



Saint Marys Hospital, Mayo Clinic and Rochester Methodist Hospital formed a unified governance structure.

CHAPTER EIGHT



RESPECT

“A trusteeship for health.”

— Governance Document

SUNLIGHT STREAMED INTO THE MITCHELL STUDENT CENTER OF MAYO Medical School on May 28, 1986. It brought a warm glow to a milestone event: Leaders representing Mayo Clinic, Saint Marys Hospital and Rochester Methodist Hospital signed a document that formalized their “historic existing relationships, creating a more fully integrated medical center under a single trusteeship.” Building upon decades of collaboration, three separate organizations now came together as one.

Many factors drove the decision, which followed lengthy, wide-ranging discussions. Health care, always a personal relationship of patients with their physicians, nurses and other professionals, was increasingly drawn into economic and regulatory issues. Additional factors, including an aging population, advancing technology, competition from other health care providers and changes in American society, also played a role.

First grants from the National Institutes of Health.

These forces would not abate. Indeed, they kept evolving and accelerating, a pattern that continues today. In response, Mayo's leaders turned to Mayo's values in order to set new directions that balanced the timeless commitment "to heal the sick and to advance the science" with the need for ongoing reinvention of how best to carry out that mission. Among the most important values was respect: placing the needs of the patient first and working to support the well-being of employees and colleagues.

Mayo's value of respect stood in stark contrast to many practices in business and industry. In this era, takeovers, mergers, buyouts and acquisitions were common in the corporate world. The financial bottom line — for shareholders and for insiders who

stood to reap huge profits — often was the determining force guiding decisions that affected multitudes of employees and consumers.

A respectful approach was vital when discussions



Grants Made

Mayo Association has been notified that two recent applications for research grants through the Department of Health, Education and Welfare have been approved.

Both grants are for research to be carried out in Dr. A. Albert's Endocrinology Laboratory. Titles of the projects are "Studies on the Pituitary Exophthalmogenic Hormone" and "Studies on Human Urinary Gonadotropin."

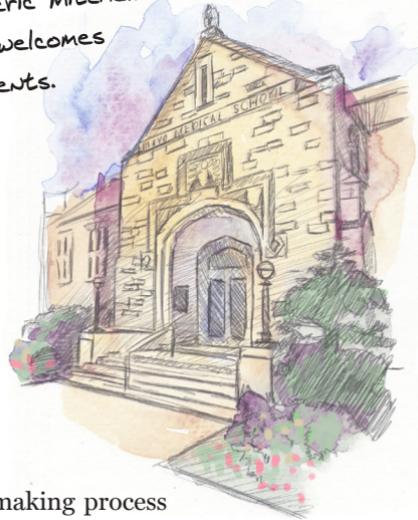
Worth Remembering

The Ruth and Frederic Mitchell
Student Center welcomes
medical students.

arose and decisions were made that were difficult and even painful. One early example was Mayo's decision in 1956 to begin accepting research funds from the National Institutes of Health. A decade later, the topic of whether Mayo Clinic should establish a medical school was hotly debated.

Mayo's consensus-based decision-making process ensured that individuals could have their say and diverse points of view could be explored. When the decisions were made, they were grounded in Mayo's traditional values. In announcing the acceptance of federal grants, Samuel Haines, M.D., chair of the Board of Governors, described "a moral responsibility ... with giving the best in medical care, and with doing our best in medical education and research." At the first convocation of Mayo Medical School in 1972, Dean Raymond Pruitt, M.D., said: "... the primary mission of our Mayo institutions, of our profession, of our science, of our new school is a mission on behalf of the humane."

When other large organizations evolved in this era, it often was because they went on a "shopping spree," acquiring business and entering industries far removed





The Jacksonville, Florida, campus opened in 1986. The hospital (pictured) opened in 2008.



The Scottsdale, Arizona, campus opened in 1987. Mayo Clinic Hospital and the Phoenix campus (pictured) opened in 1998.

from their original mission. Culture clashes and economic dislocations often resulted. Mayo's leaders, by contrast, remembered Dr. Will's words: "We never have been allowed to lose sight that the main purpose to be served by the Clinic is the care of the sick."

This focus on serving patients kept Mayo Clinic grounded, but it also encouraged an entrepreneurial spirit that opened avenues Dr. Will never imagined. The early 1980s saw the start of "diversification," which included fundraising, the commercial application of Mayo's discoveries and intellectual property, the expansion of Mayo's reference laboratory system and the publication of health information for consumers. After decades of avoiding the news media, Mayo began to share its message, as patients described their experience in receiving high-quality, compassionate care.

Across the generations, “Mayo Clinic” meant as “an outpatient practice in Rochester, Minnesota.” That definition changed as Mayo integrated with Saint Marys Hospital and Rochester Methodist Hospital in 1986 ... opened in Florida that year and in Arizona in 1987 ... developed Mayo Clinic Health System starting in 1992 and then Mayo Clinic Care Network in 2012. Respectful engagement was at the forefront. Quality of care, economic benefit and expansion of scholarly activities in medical research and education are consistent measures of the respectful way that Mayo Clinic works with each of its communities.

Respect continues to underscore the relationship between Mayo Clinic and the Franciscan Sisters. After the Second Vatican Council (1962-1965), fewer women entered religious life and some Sisters left Saint Marys Hospital. As administrators, Sister Mary Brigh Cassidy and Sister Generose Gervais graciously welcomed lay-people into positions of responsibility at the hospital.



Mayo Clinic Health System, which serves the Upper Midwest, was founded in 1992.



This, in turn, helped pave the way for a closer relationship with Mayo Clinic and an extension of the Franciscan spirit to Mayo colleagues beyond Saint Marys Hospital.

Throughout the process that began with the “trusteeship for health” document in 1986, the Franciscan Sisters and the people of Mayo Clinic have articulated and attempted to live out a series of values that set Mayo Clinic apart — while also providing an example that inspires organizations and people throughout the United States and around the world.

ENDNOTES

- Page 57: The statement about “historic existing relationships” is published in *25th Anniversary of Integration: Milestones of Trust*. Rochester, Minnesota: Mayo Foundation for Medical Education and Research, 2011.
- Page 58: “To heal the sick and to advance the science” is quoted in *Willius*, p. 27.
- Page 59: Samuel Haines, M.D., used the phrase “a moral responsibility” in a report entitled *Confidential Report to the Staff, November 24, 1956*, p. 2. Mayo Clinic Archives.
- Page 59: Raymond Pruitt, M.D., described the school’s “primary mission” in *The Unending Adventure*. Privately printed, no date, p. 25.
- Page 60: “We have never been allowed to lose sight ...” is included in *Willius*, p. 45.

