertise of tertiary referral centers to provide optimal care to patients.
- We will integrate the expertise of multiple disciplines to meet the patient's health care needs.



A Commitment to Excellence in Patient Care, Research and Education

- Patient care, research and education are all essential for Mayo Clinic to succeed.
- Patient care: delivery of the highest quality patient care is the primary goal of Mayo Clinic.
- Research: delivery of the highest quality care depends on innovation and scientific discovery that improve our current knowledge.
- Education: delivery of the highest quality care requires that we train the next generation of physicians and scientists.
- Delivery of the highest quality care requires our physicians stay current with new discoveries that allow us to rapidly translate advances into our practice.
- The success of our education and research programs is part of our competitive edge and allows us to recruit and retain the best physicians and scientists.



An Inclusive Culture of Professionalism, Collegiality and Mutual Support

- We will provide support to our colleagues as they strive to provide the highest quality patient care.
- We will invest in the professional development of our colleagues by sharing knowledge and providing constructive feedback.
- We will address disagreements about patient care promptly, directly, and privately.



A Framework of Trust and Accountability

- We will cultivate an environment of mutual trust where leaders trust the staff and staff trust leaders.
- We will trust the professional integrity of our physicians and scientists.
- Our physicians and scientist are accountable to adhere to the highest standards of professional behavior commensurate with this trust.



A Commitment to Continuously Improve the Value & Efficiency of Care Delivered

- We will strive to optimize the efficiency and productivity of our physicians by having physicians do what only physicians can do.
- We will strive to relieve physicians and scientists of administrative tasks to allow them to stay focused on practice, education, and research activities.



An Expectation that all Physicians and Scientists are Leaders and Role Models

- The behavior and professionalism of our physicians and scientists define the culture and is an example that other employees will follow.
- Regardless of formal title, all physicians and scientists are leaders whose words and actions should model professionalism to other members of the care delivery team and organization.



A Belief That We Are Stronger As a Team than As Individuals

- We believe the resources, environment, and collective expertise of Mayo Clinic maximize the abilities of our individual physicians and scientists to provide optimal patient care.
- We believe that the collective expertise of our physicians and scientists should be used to develop consistent approaches for patients seeking care at any Mayo Clinic site.
- All members of our care delivery team are critical to delivering optimal patient care and should be valued.
- We will communicate respectfully and clearly with all members of the multidisciplinary health care team.
- Although a collaborative approach requires sacrificing some autonomy, we strive to consider the input of physicians and scientists as we develop and refine the consensus-driven approach.
- We believe in the value of rotating physician leadership and administrative partnerships.



Opportunity for Professional Development and Career Fulfillment

- We are dedicated to creating an environment of opportunity and professional development that allows physicians and scientists to continually improve.
- Although professional development and career fulfillment cannot be guaranteed, opportunities to pursue these goals will be provided.



Open Dialogue and Information Sharing

- Bi-directional communication between Mayo Clinic's leaders and physicians and scientists is essential to the success of the organization.
- This communication should be delivered in a direct, timely, and respectful manner.



A Commitment to Staff Members' Health and Personal Well-Being

- We value the well-being of our staff.
- We believe personal well-being contributes to sound clinical judgment and is therefore important for our physicians to provide optimal clinical care.
- Medicine is a demanding profession and we must be dedicated to care for ourselves and each other.
- We are committed to providing timely assistance to physicians and scientists who experience distress due to personal or professional challenges.



A Commitment to Adapt to Change Together in a Manner Consistent with Our Values

- The medical delivery system is influenced by many factors outside our control and is a constantly changing.
- We will be innovative and adapt to these changes in a manner that is consistent with our principles and allows us to achieve the Mayo Mission.
- Successful innovation requires our staff to work in partnership with leaders.

