

# System Newsletter

Your best life. Our one purpose.

## Message from the CEO

As 2022 is not off the start as most of us would have hoped with the increase in COVID-19 cases, it is crucial we remain safe against the increased positivity rate. We know the increased strain has worn on our colleagues over the last several months, and we are working on additional measures to help reduce this strain. Our leadership teams continue to work on surge plans to address staffing shortages to ensure the best possible care to our communities. We know we will get through this surge together as One.



We remain steadfast in our commitment to our Mission and to be One. We need everyone, who can be vaccinated and boosted, to please do so. We ask this to protect you, our colleagues, patients and our communities. Our greatest hope is our 20,000 compassionate members of our MercyOne family who continue to help protect our patients and provide care.

This month, we also had the opportunity to honor Martin Luther King Jr. Day on January 17. Martin Luther King Jr.'s vision was to eliminate all racial discrimination. While we

have all heard his most famous speech "I have a Dream", what we need to focus on is the mission of his crusade. He wanted to help each person live their best life; to give everyone, regardless of the color of their skin, an equal chance of peace and prosperity. As we honor Dr. Martin Luther King Jr., let us be mindful of how our purpose too is to help each person live their best life possible.

We have exciting plans to continue to innovate and upgrade and expand services this year. Together, we will get through this COVID-19 surge and remain on our path and Mission to transform the health of our communities.

It is a privilege to serve with you. Thank you for your continued dedication, keeping our communities safe and living our Values.

President and CEO



Check out what's new on [MercyOne](#)



**Colleagues please:**

- Share job opportunities online
- Leave an [Indeed Review](#)

**This month's features:**

Click on the Key Result to read Focused Stories of how we are living our Mission, Values and Cultural Beliefs.



[Consumer Experience](#)



[Team Engagement](#)



[Quality](#)



[Ambulatory Growth](#)



[Financial Performance](#)

# Strategic Plan Update



In alignment with our four strategic pillars, MercyOne is focused on advancing 23 initiatives to achieve our Key Results. We will include a dashboard with updates as part of each board meeting packet and feature specific updates below.

## One Inspired Team

MercyOne will attract and retain colleagues who embrace and live our Mission, Vision, Values and Cultural Beliefs.

## Workforce Strategy

### Work Environment

Workforce continues to be a top priority across MercyOne. Development is underway in creation of new models of care to ease demand on nursing staff as well as exploring cases where virtual nursing can be implemented. Additionally, Virtual Case Management and Social Work has been adjusted to 24 hours a day/7 days a week to improve patient placement and flow.

### Competitive Positioning

MercyOne also continues exploring additional partnerships with nursing schools and creating student learning opportunities. Partnerships are being evaluated system-wide as well as nationally through early access programs and other learning pathways and scholarship opportunities.

## Applicant Flow and Sourcing

The system-wide applicant flow and sourcing team has hired two sourcing colleagues to assist in the support of recruitment across MercyOne. Two more will be hired for the team to assist. From November 2021, nursing vacancies are down 2%.

## Marketing and Communications

The “Works Here” marketing campaign is live and targeting all levels of nurses and will run through June 2022. Continued work on this campaign continues as outreach to former colleagues, optimization to onboarding documents and training, additional touchpoints and more.

**Questions on this work? Contact [Jackie Luecht](#),  
MercyOne Chief Human Resource Officer**

## Innovation & Transformation

MercyOne will explore and invest in innovative ways to improve delivery of care to meet our patients where they are and when they need it.

## Care Anywhere

MercyOne is announcing the Care Anywhere platform to enhance the vision of radical convenience for our patients and colleagues. This platform will consist of over 25 different programs, over the next five years, which will support the patient journey in care access and increase colleague engagement and efficiency.

All programs will use digital functionality, including the use of artificial intelligence systems, to assist patients in symptom navigation, finding the appropriate location of care for patients, facilitating patient

education such as medication adherence, and automatic post-discharge follow-up scheduling.

With many of our patients and families living in rural areas, on-demand telehealth for primary and urgent care issues will be available for all lowans any time and where they need care. This will alleviate care access issues for patients, including parents and guardians caring for their children.

**Questions on this work? Contact [Matt Dietz](#),  
MercyOne Division Director of Digital and Virtual Care Strategy**

## State Update

Governor Reynolds' Condition of the State included several legislative proposals to combat health care workforce shortages, including expanding loan repayment programs that target physicians and nurses, establishing a hard cap on noneconomic damages in medical malpractice cases, and creating a grant program for the creation of high school registered apprenticeship programs in health care careers. MercyOne will be at the table as these proposals move their way through the legislative process.

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## 2022 Advocacy Agenda

In November, 2021 we conducted regional advocacy discussions to identify opportunities for the upcoming legislation session agenda. Thank you to all our MercyOne leaders and colleagues who brought forward feedback as we move into 2022 legislation sessions. The following areas are the strategic areas we will be focusing on in 2022.

### WORKFORCE

The health care workforce shortage is at an all-time high, and Iowa's health care industry has not been spared from growing pressures from COVID-19 and the increased use of temporary staffing models. To that end, MercyOne supports the following, though this list is not exhaustive:

- Increased state and federal efforts to recruit and retain health care workers in Iowa, including financial incentives for frontline health care workers, broad initiatives to recruit and retain nursing faculty, and expanding Iowa hospital systems' ability to provide on-the-job training.
- The removal of regulatory barriers to recruitment and retention throughout the health care industry. MercyOne backs the extension and addition of several key pieces of Governor Reynolds's public health emergency proclamations related to health care workforce.
- Existing efforts to attract and support talent, including access to childcare and increased funding for Future Ready Iowa, STEM education, and the state's career academies.

### MEDICAID

MercyOne continues to advocate for a strong Medicaid program and supports improvements to help our providers better serve Iowa's Medicaid population at all levels of care. These include, but are not limited to, ensuring adequate payment, creating a workable timeline for denials and appeals, establishing additional guidelines for oversight, and creating uniform credentialing and prior authorization processes.

### MEDICAL MALPRACTICE

MercyOne is partnering with a group of providers and provider associations in advocating for a hard cap on non-economic damage awards in medical malpractice lawsuits. Today, only a soft cap exists, which has allowed juries to make disproportionate awards in excess of the lifetime cost of care. Further amplified awards could bankrupt small providers and decrease access to care across our state.



# Consumer Experience

“WOULD RECOMMEND”



## This is what Personalize Care looks like to me ...

Getting a mammogram can be a nerve-wracking experience for some women, but the personalized care one patient had at MercyOne Dakota Dunes Breast Care Center, made the experience better.

"I wanted tell you what a great experience I had. The front desk staff was great and the gal who did my exam was fabulous. Not too often you can go to a medical appointment and feel comfortable enough to laugh during it. It put me in such a good mood for the rest of my day."

Thank you **Stephanie, Brooke, and Cindy!** Way to show personalized care and work together so well as a team!

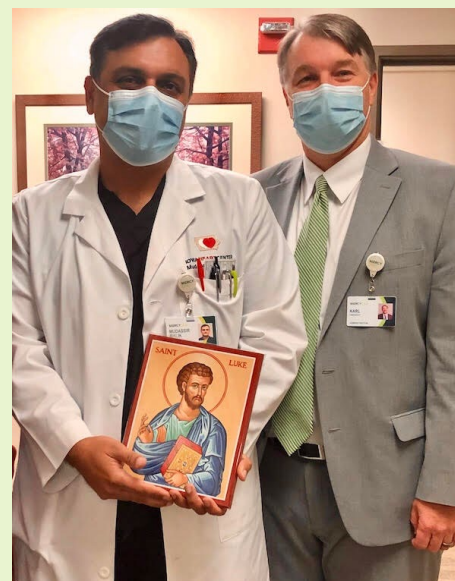
## This is what Be One look like to me ...

2021 Society of St. Luke's Award was presented to MercyOne physicians, **Dr. Mudassir Malik** and **Dr. Susan Beck**.

The Society of St. Luke's Award is an annual honor bestowed in recognition for distinguished performance and outstanding dedication to the Mission of MercyOne. This recognition reflects the sacred example of St. Luke, the Patron Saint of Physicians and Surgeons.

Dr. Malik and Dr. Beck consistently demonstrate outstanding clinical achievement; unwavering commitment to patients, families and fellow caregivers; and a professional life reflecting the highest levels of our values: Reverence, Integrity, Compassion, Justice, Stewardship, Excellence, and Commitment to the Poor.

Dr. Mudassir Malik presented with the 2021 Society of St. Luke's Award.



## This is what Personalize Care looks like to me ...

MercyOne North Iowa critical care unit registered nurse, **Lili** made an incredible impact on an end-of-life situation with a COVID-19 patient and his family.

Using interpretive services along with Lili's first language, she was able to talk with this family using Spanish. Lili was in the room standing beside the patient with an arm around each family members shoulder, Lili read scripture aloud in Spanish at the patient's bedside before his extubation.

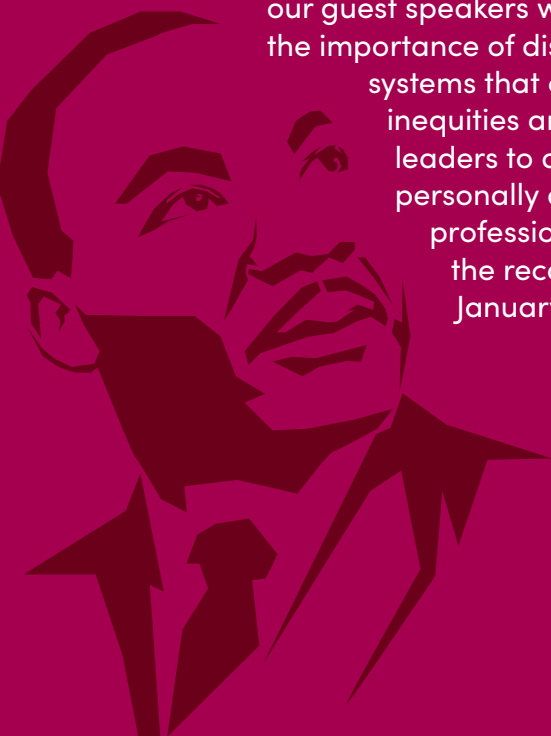




Martin Luther King Jr.

## HEALTH EQUITY SYMPOSIUM

This virtual symposium will honor the life, legacy, and work of Dr. Martin Luther King Jr. Inspired by the words of Dr. King, “Of all the forms of inequality, injustice in health care is the most shocking and inhumane,” our guest speakers will focus on the importance of disrupting systems that create health inequities and call leaders to action both personally and professionally. Watch the recording from January 17 [here](#) .



## This is what Personalize Care looks like to me ...

Colleagues from MercyOne Dubuque Cancer Center select a patient each year who is in need of help for Christmas, and they buy the family Christmas presents. The patient they selected this year is the grandma and primary caregiver of two young girls. She brought the girls in to open a few gifts with staff.

The gifts they received at the cancer center, as well as gifts from Santa, were all contributed by our colleagues. This was a true example of living our Mission and Values.

Ali and Shelli loved the Christmas gifts they received from staff at MercyOne Dubuque Cancer Center.



## This is what Personalize Care looks like to me ...

**A MercyOne Clinton patient recently shared a positive review on Google:**

“I may be a little biased because I work for MercyOne but I was recently a patient. I owe **Dr. Micek**, the entire surgical team and all the incredible staff in same day surgery a HUGE thank you for the incredible care I received. I had put off this procedure for a long time and I could not be any happier with the results. I feel like I have a new lease on life and it’s all because the staff skills and care I got at MercyOne. Top notch all the way around. Very highly recommended.”



# Consumer Experience

“WOULD RECOMMEND”



## This is what Be One looks like to me ...

The holidays were made a little brighter for some as colleagues at MercyOne Siouxland Medical Center put on their Santa hats for the annual Adopt-A-Family Program.

14 different departments adopted 11 families for the holidays. Each department gets a wish list for each family member with things ranging from dolls to headphones to action figures.

One family wrote “It’s programs like this that help out and remind people that there is still hope in the world. May many blessings come towards everybody that contributes to help out programs like this. I pray to God that one day I myself will be a blessing to a family in need just like myself.”

## This is what Personalize Care looks like to me ...

LifeServe Blood Center’s new Thank the Donor program allows patients, family and MercyOne colleagues to now be able to reach out and thank donors for their gift of life. Patients can send an anonymous message to the person who donated the blood.

### Below are a few of the messages donors have received from MercyOne patients and their family members:

- Thank you do much for your donation! I'm 38 and diagnosed with AML leukemia almost a year ago now. After Chemo treatments my counts drop and I need blood products. So thanks to you and many others I get to keep fighting the fight!
- I have been battling ovarian cancer on and off for nine years. With chemo treatments, my hemoglobin is often affected, and needed blood transfusion multiple times. I recently received two units of blood. I would like to express my gratitude for your kindness. Your donation allows me to recuperate from the damage chemo has caused. May God bless you ten folds for your thoughtfulness and kindness.
- Thank you for donating blood. Because of your generosity, a loving husband, father and grandfather can continue to fight the awful disease he is battling. Thank you again.
- Hello I can't thank you enough just know you have made a big difference in a health of a single mother of a beautiful daughter. You are an angel.
- I want to say thank you very much for taking the time to donate your blood to save other people lives. Without people like you....I won't be alive. I'm the patient who requires blood transfusion every 8 weeks to stay alive. I am so grateful. Thank you thank you!
- Thank you for your gift of blood, without it I would not have gotten to get a much needed surgery in a quick amount of time. Thank you for your kindness
- Thank you so much. My brother is recovering from COVID-19 and has had many complications. We appreciate your donation.
- Knowing I can be dependent on you thanks to our matching blood types and your selfless generosity has made me truly emotional. I can be a little cynical about strangers' true motivations, but please know I'm exceptionally grateful for your gift of blood.
- I was involved in a motorcycle accident and needed three bags of blood. I wouldn't be here without people like you. Thank you for donating!



# Team Engagement

COLLEAGUE AND PROVIDER ENGAGEMENT

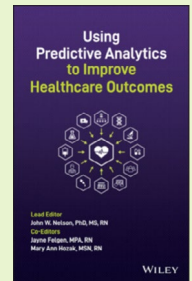
## This is what Own It! looks like to me ...

On December 16, MercyOne Newton had a record number of monoclonal antibody infusions given on a single day (11). According to Surgical Services Manager **Hillary Engbers**, this was only possible thanks to the dedication of the “rock star” nurses at our organization.



## This is what Innovate looks like to me ...

MercyOne Eastern Iowa President **Kay Takes** contributed to a chapter in the text, “Using Predictive Analytics to Improve Health care Outcomes,” which featured results from a caring theory research study MercyOne Dubuque clinicians participated in, based on Dubuque’s Model of Caring. The American Journal of Nursing voted the book as Book of the Year for the category of Informatics.



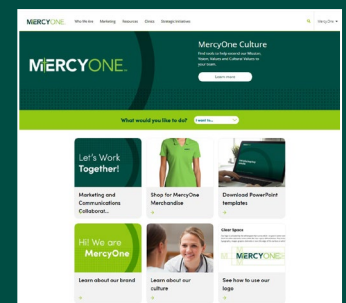
## Martin Luther King Jr. Day

Hear from **Jacquie Easley**, division director for health equity, diversity and inclusion on the significance of Martin Luther King Jr. Day and how it ties to our everyday work at MercyOne. Watch [here](#).

## Check out what's new at Mercy.One

Mercy.One is a great resource for colleagues to find tools to help extend our Mission, Vision, Values and Cultural Beliefs to your team.

Go to [Mercy.One](#) to fill out the Marketing and Communications Collaboration Form, download PowerPoint templates and learn about our brand and culture.







# Team Engagement

COLLEAGUE AND PROVIDER ENGAGEMENT

## This is what Own It! looks like to me ...

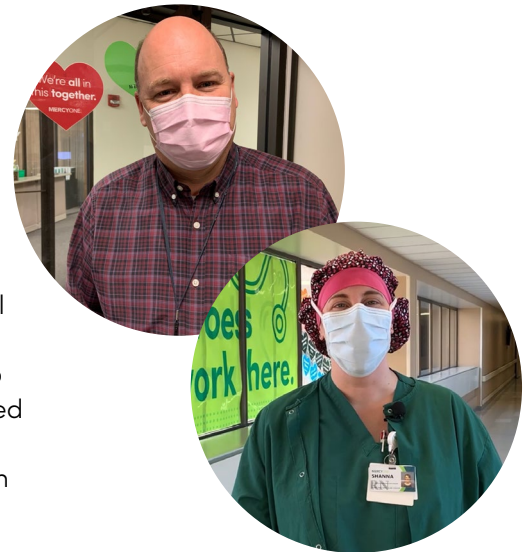
Caring for others is at the heart of who we are at MercyOne. **Steve Murray and Shanna Mueggenberg** with MercyOne Siouxland know that first-hand.

Recently, one of our colleague's family lost everything in an early morning house fire. The colleague's sister-in-law also has a disability and lost all of her equipment.

When Shanna found out, she reached out to Steve.

"I wanted to see if there was anything MercyOne could do to help, even though the colleague wasn't actually the one directly impacted by the fire."

Steve, who oversees home medical equipment, quickly said he had a wheelchair that he could donate to help out the family while they waited for a permanent replacement. Surgery staff also made a donation to help.



## This is what Be ONE looks like to me ...

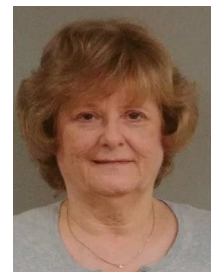
As part of the Van Diest Medical Center (VDMC), an affiliate of MercyOne, Foundation's Annual Giving Campaign and their Give with your Heart Capital Campaign, an employee challenge was put forth to raise \$10,000 to support the Infusion Center Renovation Project.

As an incentive, every employee who donates \$75 or more to the campaign will receive a black long-sleeved VDMC logo t-shirt, specifically designed for employee donors.



## This is what Be ONE looks like to me ...

MercyOne North Iowa Materials Management colleague **Sue Balek** celebrated 50 years of employment with MercyOne in 2021. Congratulations on this fantastic milestone!



## Wear the MercyOne brand

New items available on the [MercyOne Store](https://www.mercyonestore.com)

Find items at [MercyOneStore.com](https://www.mercyonestore.com)







# Team Engagement

COLLEAGUE AND PROVIDER ENGAGEMENT

## This is what Be ONE looks like to me ...

Longtime MercyOne colleague, **Linda Caldwell**, retires after 50 years.

Linda Caldwell applied for a job at MercyOne Oelwein Medical Center – then known as Mercy Hospital – on a whim back in July 1971. Her older sister had recently started working at the hospital and it seemed like a good way to make some extra money.

Fifty years later, Caldwell is saying goodbye. Working at MercyOne has been a privilege, she said, and she's loved getting to know everyone over the years. Her last day was Dec. 31, 2021.

"I can't imagine working anywhere else," she said. "I hate to retire – I really love this job – but it's time."



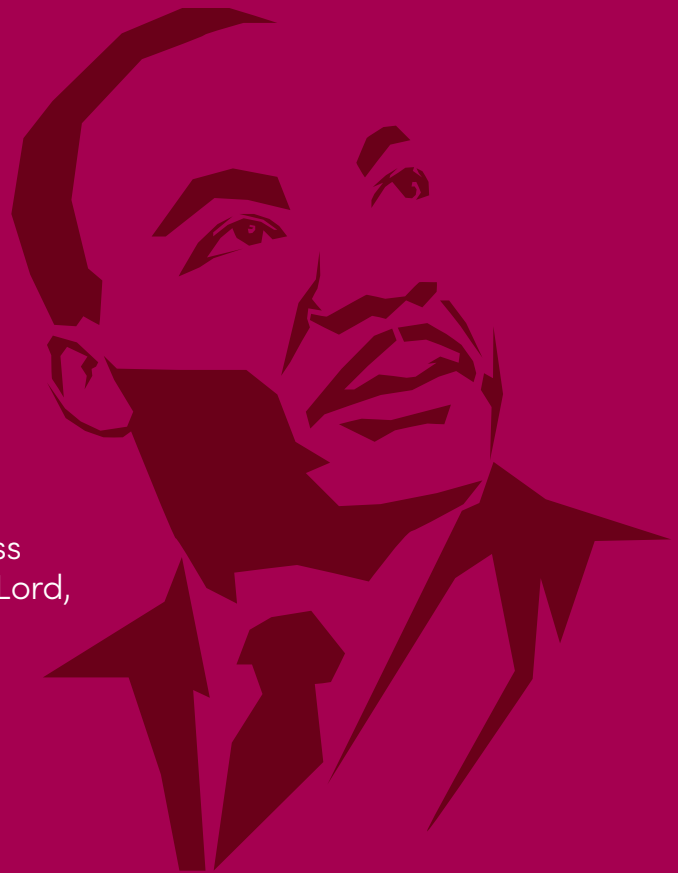
## Martin Luther King Jr. Day REFLECTION

As we celebrate the legacy of Rev. Dr. Martin Luther King Jr., let us reflect as individuals and communities on how we live out the values and freedom that he fought for. In his name we pray:

Wake me up Lord, so that the evil of racism finds no home within me.

Keep watch over my heart Lord, and remove me from any barriers to your grace, that may oppress and offend my brothers and sisters. Fill my spirit Lord, so that I may give services of justice and peace. Clear my mind Lord, and use it for your glory. And finally, remind us Lord that you said, "blessed are the peacemakers, for they shall be called children of God."

Amen.





# Ambulatory Growth

ENCOUNTERS GENERATING INCOME

## This is what Innovate looks like to me...

MercyOne Iowa Heart Center has been honored in recent publications and received recognition stemming from involvement in the Midwest Consortium, led by **Dr. Daniel Shivapour** and **Dr. Mark Tannenbaum**. The Consortium is composed of several large cardiology sites and provides a comprehensive database with a broad geographic representation of 20,000 consecutive patients.



Dr. Shivapour



Dr. Tannenbaum

MercyOne was cited in Incidence and Long-Term Outcomes of Stroke Patients Presenting with ST-Segment Elevation-Myocardial Infarction: Insight from the Midwest STEMI Consortium, Journal of the American Heart Association and the Initial Findings from the North American COVID-19 Myocardial Infarction Registry, Journal of the American College of Cardiology.

The 32nd Annual Scripps Interventional Cardiology meeting recognized the North American COVID-19 ST-Segment Elevation Myocardial Infarction (NACMI) Registry as one of the Top 10 Interventional trials/publications of the year.

## This is what Own It! looks like to me...

About \$4,500 was raised at this year's Jingle for a Cure, MercyOne Newton Medical Center's annual outdoor 5K fun run to bring in funds for Cancer and Infusion Care. The hospital's Physical Medicine & Rehabilitation department helps make the event possible.



## This is what Own It! looks like to me ...

MercyOne Waterloo Medical Center recognized for excellent heart care.

The American College of Cardiology has again recognized MercyOne Waterloo Medical Center for its expertise and commitment in treating patients with chest pain. For the third time, MercyOne is awarded Chest Pain Center Accreditation with Primary PCI after a rigorous evaluation of our colleagues' ability to evaluate, diagnose and treat patients who may be experiencing a heart attack.

"MercyOne is committed to providing compassionate, life-saving care when our patients need it most," said Mary Ferrell, director of cardiopulmonary services for MercyOne Northeast Iowa. "We're proud to have achieved this re-accreditation, which highlights our ability to provide appropriate and effective care."



## This is what Innovate looks like to me...

MercyOne North Iowa Medical Center has been recognized by Healthgrades for America's 100 Best Hospitals for Spine Surgery Award™. MercyOne North Iowa is determined to have shown superior clinical outcomes in back and neck surgeries and spinal fusion procedures. Congratulations for this award go to out to MercyOne North Iowa Neurosurgery physicians and staff. This is the third year in a row for MercyOne North Iowa Medical Center to receive this award, and this year we are the only hospital in the state to receive it.

[Read the full story here.](#)



# Quality

## ALL CAUSE UNPLANNED 30-DAY READMISSION



### This is what Improve Daily looks like to me ...

We are proud to announce the Van Diest Medical Center Laboratory, an affiliate of MercyOne, recently completed another successful inspection with the Clinical Laboratory Improvement Amendments (CLIA), continuing with a consecutive record of CLIA Inspections with zero deficiencies. CLIA regulations establish quality standards for laboratory testing performed on humans for the purpose of diagnosis, prevention, or treatment of disease, or assessment of health. Congratulations!

### This is what Innovate looks like to me ...

The MercyOne Newton Foundation is grateful to Black Hills Energy for the \$5,000 donation that made possible the purchase of a new procedural cart for Surgical Services. "Procedural carts are highly utilized," said **Leisa Zylstra**, Foundation Manager (pictured second from right), "and a new cart will be appreciated by both patients and caregivers."



### This is what Personalize Care looks like to me ...

It was a double Daisy Award surprise at MercyOne Siouxland Medical Center! A patient's family member nominated **Oscar Varner and Debbie Perreault**.

"My 38-year-old daughter was in congestive heart failure and extremely ill. I have witnessed outstanding, compassionate nursing care at MercyOne. Debbie her discharge nurse took extra time and care to coordinate her discharge. Oscar made me feel she was safe and well cared for so I could get some rest after sleeping next to her bed for 5 days. I am sincerely grateful."



Debbie Perreault

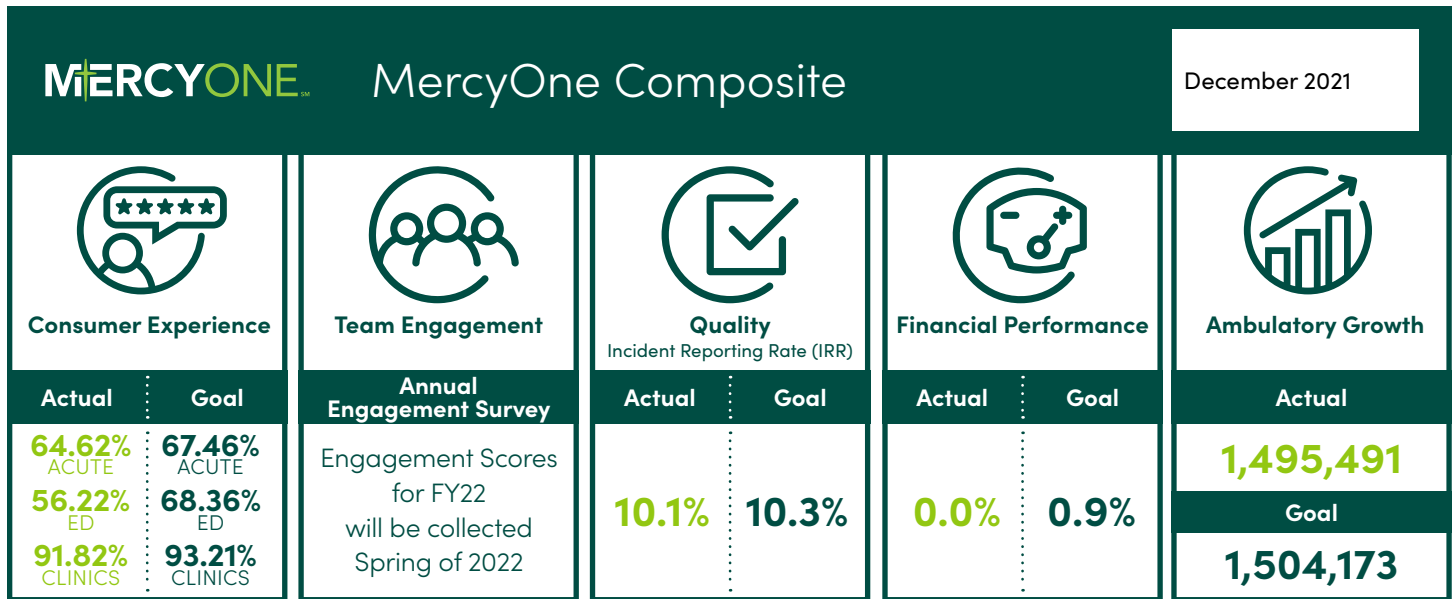


Oscar Varner

# Key Results

Our Key Results focus our work as well as measure performance and progress toward our Vision to set the standard as a personalized and radically convenient system of health services.

System-wide progress on the Key Results is featured here each month. To view your region's progress, see your local communications.



### Consumer Experience

Percent of consumers who would recommend MercyOne to their friends or family



### Team Engagement

MercyOne's Team Engagement is measured by an Annual Engagement Survey. This includes engagement for MercyOne colleagues and physicians. Last year, MercyOne did not conduct the Annual Engagement Survey due to the COVID-19 pandemic. The fiscal year 2021 survey was conducted in April/May 2021 for all colleagues and physicians/providers. The physicians/providers survey was divided into two distinct groups: hospital-based physicians and clinic-based physicians. Overall, MercyOne's Colleague Engagement totaled the 38th percentile compared to the 23rd percentile in fiscal year 2019.



### Financial Performance

Think of financial performance like a check book. At the end of the month we must have more than what we spend to fund benefit programs, raises, invest in facilities and clinical and non-clinical equipment.



### Quality - Incident Reporting Rate (IRR)

MercyOne has a new Quality Key Result in fiscal year 2022: Incident Reporting Rate (IRR). As MercyOne builds a system-wide safety program, TogetherSafe, the IRR Key Result will (1) heighten awareness and engagement in the importance of reporting patient safety events (2) drive focus to an objective measure of success as we progress this strategy and (3) support our Improve Daily culture building an aligned cross-state improvement plan around safety. MercyOne's fiscal year 2022 IRR composite baseline was 9.6 events reported per 1000 adjusted patient days. Our fiscal year 2022 IRR composite target is an increase of 7.5% or 10.3% events reported per 1000 adjusted patient days. For the month of June, MercyOne's number of safety events per 1,000 adjusted patient days totaled 9.9% compared to goal of 10.3%.



### Ambulatory Growth

Non-hospital visits, including telehealth, emergency department, outpatient surgery, physical therapy, physician offices, clinics and home care.