

Strategy Audit

MAYO
CLINIC



Mayo Clinic

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Executive Summary

Mayo Clinic is a world-renowned medical institution that is a global leader in healthcare services. Mayo Clinic's primary focus is patient care, education, and research. Since Mayo Clinic's founding in 1864 in Rochester, Minnesota, Mayo Clinic has turned into a multifaceted medical institution that emphasizes excellent patient-first care to hundreds of thousands of people from 139 different countries.

A massive reason for Mayo Clinic's success is the world-class physicians, researchers, and staff. These people create an environment for increased innovation and advancement in healthcare. This is reflected by its constant ranking as the number one hospital globally every year.

Since Mayo Clinic operates as a non-profit, revenue works slightly differently than for-profit businesses as they are immune to some taxes on revenue, donations, and other activities. However, the revenue from the Mayo Clinic is mainly derived from patient care services, educational programs, and research grants. Healthcare usually struggles with financial stability and growth, but Mayo Clinic has been able to grow revenue over the years. Investments in procurement and cost-cutting strategies that favor not only the patients but Mayo Clinic as well were initiated, and with that, Mayo Clinic has grown year after year.

By leveraging the strengths Mayo Clinic already holds in the market, it can embrace innovation even more, adapt to the ever-fluctuating public market situation, and most importantly, position itself for continued success in its goal of providing people worldwide with world-class level care.

History

Mayo Clinic originated in 1864 when Dr. William Worrall Mayo established a small medical center called Union Drug Store in Rochester, Minnesota. Later on, his two sons, William and Charles Mayo, joined the clinic and formed the foundation of what was to come for Mayo Clinic. When the medical field was mostly kept secret as techniques were once highly confidential, the Mayo brothers looked to prioritize collaboration, innovation, and patient-centered care. This mindset would eventually be passed down to later generations as

those are still the priorities of Mayo Clinic today. In 1919, Mayo Clinic officially took the name Mayo Clinic and became world renowned for exceptional care; this success would be the catalyst for ideas of expansion as they moved into a more extensive complex and would eventually open a new location in Jacksonville, Florida, in 1986 and just a year later opened another in Scottsdale, Arizona in 1987.

Procurement System of the "Mayo Clinic"

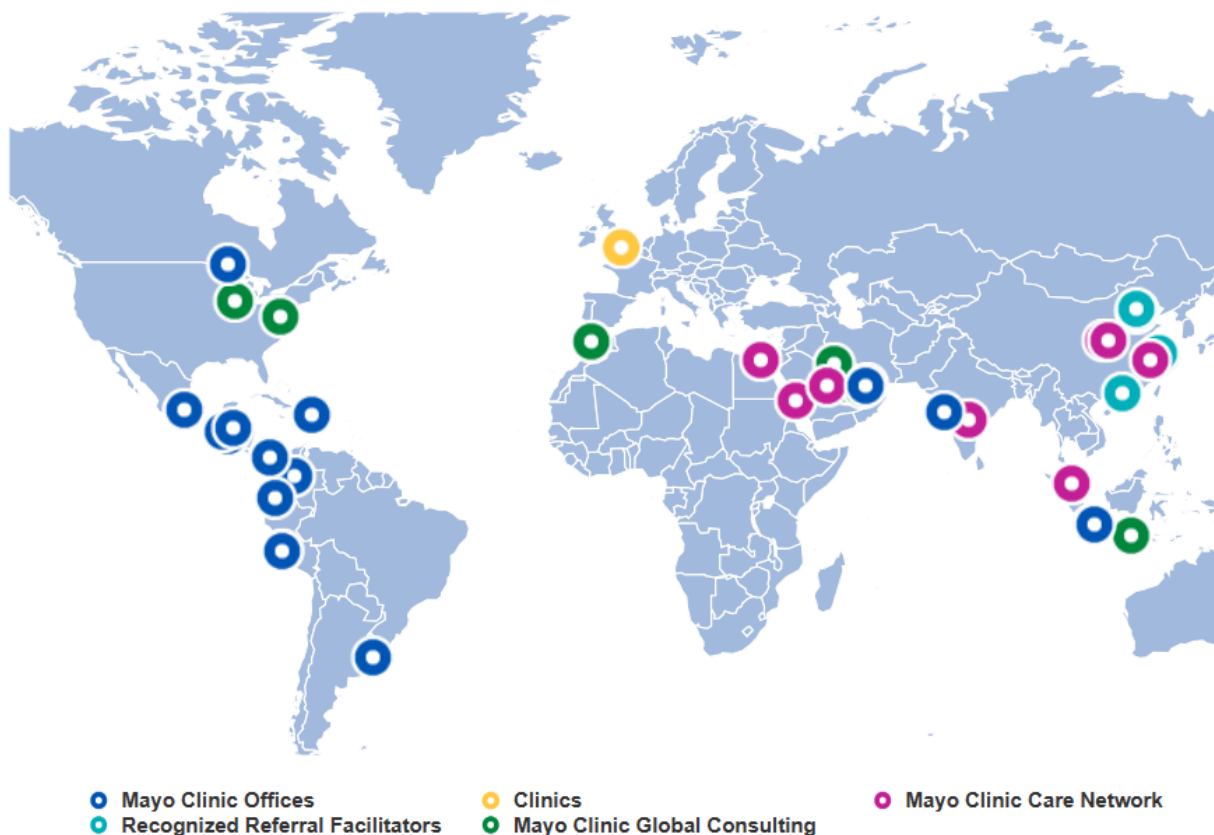
Mayo Clinic's Logistics Program operates with precision and efficiency, streamlining shipping operations to enhance organizational effectiveness. By partnering with Supply Chain Solutions as the program manager and FedEx as the primary shipping provider, Mayo Clinic ensures a seamless flow of goods and services. Suppliers are directed to utilize the inbound shipping system, shifting control of transportation expenses from suppliers to Mayo Clinic. The whole supply chain transition not only minimizes variable and hidden shipping costs, but also empowers Mayo Clinic to manage transportation expenditures effectively.

Mayo Client's emphasis on data-driven insights enables organizations to make informed decisions that drive efficiency and cost savings. By analyzing vast amounts of historical purchasing data, Mayo Client can identify patterns, trends, and opportunities for optimization. For example, it can recommend alternative suppliers or negotiate bulk discounts based on purchasing patterns across different regions.

Moreover, to ensure transparency and fairness in procurement practices, Mayo Clinic requires any new or renewed contract for supplies, equipment, or services with an expenditure greater than \$100,000 per year be competitively bid unless there is justification for awarding or continuing an agreement for business needs. In addition to its operational benefits, Mayo Client stands at the forefront of driving globalization. With a network spanning over 20 countries, it fosters cooperation and synergy on a global scale. By providing a centralized platform for procurement activities, Mayo Client not only streamlines operations but also fosters collaboration and standardization across geographically dispersed teams. This harmonization enables organizations to harness economies of scale, penetrate new markets, and cultivate strategic alliances with suppliers and vendors worldwide. Mayo Client serves as a catalyst for innovation and sustainability within global supply chains. Through its insistence on stringent quality standards and ethical practices, Mayo Client champions responsible sourcing and

environmental stewardship. This commitment not only enhances brand reputation but also nurtures enduring partnerships founded on trust and mutual respect. With Mayo Clinic leading the charge, organizations can confidently navigate the complexities of a global marketplace while driving positive change for both business and society. This not only enhances brand reputation but also fosters long-term relationships built on trust and mutual respect.

Mayo Clinic Global Presence



[https://www.doc-20079465 \(mayoclinic.org\)](https://www.doc-20079465 (mayoclinic.org))

Key Assumptions

Three Key Assumptions: The key assumptions for the Mayo Clinic derive from the Year-End Management Discussion and Analysis. From this, our analysis can provide an accurate

reflection of the financials of the Mayo Clinic and allow for a deeper dive into the facets that become the key assumptions for the Mayo Clinic's long and short-term strategic development.

1. Donations and Membership Fees

Donations and membership fees play a pivotal role in the financial health of the Mayo Clinic. Both these acts make up around 33% of the revenue for the Mayo Clinic which is crucial for other aspects like research and development as well as paying the world-class medical experts. With these combining factors it allows for the patient-first model to come to fruition with medical excellence for the valued patients. The patients themselves and generous supporters of the Mayo Clinic fund the endless mission of inspiring hope and promoting health through integrated clinical practice, education and research.

<https://projects.propublica.org/nonprofits/organizations/416011702>

<https://www.mayoclinic.org/about-mayo-clinic/mission-values>

2. Partnerships

The partnership segment is vital for Mayo Clinic's position in the market for medical care. Education partnerships serve as a breeding ground for future talent and create a connection that can serve as an essential part of the business model for not only the patients to receive exceptional care but also the medical professionals who grow their careers at Mayo Clinic. Along with education, the partnerships can include joint ventures, strategic alliances, research collaborations, and knowledge-sharing agreements aimed at fostering innovation, expanding access to healthcare services, and advancing medical research. Whether it be other healthcare organizations, academic institutions, industry partners, and governmental agencies; all of these partnerships allow for a worthwhile long-term investment that allows for a better Mayo Clinic with expansive worldwide records and expansive world-class care.

3. Research and Development

Research is an extremely important aspect of the Mayo Clinic business model as innovation and development of new technology, practices, and treatments allow for not only success in investment but success for the greater medical world. Clinical research activities aim to improve patient outcomes, advance medical treatments, and contribute to the global body of

scientific knowledge. Technology represents a long-term investment not only for the clinic itself but also for the patients. Over time, the thought is that the clinic will earn more money with further investment into technology year-by-year in possible weak points or points for improvement. Each investment turns into an improvement, the most notable being artificial intelligence helping patients, data collection technology, and the Mayo Clinic Platform. Mayo Clinic has also worked with medical centers from Israel, Canada, and Brazil to improve its base and allow for further development around the world. The Mayo Clinic is a global medical center looking to keep expanding.

Primary and Secondary Data

For this strategy audit, the primary data source is from mayoclinic.org and some past knowledge about the inner workings of the finances and direction for research and development from the 2014 10K provided by the SEC. Secondary sources include many news articles with Mayo Clinic representatives or generally reputable sources covering Mayo Clinic's business operations.

Analysis

Corporate Strategy

Mayo Clinic primarily utilizes a vertical integration system where they control every aspect of the hospitals, medical centers, research, and education. Now, Mayo Clinic has turned away from this model a little bit to help further its technological advantage with the use of AI along with other complex technological systems. The patient-centered approach helps the Mayo Clinic drive more and more innovation. Thus, Mayo Clinic has stepped outside its usual boundaries by entering partnerships with ASU and IBM and seeking many items from outside suppliers. Still, the Mayo Clinic controls all aspects of their hospitals, medical centers, research, and education, even with others involved. This control allows the Mayo Clinic to ensure continuous, efficient, high-quality care across their patients' health journey.

Business Strategy

Mayo Clinic's business strategy revolves around differentiation, research, and development to find the best possible solution in every aspect. Rather than focusing solely on one solution, the Mayo Clinic researches a wide array of innovative treatments and therapies to ensure that each patient gets the best care possible centered around their needs. By focusing on a patient's outcome and experience, Mayo Clinic distinguishes itself from others in its field with its incredible mix of world-class care in every situation and a patient-centered model, drawing in patients worldwide.

External Environment

The following 5 forces drive Mayo Clinic's external environment:

1. Technological Environment

With the constant demand for improvement in patient care with innovation and convenience, Mayo Clinic places a large priority upon creating a technology advanced environment; striving to be far past their peers. A large catalyst that contributes to this is their tendency to implement new methods early, taking a risk in the process. This can be seen through them being the first to adapt computerization of patient care in terms of records and data. Mayo Clinic makes continuous ground breaking discoveries and efforts to adhere to their renowned patient care.

2. Economic Environment

In terms of Mayo Clinic's economic environment, the organization has many initiatives for development. This global push comes from their commitment to provide and invest in resources to help entrepreneurs, help build companies, and aid in events such as partnerships, scaling of businesses, and funding of sorts. One such example is their Destination Medical Center, located in Minnesota. They claim this to be the largest economic development initiative in the state of Minnesota. This provides a sort of hub for the venture staff to evaluate, and even assist in the development of, new technologies. This allows Mayo Clinic to maintain broader channels to increase revenue and foster innovation.

3. Demographic Environment

The Mayo Clinic, much like other organizations that deal in healthcare, serve a very wide variety of patients. Almost anyone is able to go and schedule an appointment, granted they have the relevant funds and insurance. This reach extends to many countries around the world, with the likes of individuals from around 130 different countries, as well as every U.S. state. The Mayo Clinic has continued to make an immense effort to widen their reach and help as many as possible from all walks of life.

4. Political and Legal Environment

Obvious aspects that Mayo Clinic deals with are HIPAA requirements along with other regulatory accreditation requirements that all medical centers need to be in line with. Mayo Clinic is unique in the aspect that they have a high barrier for entry and the medical professionals are world-class and do not deal with lots of medical malpractice, but they hold a risk management team that works in a global mindset, not only in the United States. As Bruce Gilmore went over in his presentation to the class, many regulations and governmental policy changes have changed the business model of not only the Mayo Clinic but the whole medical field, as there are a lot of for-profit medical institutions to battle against to keep the number one position.

5. Social and Cultural Environment

Mayo Clinic prioritizes a patient-centered care model, no matter the background of the patient. Inherently that model is inclusive as the globalized nature of the Mayo Clinic requires a globalized community to withhold this patient-centered model. Mayo Clinic also invests lots of money into the community around their facilities as over the decades Rochester, Minnesota has been built up as a medical beacon of the world from a once tiny town in the midwest. This past year Mayo Clinic also invested 30 million dollars towards local communities around their facilities in Phoenix, Rochester, and Jacksonville to aid in housing, food insecurity, access to healthcare, and safe places for learning and youth enrichment.

Internal Environment

The following seven forces contribute to the internal environment of Mayo Clinic:

Mission Statement and Corporate Culture

“Inspiring hope and promoting health through integrated clinical practice, education, and research.”

The corporate culture of Mayo Clinic is completely engulfed by the desire to perpetuate a patient-centered environment. This has been present since the earliest history of the organization, and it favors a physician-led, member contribution emphasizing environment. In addition, the Mayo Clinic focuses on efficiency to aid in providing the best patient care available, as seen in Exhibit 1. Implementing this lean process in this appointment times, they are better able to provide care and pursue their strive for excellence.

1. Customers

The Mayo Clinic customer, more appropriately addressed as the Mayo Clinic patient, is the most critical aspect of the organization. As observed in Exhibit 2, the Mayo Clinic is higher in average revenue per patient day as opposed to the state of Arizona average, as well as the national average. The showcases the decision making process of general patients, in that they choose to be treated by the Mayo Clinic and its world-class care.

2. Employees/Staff

The Mayo Clinic is an environment in which technology and staff are one. The priority placed on the comfort and happiness of the employees is unmatched, and the tradeoff is the importance placed upon excellence and compassion when dealing with patients. However, this is not difficult to exhibit as, ranging from 2011 to 2019, over 3.3 billion dollars have been allocated towards staff in aspects such as benefits and programs. This ensures that all of the approximately sixty-five thousand employees can enjoy their time at the organization.

3. Suppliers

In terms of supplier procurement, the Mayo Clinic ensures that each is rigorously scanned, as the requirement is that there is an equal emphasis placed on the standards of ethics

and professionalism; the same standards upheld for the employees of the Mayo Clinic. The selection process preference is provided to a very diverse range of potential suppliers, including local businesses or those that do not have a fair representation, such as minority or woman owned. Ensuring these attributes that allow for great suppliers, in-turn the organization is able to utilize the best quality products to provide the best service possible.

4. Stakeholders

The Mayo Clinic is regarded as a not-for-profit organization, and therefore does not have individuals that act as shareholders, nor does it have a board of directors that dictate for financial gain. Rather, the stakeholders in this clinic are many, such as patients and providers, policymakers on the federal level, and regulators such as pharmaceutical companies and device companies. The changes in the complex matrix between these pillars of healthcare causes a reaction within Mayo Clinic itself. The ability to adapt and overcome changes, continue the process of providing excellent medical care, and being successful in a business perspective containing profits, ensures that the unofficial stakeholders can maintain their willingness to invest in various forms towards the clinic.

5. Media

The Mayo Clinic enjoys continuous growth through various accolades that solidify it as a force within the healthcare industry. The US. News and World Report represents the ranking of the organization as number one in diabetes and endocrinology, GI and GI surgery, and pulmonology and lung surgery. This kind of press showcasing their incredible feats to stay at the top allows for enough media presence as a method of bringing in more stakeholders, as aforementioned. Aside from their name in the news and in the tops of rankings, Mayo Clinic has its own new network, referred to as the Mayo Clinic News Network, in which curated independent health care providers are given access to special knowledge regarding Mayo Clinics ventures. The members are typically only selected when exhibiting patient care on-par with the Mayo Clinic. This media presence, both direct and indirect, contributes to the leverage that the Mayo Clinic has in its industry, and catalyzes continued growth as well.

6. Competitors

Mayo Clinic is in a league of its own, but there are still competitors in the medical field, as there are so many different specialties that they must be the best at to make them the world's draw. In some aspects, the Mayo Clinic is not the number one medical center to visit. For example, Cleveland Clinic is number one in cardiology, NYU Langone is number one in neurosurgery, and Memorial Sloan Kettering Cancer Center is number one in Urology. Mayo Clinic's facilities are still in the top positions in the world in every aspect, and they generate billions more in revenue. This revenue is utilized towards the research and development that benefits all the other medical centers, so in turn, being the number one medical center in research and development helps other hospitals and allows the Mayo Clinic to be near the top of every medical issue. In essence, even if a patient were to choose another hospital the research and development by the Mayo Clinic would still complete its mission statement of inspiring hope and promoting health through integrated clinical practice, education, and research. Mayo Clinic still holds the undisputed number one position in the medical field.

7. Financials

Analysis of the financial statement for Mayo Clinic in the year end December 31 of 2023, there is an increase of revenue from \$16,290 million in 2022 to \$17,944 million in 2023, an increase of 10.2%. There is also an increase of expenses from \$15,695 million to \$16,860 million, an increase of 7.4%. However, this represents a net operating income of just over \$1 billion, meaning an operating margin of around 6%. These increases can be justified through Exhibit 3, with a 6.5% increase in patients from 2022 to 2023, more resources must be utilized, but more money is flowing in. Simultaneously, the surgical cases increased by 9.3% as well from 2022 to 2023, These factors are greatly contributing to the overall growth of the financial aspect of Mayo Clinic.

In terms of allocation and what is being prioritized and through analysis of the 2022 Mayo Clinic fact sheet, it is seen that the funding towards research has exceeded \$1 billion. This continued prioritization of research and innovation to harvest technical advancements in medicine is a primary reason for the success of the clinic. Of their capital expenditures valued at

\$1.18 billion, 47% of this was allocated to major projects, such as expanding their Phoenix campus, expanding the Mayo Clinic in Florida, and others to name a few. The clinic onboarded about 14,000 new members of staff, allocating approximately \$10 billion towards compensation and provided benefits like insurance. More than \$1 billion was provided for philanthropic funding, a various term referring to the initiative to give back to the community through deferring means.

When compared to the past, this constant and consistent annual growth, as well as their resilience throughout the COVID-19 pandemic, shows that Mayo Clinic is more than promising as a business model. Whether it is present in their strategies or ethical concerns, or their patient-centered care, there is undoubtedly some form of gain for the organization.

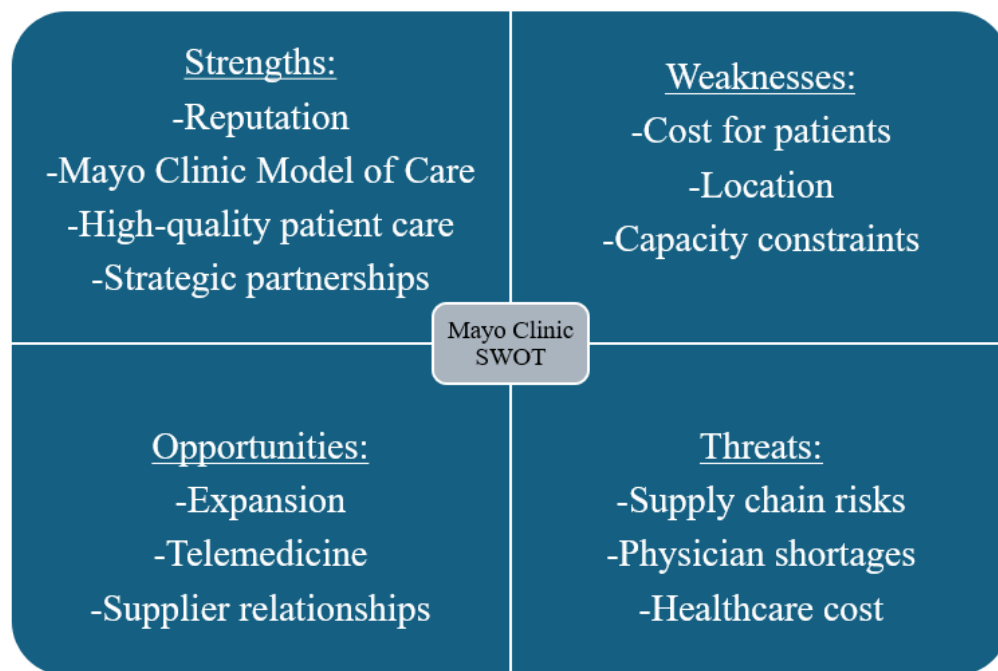
Porter Five Forces Model

Risk of Entry	<ul style="list-style-type: none"> • The healthcare industry has a high barrier to entry due to the amount of regulations • Mayo Clinic, among others, has huge name value and a reputation for excellence • Mayo Clinic and others benefit from economies of scale, as they can pour more resources into R&D
Rivalry Among Other Firms	<ul style="list-style-type: none"> • Rivalry is volatile as it depends on location for most, but some world-renowned firms, like Mayo Clinic, draw based on their reputation for excellence, so it goes beyond borders • Mayo Clinic's reputation for

	<p>excellence and emphasis on a patient-centered approach is their differentiating factor</p> <ul style="list-style-type: none"> ● Mayo Clinic's emphasis and funding towards research and development also differentiates it from competitors
Bargaining Power of Patients	<ul style="list-style-type: none"> ● Patients hold limited bargaining power because of the expertise required for medical decision-making ● Mayo Clinic offers more patient-centered care as the treatment and patient satisfaction are key for their business model
Bargaining Power of Suppliers	<ul style="list-style-type: none"> ● Suppliers hold power with cutting-edge medical devices and technology ● Mayo Clinic holds significant purchasing power with its brand and reputation ● Mayo Clinic can utilize its position and power to negotiate with reputable suppliers worldwide for the best price and terms ● Mayo Clinic demands high-quality products and suppliers because of its reputation
Threat of Substitutes	<ul style="list-style-type: none"> ● There is a low threat of substitutes

	<p>because of the essential need for health services</p> <ul style="list-style-type: none"> • Mayo Clinic alternatives exist but the quality of care and reputation are not on par with Mayo Clinic • Mayo Clinic is seen as the best care in the world and that fact minimizes people being drawn away to a competitor/substitute
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S.W.O.T Analysis



Strengths:

The Mayo Clinic is a world-renowned hospital that has become a household name. They are known for their excellent healthcare, research, and teaching. Their reputation is a huge strength of theirs which they have developed over the years by doing everything they can to help their patients and their families. Mayo prides themselves in their “Mayo Clinic Model of Care” which is built on their values and beliefs to provide unhurried, high-quality, compassionate medical care as well as providing an academic institution for healthcare providers and

researchers (Mayo 2023). This differentiates themselves because their actions and beliefs align with their strategy to deliver the best patient care possible. Lastly, their strategic partnerships are a huge strength of theirs such as the one they have with ASU. They are able to provide top-tier education to ASU's students, giving those future graduates the knowledge they need to succeed at the Mayo Clinic if they choose to work at their hospital. This way Mayo knows what the students have learned, ensuring consistent patient care, as well as giving the opportunity for ASU's students to obtain a job right after they graduate. Mayo is building their perfect physician to continue to uphold their values and overall strategy.

Weaknesses:

While Mayo provides exceptional patient care, it comes with a price tag. As prices continue to rise, many people want to give their loved ones the best care that they can get, but may not be able to afford the Mayo Clinic, forcing them to go elsewhere. There are only 3 main Mayo campuses, which makes it difficult for people who may not be able to afford traveling and receiving healthcare. It is also inconvenient for patients who are not closely located to the Mayo Clinic. Some patients, putting aside costs, may not be able to travel due to their severe medical conditions, which prevents them from getting the best care that they possibly can at the Mayo Clinic. The few locations that Mayo has also led to capacity constraints, forcing some patients to wait and struggle with their illness longer. Some patients may not have that long to wait.

Opportunities:

As mentioned previously in the "Weaknesses" section of the SWOT analysis, Mayo does not have very many locations. This can pose an opportunity for Mayo to expand and continue to help a wider range of people in various locations. Another opportunity is for Mayo to incorporate Telemedicine into their strategy to reach a wider range of people and allow their patients who have traveled to Mayo, to have a virtual follow-up from their homes. Mayo has great supplier relationships and this is a huge opportunity for them to keep prices at a reasonable price. If they build long-term relationships with their suppliers, they can leverage economies of scale, driving their costs down, and ultimately keeping their patients' costs down.

Threats:

In the medical industry, supply chain errors pose a huge risk. Whether that be shortages, or natural disasters causing high lead times, patients' lives are at stake and errors in the supply chain can be life-threatening. Along with supply shortages, there have been physician shortages

for quite some time now. This leads physicians to have more patients than they are supposed to, stretching them thin and possibly polluting Mayo's reputation of delivering quality, unhurried patient care. As healthcare costs continue to rise, this may lead to a decline in patients coming to the Mayo Clinic. Although their quality is unmatched, if patients cannot afford to go to the Mayo Clinic, they will sacrifice quality and go somewhere that they can afford.

Scenario Analysis

<p>Best Case - Optimal Growth and Patient-Centered Innovation</p>	<ul style="list-style-type: none"> • Continues to excel in patient care • Continues to excel in medical innovation • Investments into research and development allow for further healthcare advancements • Continues to strengthen its global reputation as the medical care leader • Patient satisfaction and loyalty increase with new technology • Partnerships continue to enhance Mayo Clinic's services and reputation • Mayo Clinic continues to grow financially - allowing for more possible locations • Mayo Clinic's care becomes more accessible to the general public and the world
<p>Worst Case - Declining Reputation and Financial Strain</p>	<ul style="list-style-type: none"> • Mayo Clinic does not retain its reputation in the medical industry • Patient satisfaction declines • Mayo Clinic revenue declines

	<ul style="list-style-type: none"> ● Operational inefficiencies cause increased expenses ● Mayo Clinic cannot attract or retain top talent ● Research and development fail and result in no medical innovation ● Mayo Clinic loses global market with declining reputation
Probable Case - Sustained Growth and Continued Excellence	<ul style="list-style-type: none"> ● Mayo Clinic maintains the number one position with stable growth and innovation ● Investments in research, technology, and education surmount to improvements in patient care ● Mayo Clinic is able to uphold its commitment to its patient-centered care model ● Partnerships and collaborations cause Mayo Clinic to enhance their care and allow for new talent to emerge ● Mayo Clinic achieves more revenue growth and maintains profitability ● Mayo Clinic sustains its reputation for medical excellence

Conclusions and Recommendations

Through this audit, it is evident that the Mayo Clinic is a beacon of excellence amongst the fog that is the healthcare industry. Mayo Clinic's unique position and dedication to meeting

the needs of every patient with world-class care showcases its commitment to its patient-centered model. Additionally, the medical innovation of treatments, therapies, procurement, and endless research and development towards information technology and artificial intelligence situate Mayo Clinic at the top of the world.

By being proactive and pursuing the newest and best possible medical practices and technology, it ensures that each patient gets the best possible care. By embracing a culture where research is funded, cutting-edge technologies are developed, and overall continuous improvement of practices along with other aspects of the company, Mayo Clinic continues to set the standard for the quality achievable in healthcare and improves it year by year.

In essence of our group's findings, we recommend that Mayo Clinic's leadership looks to maintain its focus on research, development, education, and its endless pursuit of medical excellence. But, we would suggest that Mayo Clinic looks to make their care more accessible to people all around the world who need it.

Some important aspects to keep innovating on or add to the arsenal are:

1. Enhancing engagement with patients and potential patients through tools like their website. Instant communication with these patients can help preparation be seamless, further interaction, promote continuity of care, and ensure patient satisfaction.
2. Continue investing in information technology, artificial intelligence, and treatments to maintain and improve their number one position in the world for medical care. This would further accelerate Mayo Clinic's innovation efforts and contribute to breakthrough discoveries in healthcare.
3. Continue partnership programs and ventures to breed innovation and further accelerate innovation and breakthroughs in the healthcare industry. Along with the upside in research and development, it can further develop new talent for the Mayo Clinic as it grows increasingly crucial with its many facilities in Jacksonville, Rochester, and Scottsdale in the United States and London, United Kingdom. Attracting and retaining high-end talent goes a long way in maintaining and improving their position in the medical field.

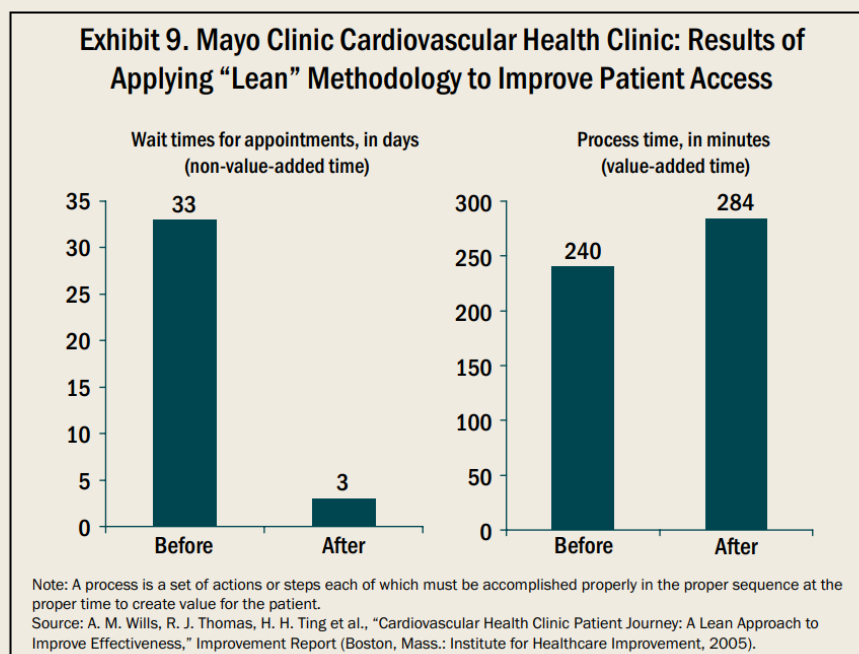
4. In the new era of business, fully embracing the new landscape of digital healthcare, it is crucial to be proactive in how these technologies can enhance operational efficiency, workflow, supply chain/procurement, and thus improve overall patient outcomes. By leveraging information technology, the Mayo Clinic can actively enhance and optimize each patient's needs in their healthcare journey.
5. Utilizing these new systems and continuous growth in revenue, Mayo Clinic can make strategic decisions on where to put new locations to make its care more accessible worldwide. With this globalization effort, Mayo Clinic can also look to cheapen its services to make its care more accessible to its existing locations as well. As Bruce Gilmore stated when he came to speak to us, COVID-19 sent the procurement team into a war room and allowed global buying campaigns for constantly used items, like gloves, masks, and other items along those lines, to take full effect. These efforts should continue and allow for accessibility to continue growing.

By adopting our recommendations and working to complete their century-old mission of providing the highest possible patient care, Mayo Clinic can continue to be and hold its number one position as a global leader in healthcare.

Appendices

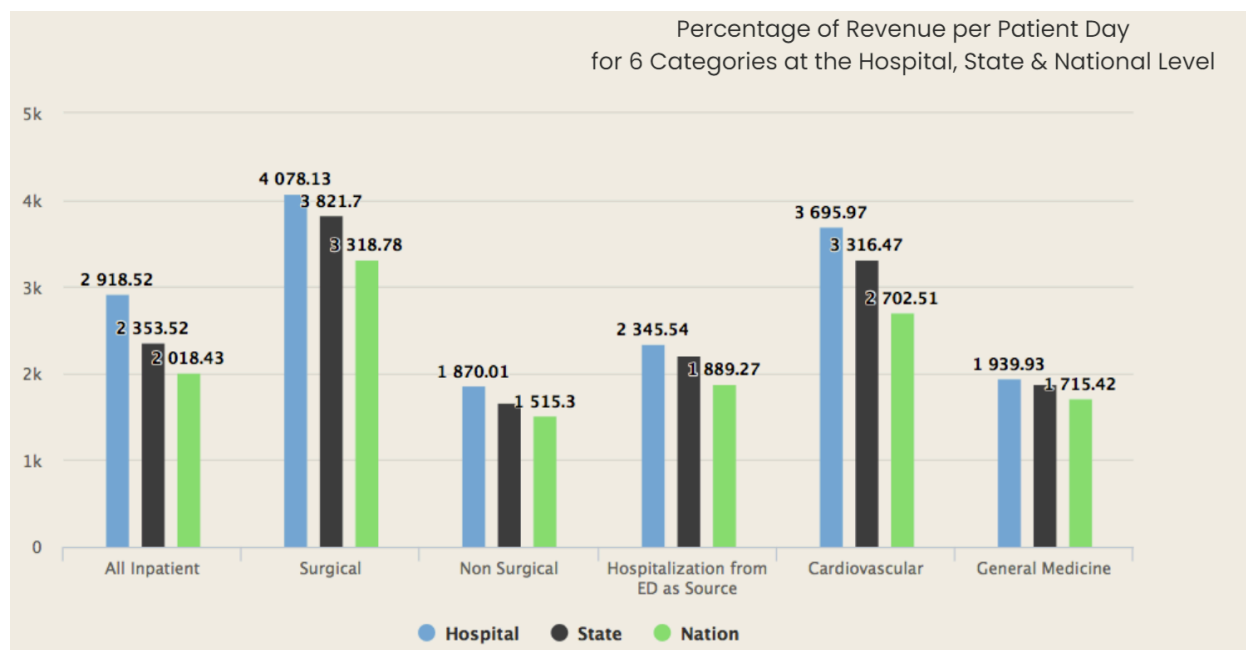
Exhibit 1

MAYO CLINIC: MULTIDISCIPLINARY TEAMWORK, PHYSICIAN-LED GOVERNANCE, AND PATIENT-CENTERED CULTURE



<https://digirepo.nlm.nih.gov/master/borndig/101537958/Mayo%20Clinic%20Multidisciplinary%20Teamwork.pdf>

Exhibit 2



<https://dexur.com/a/mayo-clinic-Arizona-revenue-per-patient-day/106/>

Exhibit 3

	Year Ended December 31,			Change	
	2021	2022	2023	From 2022	From 2021
Outpatient Visits	4,815,006	4,903,071	5,223,715	6.5%	8.5%
Surgical Cases	137,186	141,666	149,934	5.8%	9.3%
Admissions	122,830	118,001	122,553	3.9%	-0.2%
Patient Days	697,635	712,165	709,106	-0.4%	1.6%

<https://emma.msrb.org/P21807566.pdf>

Exhibit 4

(\$ in Millions):	Year Ended December 31,		Change From 2022
	2022	2023	
Expenses			
Salaries and benefits	\$9,170	\$9,667	5.4%
Supplies and services	5,377	5,950	10.7%
Facilities	974	1,051	7.9%
Finance and investment	174	192	10.3%
Total expenses	\$15,695	\$16,860	7.4%

<https://emma.msrb.org/P21807566.pdf>

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