**Mission, Vision and Values Examples**

**ASQ (American Society for Quality)**

**Mission**
To increase the use and impact of quality in response to the diverse needs of the world.

**Vision**
By making quality a global priority, an organizational imperative, and a personal ethic, ASQ becomes the community for everyone who seeks quality concepts, technology, or tools to improve themselves and their world.

**ACHE (American College of Healthcare Executives)**

**Mission**
To advance our members and healthcare management excellence.

**Vision**
To be the premier professional society for healthcare executives dedicated to improving healthcare delivery.

**Values**
As members of the American College of Healthcare Executives, we are committed to:

- **Integrity**
  We advocate and demonstrate high ethical conduct in all we do.

- **Lifelong Learning**
  We recognize lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations and our profession.

- **Leadership**
  We lead through example and mentoring, and recognize caring must be a cornerstone of our professional interactions.

- **Diversity**
  We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.

**Community Health Services, Inc.**

**Mission**
Our mission is to improve healthcare access and eliminate health disparities within the community, by providing quality, comprehensive, culturally-proficient, primary and preventive healthcare services with respect and dignity, regardless of socio-economic status, with emphasis on the underserved and the uninsured.
Mission, Vision and Values Examples

Vision
To strive to provide access to quality health care that is patient-focused in delivery and maximizes all available resources.

Values
We believe every individual has the right to quality healthcare that is respectful and considerate.

- We are committed to providing continuous care through our entire healthcare team.
- We create an atmosphere, for patients and staff, that is safe, accessible and free of discrimination.
- We believe in the training of our staff and in the continuous improvement of our health center systems to provide the highest quality care.

Henry Ford Hospital
Mission
To improve people's lives through excellence in the science and art of health care and healing.

Vision
Transforming lives and communities through health and wellness - one person at a time.

Values
- Each Patient First
- Respect for People
- High Performance
- Learning and Continuous Improvement
- A Social Conscience

IHI (Institute for Healthcare Improvement)

Vision
Everyone has the best care and health possible.

Mission
Improve health and health care worldwide.

An Irish proverb says that “When you come upon a wall, throw your hat over it, and then go get your hat.” At IHI, the spirit of this one little saying has inspired many big outcomes.

People who are drawn to IHI see beyond walls to the possibilities on the other side. We are inspired and energized by one uniting vision: a future in which everyone has the best care and health possible.
**Mission, Vision and Values Examples**

Although the problems are big and daunting, we resolve to approach them with optimism grounded in rigorous science, hard work, and a relentless drive for results.

IHI is a recognized innovator, convener, and generous leader, a trustworthy partner, and the first place to turn for expertise, help, and encouragement for anyone, anywhere who wants to change health care profoundly for the better.

**Values**
These operating values are our core principles. They guide the behavior and choices of all staff, faculty, and the board of directors.

- **Boundarilessness and One Team**
  The people of IHI work as a cohesive unit with common systems, common knowledge, and unconditional teamwork. When it comes to raising the quality of health and health care for all, IHI sees boundless possibilities. While we see the walls in front of us, we will not rest until we reach the other side.

- **Systems Direct Our Mission**
  We believe that every system is perfectly designed to achieve the results it gets, and only through continuous improvement of systems will we make a difference in the quality of health and health care the world over. Results for patients and communities define our success.

- **People Matter**
  Whether customers, faculty, the health care workforce, or our own staff, we recognize and value everyone’s knowledge, experience, and input. We interact with everyone with a spirit of cooperation, a sense of humor, and the utmost respect.

- **Inclusiveness and Diversity**
  We strive to have an organization that reflects the world we live in and embraces everyone in it, no matter where they come from, no matter what their point of view.

- **Honesty and Transparency**
  We work in the daylight. We tell the absolute truth about ourselves and our work, reporting both failures and successes with equal discipline, and seeing the views and opinions outside our organization. We are an institute without walls.

- **Vision and Agility**
  We strive for excellent execution of our plans. We anticipate changes in our own work and respond as quickly as the health care systems we serve need us to. Our past work need not be our future work. We are always willing to change.

- **Celebration and Thankfulness**
  Our mission is long, and our work is not easy. We take time to look back, as well as forward, to thank each other, and to take pride in what we do.
Mission, Vision and Values Examples

**Mayo Clinic**

**Mission**
To inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research.

**Primary value**
The needs of the patient come first.

**Value statements**
These values, which guide Mayo Clinic's mission to this day, are an expression of the vision and intent of our founders, the original Mayo physicians and the Sisters of Saint Francis.

- **Respect**
  Treat everyone in our diverse community, including patients, their families and colleagues, with dignity.

- **Compassion**
  Provide the best care, treating patients and family members with sensitivity and empathy.

- **Integrity**
  Adhere to the highest standards of professionalism, ethics and personal responsibility, worthy of the trust our patients place in us.

- **Healing**
  Inspire hope and nurture the well-being of the whole person, respecting physical, emotional and spiritual needs.

**NAHQ (National Association for Healthcare Quality)**

**Vision**
To realize the promise of healthcare improvement through innovative practices in quality and patient safety.

- **We believe that the highest levels of healthcare quality and patient safety are achievable**
- **that healthcare quality professionals bring the necessary expertise and knowledge to each healthcare setting to make this possible**
- **that it is our responsibility as professionals to assure accuracy and transparency in identifying and reporting progress with healthcare quality and patient safety goals**

**Purpose**
To improve healthcare quality across all points of care through education, certification, and advocacy. **We accomplish this through our efforts to identify and create a core body of knowledge;**
**Mission, Vision and Values Examples**

- to advance healthcare quality and patient safety identify and promote professional competencies and practices necessary to effectively apply the knowledge
- raise public awareness and foster communications about healthcare quality and patient safety
- foster collaboration with like-purposed professionals to advance mutual goals and improve NAHQ’s ability to meet its goals.

**Partners Healthcare**

**Mission and Vision**

Partners is committed to serving the community. We are dedicated to enhancing patient care, teaching and research, and to taking a leadership role as an integrated health care system. We recognize that increasing value and continuously improving quality are essential to maintaining excellence.

- To dedicate ourselves to the delivery of superior care that is patient- and family-centered, accessible, and equitable.
- To provide a coordinated, cost-efficient, and transparent care model that will benefit patients across the continuum from prevention to long-term.
- To touch the communities we serve, local or global, with sustainable improvements in the care we provide with a keen focus on underserved populations.
- To lead in research that fosters collaboration, bringing discovery to the patient’s bedside, and sharing those successes with the world so future generations may benefit.
- To invest in education and training to nurture the next generation of leaders who can carry forward the lessons learned.
- To promote the development of our workforce by creating opportunities for achievement and advancement.
- To seek ways to deliver the highest quality health care to all.

**Providence Health Services**

**Mission**

As people of Providence, we reveal God’s love for all, especially the poor and vulnerable, through our compassionate service.

**Vision**

Together, we answer the call of every person we serve: Know me, care for me, ease my way.

**Values**

- Respect
**Mission, Vision and Values Examples**

- All people have been created in the image of God (Genesis 1:27)
- We welcome the uniqueness and honor the dignity of every person
- We communicate openly and we act with integrity
- We develop the talents and abilities of one another

  - **Compassion**
    - Jesus taught and healed with compassion for all (Matthew 4:24)
    - We reach out to people in need and give comfort as Jesus did
    - We nurture the spiritual, physical and emotional well-being of one another and those we serve
    - We embrace those who are suffering

  - **Justice**
    - This is what the Lord requires of you: act with justice, love with kindness and walk humbly with your God (Micah 6:8)
    - We believe everyone has a right to the basic goods of the earth
    - We strive to remove the causes of oppression
    - We join with others to work for the common good and to advocate for social justice

  - **Excellence**
    - Much will be expected of those who are entrusted with much (Luke 12:48)
    - We set the highest standards for ourselves and for our ministry
    - We strive to transform conditions for a better tomorrow while serving the needs of today
    - We celebrate and encourage the contributions of one another

  - **Stewardship**
    - The earth is the Lord’s and all that is in it (Psalm 24:1)
    - We believe that everything entrusted to us is for the common good
    - We strive to care wisely for our people, our resources and our earth
    - We seek simplicity in our lives and in our work

**Thedacare**

**Mission**

ThedaCare’s mission is to improve the health of our communities.
**Mission, Vision and Values Examples**

**Vision**
Our vision is to always set and deliver the highest standard of health care performance in measurable and visible ways so our customers are confident they are making the right decision in choosing us.

**Values**
Our values are the internal compasses that guide our day-to-day decisions. They are the glue that holds the organization together.

**Vanderbilt University Medical Center**

**Mission of the Vanderbilt Medical Group (VMG)**
The mission of VMG is to improve the health of the people in the communities we serve through evidence-based personalized compassionate care, research and education.

**Vision**
The vision of VMG is to shape the future of healthcare through discovery and innovation.

**Strategy**
The strategy to accomplish our vision:
- To continuously improve patient outcomes using evidence-based medicine and innovative, reliable, coordinated care practices
- To promote wellness and disease-prevention in our communities
- To provide an exceptional personalized patient experience through family-centered care and value creation
- To be the healthcare employer of choice

**Virginia Mason**

**Mission**
Our mission is to improve the health and well-being of the patients we serve - Healing illness is our first priority and is what gives our people the energy for our vision. We are also committed to providing a broad range of services that improve one's sense of well-being and which prevent illness.

**Vision**
Our vision is to be the Quality Leader and transform health care - To become the Quality Leader, we must first change the way health care is delivered. Our aspiration is not to be the biggest, but to be the best. We will differentiate ourselves on the basis of quality.
General Guidelines for Developing Mission, Vision, and Values Statements

The following guidelines for developing the mission, vision, and values statements were downloaded from http://managementhelp.org/strategicplanning/mission-vision-values.htm#anchor519441

Developing a Mission Statement

Basically, the mission statement describes the overall purpose of the organization.

If the organization elects to develop a vision statement before developing the mission statement, ask “Why does the image, the vision exist -- what is its purpose?” This purpose is often the same as the mission.

Developing a mission statement can be quick culture-specific, i.e., participants may use methods ranging from highly analytical and rational to highly creative and divergent, e.g., focused discussions, divergent experiences around daydreams, sharing stories, etc. Therefore, visit with the participants how they might like to arrive at description of their organizational mission.

When wording the mission statement, consider the organization's products, services, markets, values, and concern for public image, and maybe priorities of activities for survival.

Consider any changes that may be needed in wording of the mission statement because of any new suggested strategies during a recent strategic planning process.

Ensure that wording of the mission is to the extent that management and employees can infer some order of priorities in how products and services are delivered.

When refining the mission, a useful exercise is to add or delete a word from the mission to realize the change in scope of the mission statement and assess how concise is its wording.

Does the mission statement include sufficient description that the statement clearly separates the mission of the organization from other organizations?

Developing a Vision Statement

The vision statement includes vivid description of the organization as it effectively carries out its operations.

Developing a vision statement can be quick culture-specific, i.e., participants may use methods ranging from highly analytical and rational to highly creative and divergent, e.g., focused discussions, divergent experiences around daydreams, sharing stories, etc. Therefore, visit with the participants how they might like to arrive at description of their organizational vision.

Developing the vision can be the most enjoyable part of planning, but the part where time easily gets away from you.

Note that originally, the vision was a compelling description of the state and function of the organization once it had implemented the strategic plan, i.e., a very attractive image toward which the organization was attracted and guided by the strategic plan. Recently, the vision has
General Guidelines for Developing Mission, Vision, and Values Statements

become more of a motivational tool, too often including highly idealistic phrasing and activities which the organization cannot realistically aspire.

Developing a Values Statement

Values represent the core priorities in the organization’s culture, including what drives members’ priorities and how they truly act in the organization, etc. Values are increasingly important in strategic planning. They often drive the intent and direction for “organic” planners.

Developing a values statement can be quick culture-specific, i.e., participants may use methods ranging from highly analytical and rational to highly creative and divergent, e.g., focused discussions, divergent experiences around daydreams, sharing stories, etc. Therefore, visit with the participants how they might like to arrive at description of their organizational values.

Establish four to six core values from which the organization would like to operate. Consider values of customers, shareholders, employees and the community.

Notice any differences between the organization’s preferred values and its true values (the values actually reflected by members’ behaviors in the organization). Record each preferred value on a flash card, then have each member “rank” the values with 1, 2, or 3 in terms of the priority needed by the organization with 3 indicating the value is very important to the organization and 1 is least important. Then go through the cards again to rank how people think the values are actually being enacted in the organization with 3 indicating the values are fully enacted and 1 indicating the value is hardly reflected at all. Then address discrepancies where a value is highly preferred (ranked with a 3), but hardly enacted (ranked with a 1).

Incorporate into the strategic plan, actions to align actual behavior with preferred behaviors.