

CARLOS B. MANTILLA, M.D., PH.D.

Department: Anesthesiology & Perioperative Medicine

Date: March 5, 2023

To: Michael J. Joyner, M.D.

From: Carlos B. Mantilla, M.D., Ph.D.

Re: Final Written Warning and two-week unpaid suspension for violations of 1) [Mutual Respect Policy](#), 2) [Unacceptable Conduct Policy](#), 3) [Model of Professionalism](#), 4) [Mayo Clinic Values](#) and 5) [Media Policy](#)

Dear Dr. Joyner,

Issue(s):

This letter is in follow-up to concerns raised by the Public Affairs team regarding a recent interview that ran in CNN on January 12, 2023, in which you were quoted as saying *“he’s `frustrated’ with the NIH’s `bureaucratic rope-a-dope,’ calling the agency’s guidelines a `wet blanket’ that discourages doctors from trying convalescent plasma on these people.”* This most recent situation sheds light on a negative and unprofessional pattern of behavior exhibited by you for some time.

Your use of idiomatic language has been problematic and reflects poorly on Mayo Clinic’s brand and reputation. Prior to the most recent incident this issue was discussed with you when your June 2022 comments in a NY Times article were problematic in the media and the LGBTQI+ community at Mayo Clinic. Members of the Personnel Executive Committee met with you on November 28, 2022, to discuss several concerns, including your use of language viewed as inflammatory in this context. The fact that your selection of idiomatic expressions continues has caused the institution to question whether you are able to appropriately represent Mayo Clinic in media interactions.

This most recent incident has also allowed us to review the state of your relationship with Public Affairs. Over the years you have failed to consistently work within Mayo Clinic guidelines related to media interactions and failed to communicate in accordance with prescribed messaging. Currently concerns remain with disrespectful communications with colleagues who describe your tone as unpleasant and having a “bullying” quality to it. One individual has asked to not work with you anymore because of your behavior. It is unacceptable that you fail to consistently act in a professional manner with your Communications colleagues, abide by their direction, and accept the expertise they bring to the practice.

[REDACTED]

Impact:

Mutual respect and courtesy are foundational values at Mayo Clinic and staff members are expected to conduct themselves in a professional and cooperative manner. Your pattern of behavior and conduct does not align with Mayo Clinic's Mutual Respect policy, nor does it uphold the organization's long-standing values and Model of Professionalism. When staff members conduct themselves in ways incompatible with such standards, they discredit the institution and their colleagues, and may disrupt or compromise the quality of work.

Independent of your intentions, your behavior and actions have impacted your relationships with members of the Public Affairs team and Mayo Clinic Leadership. Your behaviors are in violation of Mayo Clinic's Mutual Respect Policy, Unacceptable Conduct Policy, professionalism standards, and Mayo Clinic's Values.

Expectations:

The following expectations must be met in order to ensure your future success at Mayo Clinic:

- Your interactions must be professional, respectful, and align with [Mayo Clinic's Values](#), [Mutual Respect Policy](#), [Unacceptable Conduct Policy](#), and [Model of Professionalism](#).
- You must immediately eliminate any new incidents of behaviors which display a lack of mutual respect and unprofessionalism. This includes, but is not limited to, rudeness, diminishing the contributions of others, criticizing the work of others, and complaints about perceived incompetence of others. This includes both verbal and electronic communications.
- Repair and build strong working relationships with members of the Public Affairs team; this will take individual effort on your part.
- Adhere to the [Media Policy](#) and Media Engagement Guidelines. *(will provide a printed copy)*
 - Vet each individual media request through Public Affairs including follow-up requests; Allow them to do their job as they determine what topics are appropriate and are responsible for protecting Mayo Clinic's brand and reputation.
 - Cease engagement in offline conversations with reporters.
 - Discuss approved topics only and stick to prescribed messaging; eliminate use of idiomatic language.
 - If an interview request is declined, eliminate unnecessary push back or combative communications. Accept "no" for an answer and move forward.

These behavior changes must be immediate and sustained. In order to successfully achieve the expectations outlined above, I would encourage you to seek support and assistance as necessary from the Office of Staff Services Resource and Referral Panel at (507)284-0941.

Consequences:

Mayo Clinic prides itself on our values and it is important for you to align your behaviors with those values, as outlined by the expectations above. Failure to fully comply with the expectations outlined above or any additional validated complaints from any staff, including, but not limited to, the issues noted above, or any form of retaliation will result in termination of employment.

This final written warning corrective action will impact your future salary adjustment, resulting in a denial of any increase at that time. In addition, you will be placed on a one-week unpaid suspension which will begin March 13 through March 17. A copy of this corrective action will be retained in your file. You have the right to appeal this corrective action and the process is described in the [Consulting Staff Appeals policy](#), if you so choose.

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You are a valued staff member and colleague, and I want you to be successful at Mayo Clinic. My expectation is that you will use this feedback to effect the changes in your behavior that are necessary. Please indicate your receipt of this document by signing below.

_____ Michael J.
Joyner, M.D. Date

_____ Carlos B.
Mantilla, M.D., Ph.D. Date
Department Chair – Anesthesiology & Perioperative Medicine

