

Leader Credo

We provide excellence in healthcare, research and education.

We treat others as we wish to be treated.

We continuously evaluate and improve our performance.



C R E D O B E H A V I O R S

I Aspire to Expert Performance

I make those I serve my highest priority.

- Makes appropriate and sometimes difficult personnel decisions based on performance. Makes others feel appreciated.
- Seeks out talented and diverse individuals to support the mission.

I respect privacy and confidentiality.

- Uses appropriate discretion when discussing information about team members and colleagues.

I communicate effectively.

- Expresses thoughts, feelings, and ideas in a clear, succinct, and compelling manner in both individual and group situations, adjusting language to capture the attention of the audience.
- Keeps colleagues appropriately informed of progress, changes, and problems encountered in the management of projects and tasks.
- Models and coaches colleagues in effective communication, including managing conflict.
- Understands organizational context — how his or her part of the organization relates to the larger institution.

I conduct myself professionally.

- Creates an environment where work-life balance and well-being are encouraged.
- Demonstrates integrity in interactions with others, including accepting appropriate ownership for adverse outcomes rather than blaming others.
- Serves as a role model to others in maintaining composure and professionalism during pressure situations.

I have a sense of ownership.

- Builds and operates an effective team-based organization with explicitly stated outcomes and high level of accountability.
- Conducts adequate root cause analysis and generates solutions to complex problems and critical situations quickly and with minimal use of resources.
- Demonstrates courage and integrity in acknowledging and accepting ownership for adverse outcomes and in seeking remedies. Leaders perform due diligence in determining causation of these types of events, but do not publicly blame others or shirk ultimate responsibility.
- Demonstrates courage by continuously seeking (and encouraging others to seek) opportunities for different and innovative approaches to address organizational problems and opportunities.

I am committed to my colleagues.

- Encourages transparency and open and honest communication in all situations.
- Practices empathy — seeks and responds appropriately to spoken and unspoken cues that provide insight into others' emotional states and motivations.
- Supports the well-being and aspirations of our people.
- Values and helps others appreciate individual differences in perspectives.

it's who we are
