

Table 9.2. Sample of Mission, Vision, and Values Statements of HSOs/HSs

University of Pittsburgh Medical Center (UPMC) (www.upmc.com)

Mission

UPMC's mission is to serve our community by providing outstanding patient care and to shape tomorrow's health system through clinical and technological innovation, research, and education.

Vision

UPMC will lead the transformation of health care. The UPMC model will be nationally recognized for redefining health care by:

- Putting our patients at the center of everything we do and creating a model that assures that every patient gets the right care, in the right way, at the right time, every time.
- Harnessing our integrated capabilities to deliver both superb state-of-the-art care to our patients and high value to our stakeholders.
- Employing our partnership with the University of Pittsburgh to advance the understanding of disease, its prevention, treatment and cure.
- Fueling the development of new businesses globally that are consistent with our mission as an ongoing catalyst and driver of economic development for the benefit of the residents of the region.
- Serving the underserved and disadvantaged, and advancing excellence and innovation throughout health care.

Values

- *Customers:* Our patients and subscribers are our first priority and we strive to be responsive to their needs as well as those of the thousands of family members, visitors and community residents who walk through our doors, e-mail, text or call us every day.
- *People:* Our people are our greatest asset. Our workforce is reflective of the many communities and people we serve and we embrace this diversity as a source of vitality and strength. We value the active participation of employed and independent physicians from throughout the organization and recognize the contributions of our caregivers who are among the best in the world.
- *Excellence:* Our goal is excellence in everything we do and we believe continuous improvement in quality is everybody's responsibility.
- *Integrity:* UPMC is built on a foundation of honesty and integrity. We promote, support and demand ethical conduct and compliance with the law throughout the organization.
- *Teamwork:* We foster and promote a culture that encourages teamwork, embraces change and fosters innovation. We recognize that treating others with dignity and respect is an essential building block of our success.
- *Leadership:* We believe that as leaders we must be on the forefront of best-in-class governance and business practices. Responsiveness and transparency will always be hallmarks of our operating model and we will continue organizational integration to achieve the highest and best use of our resources.
- *Community:* We are committed to making the communities we serve healthier, stronger, better places to live and to being effective stewards of the resources that they entrust to us.

Merck & Co., Inc. (www.merck.com)

Vision

Our vision is to make a difference in the lives of people globally through our innovative medicines, vaccines, biologic therapies, consumer care/health and animal products. We aspire to be the best healthcare company in the world and are dedicated to providing leading innovations and solutions for tomorrow.

Mission

To discover, develop, and provide innovative products and services that save and improve lives around the world.

Values

Our core values are driven by a desire to improve life, achieve scientific excellence, operate with the highest standards of integrity, expand access to our products and employ a diverse workforce that values collaboration.

Miami-Dade County Health Department (www.dadehealth.org)

Vision

A healthier future for the people of Florida

Mission

To protect and promote the health of all residents and visitors in Miami-Dade County

Values

Integrity, Customer and Community Focus, Accountability, Teamwork, Excellence, Respect for People, Learning, Continuous Improvement and Innovation

Presbyterian SeniorCare (www.srcare.org)

Mission

Presbyterian SeniorCare is a Christ-centered network of communities and services committed to excellence in enhancing the quality of life of older adults.

Vision

Presbyterian SeniorCare will be the region's trusted guide for consumers and the premier provider of integrated care and service options that support older adults wherever they call home.

Values

Presbyterian SeniorCare embodies a culture for individuals to live life well, provides employees meaningful, engaging work and demonstrates accountability to the communities we serve.