

SystemNewsletter

Your best life. Our one purpose.

Message from the CEO

It is officially spring across our ministries, and this is the time of year where change is very clear where days getting longer, temperatures getting warmer, and yard work begins. As we look at all the positive changes with spring here, we also need to recognize and celebrate our low COVID-19 cases across MercyOne. Without each of you, we would not be where we are today.

March has been a busy month with various celebrations and milestones. We recognize our doctors across MercyOne on National Doctors' Day, we celebrated and honored women for Women's History Month and we look forward to the coming weeks where we recognize our nurses as well as all health care colleagues for Health Care Week.

As spring awakens, it is filled with opportunity and new beginnings. We will continue to celebrate our accomplishments and face our challenges together. Through our unity, there is power that continues to help us be the healing ministry of Jesus Christ to transform the health of our communities.



Bob Ritz
MercyOne President and CEO

[Click here to watch the CEO Update from Bob Ritz](#)

Thank you for your continued hard work for MercyOne. It is truly an honor to serve with you.



President and CEO



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



Colleagues please:

- Share job opportunities online mercyone.org/careers
- 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.

Recruitment and Retention Workforce Strategy

Our focus on resolving our workforce challenge continues. We are actively working to reduce our reliance on temporary “traveler” staffing while ensuring we remain best positioned to serve our mission. Tactics here include reducing traveler wages as well as reducing the number of contracts. We are also working to actively re-recruit MercyOne colleagues from the past year who may have left to travel through a mailing to their homes, inviting them back to MercyOne.

Questions on this work?
Contact **Jackie Luecht**,
MercyOne Chief Human
Resource Officer

Work on recruitment and retention continued in each of the workgroups with highlights including:

- **Work Environment:** We are adding a Patient Safety Attendant Role to reduce the need to pull nursing assistants from their roles to monitor self-harm or highly impulsive patients who need a bedside sitter. In collaboration with one of our community college partner, NIACC, the role was designed and a training program was developed.
- **Competitive Positioning:** We are extending the **Jump Start program** across all MercyOne locations to offer earn-as-you-learn opportunities for nurses and other key roles needed.
- **Applicant Flow and Sourcing:** Additional Sourcers were hired to support MercyOne specific recruitment efforts, and promotion of the Talent Acquisition Manager role has intensified. Our second MercyOne Virtual Career fair kicked off this month which invited candidates to complete an interest form and get a response from a recruiter within 24 hours.
- **Marketing and Communications:** We are preparing to launch a MercyOne Ambassadors program to elevate our colleagues’ voices on social media as well as working to build a touchpoint journey for our orientation process to help welcome and retain new colleagues. We are also extending the learnings and best practices from the nursing advertising campaign to other recruitment outreach for high need roles.
- **Leader Development:** Following a pilot in Western Iowa, plans are underway to implement sacred time from 7-9 a.m. daily for leaders to round and connect with their teams. Additionally, work to define nursing leader support positions continues including system-wide leadership development resources.

Strategic Plan Update

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

As MercyOne works to activate a more robust virtual care delivery system, four project workgroups have kicked off with a fifth project beginning this spring.

- The **Virtual Triage and Symptom Navigation** workgroup will implement an artificial intelligence chat bot on the MercyOne website that will allow patients to type in their symptoms and identify the appropriate location for where to receive care or via telehealth.
- The **Digital Care Management** workgroup has gone live with a platform, Vital ER, in Central Iowa to close acute care gaps such as discharge follow up scheduling with primary care. The implementations to the other regions will begin after the Trinity Health security/risk assessments.
- **Remote patient monitoring (RPM)** teams are working to develop the organizational structure to provide RPM equipment to chronic care patients, including but not limited to CHF, COPD, diabetes, neurology, behavioral health and high-risk pregnancy. The goal is to provide RPM to 1,600 patients over the next two years.
- **Hospital-at-home** steering team kicked off March 3 tasked to determine the feasibility of a hospital-at-home program for MercyOne, with an estimated decision date of May 2022.
- The **medical group** will kick off the on-demand telehealth working team this spring to implement both on-demand synchronous and asynchronous telehealth.

Questions on this work?
Contact [Janell Pittman](#),
MercyOne Chief
Marketing and Digital
Strategy Officer

Cultural Beliefs

Be ONE

I benefit from and strengthen MercyOne.

Personalize Care

Your experience. My responsibility.

Own It!

I own my actions to deliver our key results.

Improve Daily

I make improvements every day for those we serve including each other.

Innovate

I imagine and embrace bold new ideas to revolutionize health.

Strategic Plan Update

Consumer-focused Integrated Care

MercyOne will provide reliable safe and personalized care for the individual and family by making it easy throughout a continuous care journey.

Value-Based Care

MercyOne Population Health Services Organization (PHSO) has surpassed 330,000 covered lives under value- and risk-based contracts. This growth was made possible through the re-introduction of United Healthcare Medicare Advantage in January 2022, Oscar ACA 2022 enrollment success and market expansion of existing arrangements (for example, Aetna MA).

Questions on this work?
Contact [Derek Novack](#),
MercyOne, President,
Population Health
Services Organization

Genesis Health System was also formally welcomed to MercyOne PHSO as a participant and co-sponsor organization of the newly formed Southeast Iowa Chapter. Additional collaboration with Genesis and MercyOne PHSO will focus on joint participation in value- and risk-based programs and direct to employer agreements. The Incirca Health Network powered by MercyOne and Genesis Health System branding will be used in these efforts.

Operational Excellence

MercyOne will achieve operational efficiencies and assess new growth opportunities to deliver maximum value across the system.

Transfer System

Meetings in each market are currently being held to fully understand the current state and map out the scope of services and processes for the future state of MercyOne transfers into and among each ministry. Technology systems are in process to support a consistent, streamlined effort. The next priority is developing a governance structure and consistent scorecard for MercyOne.

Questions on this work?
Contact [Jennifer Phillips](#),
MercyOne Division
Director, Patient Logistics

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Dr. Gary Hemann was recently announced as Medical Director, Patient Logistics. We look forward to Dr. Hemann's work on the Transfer System and patient logistics.

Our Values

Integrity

We are faithful to who we say we are.

Commitment to the Poor

We stand with and serve those who are poor, especially the most vulnerable.

Compassion

Solidarity with one another, capacity to enter into another's joy and sorrow.

Excellence

Preeminent performance, becoming the benchmark, putting forth our personal and professional best.

Justice

We foster right relationships to promote the common good, including sustainability of the Earth.

Stewardship

We honor our heritage and hold ourselves accountable for the human, financial and natural resources entrusted to our care.

Reverence

We honor the sacredness and dignity of every person.

State Update

The MercyOne lobby team is working toward second funnel at the Capitol. Key areas of support include:

TORT REFORM

This medical malpractice bill attempts to remove language in the current law that would prohibit juries from awarding non-economic damages beyond \$1,000,000 when medical errors occur.

INPATIENT PSYCHIATRIC RATES

MercyOne is engaged with the State, other health systems and clinicians across Iowa to develop a tiered reimbursement system to better support general psych and intensive psych services.

WORKFORCE

Governor Reynolds' workforce bill, which includes expansion of loan repayment programs related to health care and incentives high school registered apprenticeships, continues to work its way through both chambers. MercyOne is generally supportive but undecided as conversation continues.

STAFFING AGENCY REGULATIONS

HF 2521 and SF 2210 are bills offered to increase transparency for and regulations of the temporary staffing industry. The bills would require registration with the state and increase oversight. MercyOne is in favor of these bills and believes this legislation is a step in the right direction.

RIGHT TO TRY

HF 2203 and SF 2117 would expand Iowa's Right to Try chapter to include patients on ventilators seeking medications for off-label use. The bill has been amended to say we are not required to credential any physician. MercyOne has many concerns about the bill and is working closely with the Senate.

CERTIFICATE OF NEED (CON)

SF 2255 would eliminate the certificate of need process for hospital services, facilities and equipment. The bill sponsor has offered an amendment to do the following:

- Remove the CON process for health care entities (excluding nursing facilities) for any facility under 40,000 square feet.
- Increases the threshold that triggers a CON for the acquisition of equipment from \$1.5 million to \$10 million.
- Require a CON for services including cardiac catheterization, open heart surgery, organ transplant and radiation therapy services ONLY if the threshold to provide the services is over \$10 million.

This legislation would be devastating to our hospitals as the elimination of CON or increase to CON thresholds would be detrimental to the quality and access to care because private companies can be selective of the patients they accept and the services

they provide. This will result in private health care facilities focusing primarily on the most profitable services for privately insured patients, while hospitals must accept all patients and provide the critically important services that are not as profitable.

CYNCEALTH LEGISLATION

HF 2544 would require hospitals to submit certain data sets to a third-party vendor (CyncHealth), which is serving as the state's health information exchange. MercyOne is monitoring the impact of this legislation, specifically the ongoing expense to hospitals.

Federal Update

On March 9, omnibus legislation to fund the government for the remainder of fiscal year 2022 was released. The approximately \$1.5 trillion legislation includes funding for all appropriations bills and also contains two supplemental funding bills that provide \$13.6 billion to support Ukraine and \$15.6 billion to manage coronavirus. Health care related aspects of the bill include 340B, telehealth and maternal health provisions.

MercyOne is currently scheduling town halls with our six members of the Iowa Congressional Delegation. This will provide the opportunity to continue to educate them around our ongoing workforce challenges.

Diversity & Inclusion

March is Women's History Month

This month is a celebration of women's contributions to history, culture, society and has been observed annually in the month of March. It began as a local week-long celebration in Santa Rosa, CA in order to correspond with International Women's Day. In 1987 congress passed Public Law 100-9, designating March as "Women's History Month."

MERCYONE.



MercyOne celebrates our women leaders

MercyOne is proud to honor and recognize some of the incredible women working across our organization. Read about their inspirational journeys and what it means to be leaders at MercyOne [here](#).

- ✓ Personal health coaching
- ✓ Health risk assessments
- ✓ Community resources
- ✓ Personal challenges
- ✓ Online classes
- ✓ Member discounts
- ✓ \$90 of MercyOne/FitBit store credit
- ✓ Mental health resources

Circle+ Powered by **MERCYONE.**

Circle+ powered by MercyOne

MercyOne has launched a wellness subscription service to reach people on their mobile devices, outside of regular office hours. If you're ready to improve your overall health and well-being, you should [join Circle+](#). Membership is \$19.99 per month, for both colleagues and the public, with a four month commitment. Members receive a free Fitbit, a suite of premium wellness apps and a personal coach. This service pivots MercyOne from treating illness to promoting wellness.

[Join Circle+ today!](#)

Questions on this work? Contact Latoya Lewis, [MercyOne Member's Health Program Manager](#)



Consumer Experience

“WOULD RECOMMEND”

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

“I was a patient in the MercyOne Waterloo location for 30 days last Fall. What I experienced from the doctors, therapists, health staff, the house cleaning staff, and even

Rachel Cummings in Medical Records has been a very pleasant time in my recovery.

What I want to address is the professionalism displayed by Rachel Cummings. Rachel works in Medical Records. Rachel is tucked in a basement office. I have no idea how

long she has worked at this location, but I would like you and your leadership team to recognize her during this time of masks and hand sanitizers.

Every hospital is doing what it can to care for each and every one of us. For that I am very grateful. Rachel is gifted with a great personality and her smile made me feel important. She brings this every day, and I can tell.”



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

“They care about you as an individual.” Those words are proven true every day for patients in the MercyOne Siouxland Cardiac and Pulmonary Rehab Center.

Aurelio, a recent patient who had a widow maker heart attack in October 2021, got to see that demonstrated on his last day in rehab. Colleagues played the graduation song for Aurelio and cheered him on for his final day.

When asked what was one thing he would take with him, Aurelio said, “The kindness. And of course, the workouts.”



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

When a family came into the MercyOne Siouxland Child Advocacy Center needing some extra support, our colleagues stepped right into action.

The children’s grandmother did not have funds to purchase winter coats and clothing for them. So, after being seen at the child advocacy center, staff pooled their resources together to make sure the family had what they needed.

Get your golf game ready with MercyOne gear



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



Consumer Experience

“WOULD RECOMMEND”



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

When answering a phone call from a patient, MercyOne North Iowa nurse **Ruth** recognized the stress and confusion her patient was having due to a new diagnosis.

The patient told us Ruth spent 30 minutes with her on the phone discussing the diagnosis and how to care for it. When the patient apologized for bothering Ruth with questions regarding her health – Ruth replied, “I’m so glad you called, I will help you.” Ruth showed sympathy, kindness and all the good traits of nursing.



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

Members of the Clear Lake Sailors 4-H Club in Stanhope, Iowa, recently made and donated a total of 26 fleece blankets to be given to inpatients at Van Diest Medical Center, an affiliate of MercyOne. With all sorts of colors and fun patterns, patients young and old love to receive these wonderful blankets to make their hospital stay a comfortable one!

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

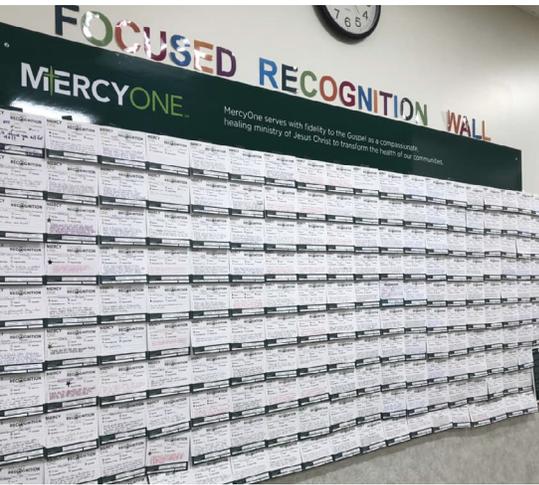
Infusion Center patient Samantha McClintock completed her last chemotherapy treatment at Van Diest Medical Center, an affiliate of MercyOne, on Monday, February 21, 2022. Caregivers from across the hospital and clinic lined the hallway to applaud and celebrate with Samantha and her family as she rang the bell after her final treatment. This day marked 91 appointments (including lab appointments) in the last 440 days and her Van Diest Medical Center family was there cheering her on every step of the way!





Team Engagement

COLLEAGUE AND PROVIDER ENGAGEMENT



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

MercyOne Northeast Iowa spread the love throughout the month of February. Boxes were distributed to all three medical centers and clinics to collect Focused Recognition cards submitted by colleagues. The cards were then displayed at MercyOne Waterloo Medical Center near the cafeteria for everyone to see.

The amount of cards we received was overwhelming! Once February came to an end, all of the Focused Recognition cards were then sent out to the corresponding colleagues.

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

MercyOne colleagues **Candace Jordan, John Hamiel** and **Jessica Nesheim** were nominated by their pharmacy colleagues through the Iowa Pharmacy Association to represent Iowa at the American Society of Health-System Pharmacists (ASHP) as regional delegates. John and Candace are on the Iowa Pharmacy Association Board of Directors and Jessica is on the IPA Health System committee.

As a voting members of the ASHP house of delegates, the trio has authority over professional policies, which express the society's stance on important issues related to pharmacy practice and medication use. ASHP Government Relations Staff then work with legislators and policy makers on both the national and state level to ensure that patients benefit from proposed policies.



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

MercyOne North Iowa registered nurse **Brenda** has been working full time and picking up shifts in other departments as well. She has been working VERY long hours and never has one negative thing to say about working those long hours. Brenda is always willing to help any patient, or any department when she can. Brenda is a lifesaver for a lot of departments.



Colleagues please:

- Share MercyOne job opportunities online [mercyyone.org/careers](https://www.mercyone.org/careers)
- Leave an [Indeed Review](#)



Team Engagement

COLLEAGUE AND PROVIDER ENGAGEMENT



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

The surgical services team at MercyOne Newton collaborated on Valentine's Day to show their appreciation for the plant operations department, personally delivering gift bags and creating a display in the main lobby, thanking them for everything they do to keep the organization running in tip-top shape.



THANK YOU

We want to show our sincere appreciation for you and your commitment to transforming the health care of our communities.

Happy Doctors' Day



Quality

ALL CAUSE UNPLANNED 30-DAY READMISSION



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

MercyOne Des Moines Medical Center’s hospital discharge clinic bridges the medical care between a patient’s hospitalization and their primary care provider.

Scheduled 1-3 days after a patient leaves the hospital, a MercyOne hospitalist will meet with the patient, at a clinic location, to review their recent hospitalization, order necessary follow-up diagnostic testing, and schedule specialty or primary care follow-up appointments as needed.

Following the patient’s appointment at the discharge clinic, the hospitalist will also ensure all details of the patient’s hospitalization are communicated with their primary care provider.

This innovative care model allows for a smoother discharge process and transition to post-hospitalization treatment, personalizing care for MercyOne patients.

This is what Innovate looks like to me ...

MercyOne Northeast Iowa started a Nurse Residency Program in 2014 to better the future of nursing. More than 170 nurses have completed the program over the years, including 10 recent graduates! The participating nurses meet once a month to go through a variety of topics and simulations to better their knowledge and complete an evidence-based project. Congratulations to our graduates.

This is what Innovate looks like to me ...



A first-to-market digital tool launched in early March to assist patients in finding a primary care doctor through a brief questionnaire that matches them with a provider who shares the same health preferences as they do. The goal is for patients to find a primary care provide who is most compatible with their health needs. Seventy-two primary care providers are now live with extension to all MercyOne markets planned this spring.



The discharge clinic is located inside the MercyOne East Village Family Medicine facilities.



Financial Performance

OPERATING MARGIN

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

MercyOne Clinton Medical Center is celebrating the completion of the first phase of its emergency department expansion and remodel. A blessing of the completed space was given on March 7 by Chaplain **Michael Hooker**; and remarks presented by **Melissa Bitner**, MercyOne Clinton Medical Center emergency department director;

and **Amy Berentes**, MercyOne Clinton Medical Center chief operating officer.

The emergency department expansion and remodel project will result in a larger and higher functioning department to improve experience for patients and their families.

MercyOne welcomed patients into the new space on March 8. The project is expected to be completed in fall 2022.

Amy Berentes gives a tour of the MercyOne Clinton Medical Center emergency department following a blessing of the newly completed area. Phase one of the remodel and expansion is complete and open for patients.



PHASE ONE COMPLETION INCLUDES:

- New garage space for EMS and patient drop-off
- Five fast track rooms allowing staff to treat non-urgent patients quickly and efficiently
- Three safe rooms to allow for closer visualization and monitoring of behavioral health and substance use patients
- Expanded trauma bay
- Three procedure/exam rooms

This is what Innovate looks like to me ...



MercyOne Des Moines Medical Center surgical residents celebrate the residency program accreditation in February.

The MercyOne Des Moines Medical Center's General Surgery Residency Program, received accreditation in February.

The residency, established in 1921, is a five-year non-pyramidal general surgery program with four residents at each postgraduate level. In addition to a vast general surgery exposure, there is a wide variety of surgical subspecialty training available within our tertiary care facility taught by fellowship-trained faculty. These include colorectal, vascular, breast, endocrine, surgical oncology, pediatric, bariatric, metabolic, cardiothoracic surgery, and trauma and ICU.

MercyOne obtained initial accreditation in 2019, and continued accreditation since January 5, 2022. That represents highest accreditation level available, no longer developmental, and generally comes with no further on site visits from the ACGME for more than 10 years. It is an external validation of highest standard.

Congratulations to MercyOne Des Moines Medical Center's General Surgery Residency Program!

Awards & Recognition



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

Newly hired North Iowa respiratory therapist **Chris Durnan** knew MercyOne needed to recruit more RT's. Chris gave a great example of the power of connections by sending a letter outlining current openings at MercyOne and emailing it to his alma mater. Because of his letter, we have a new RT coming to interview soon with ties to North Iowa.

This is just one example of Chris' commitment to his profession and to MercyOne. Chris was recently celebrated as the winner of the MercyOne Respiratory Care Award. Way to go Chris!

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

MercyOne Siouxland Medical Center's **Maria Aguirre** went above and beyond for a patient. Here's what the patient had to say in Maria's Daisy Award nomination:

"I met Maria the first day my father was brought to the eighth floor. The three days immediately following my father's stroke were certainly a very difficult and stressful time for my family.



As things progressed, we went from a sense of "hope" that he might recover to the difficult process of acceptance that he most likely would pass away when he developed a fever and pneumonia. Maria was the one who could truly sense our uncertainty and uneasiness.

When we left the hospital, it was Maria who walked us out, pushing the wheelchair for my mom. We hugged and when she left, she slipped a piece of paper into my hand. I got into the car, read the quote, and cried. It was a perfect and touching message. I kept that note in my pocket that whole week until my father's funeral was over to remind myself of the message. This note has its place on my bedside table now so I can read it every night before going to sleep. I can confidently say that Maria was my 'earth angel!'"

This is what Personalize Care looks like ...

Dr. Bhama Jayaveerapandian, Internal Medicine physician at Knoxville Hospital & Clinics, an affiliate of MercyOne, achieved patient experience scores of 80% or higher in 2021. As a result, Bhama earned the distinction of "United Heroes" from United Healthcare. Along with other health care providers who have achieved this accomplishment, Bhama was recognized in United Healthcare's February issue of Renew magazine.

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

MercyOne Dubuque Medical Center and MercyOne Des Moines Medical Center were named to Newsweek's list of World's Best Hospitals 2022. This prestigious award is presented by Newsweek and Statista Inc., the world-leading statistics portal and industry ranking provider. The awards list was announced on March 2, 2022 and can currently be viewed on Newsweek's website.

Newsweek and Statista developed a complex methodology to ensure the quality and validity of the ranking.

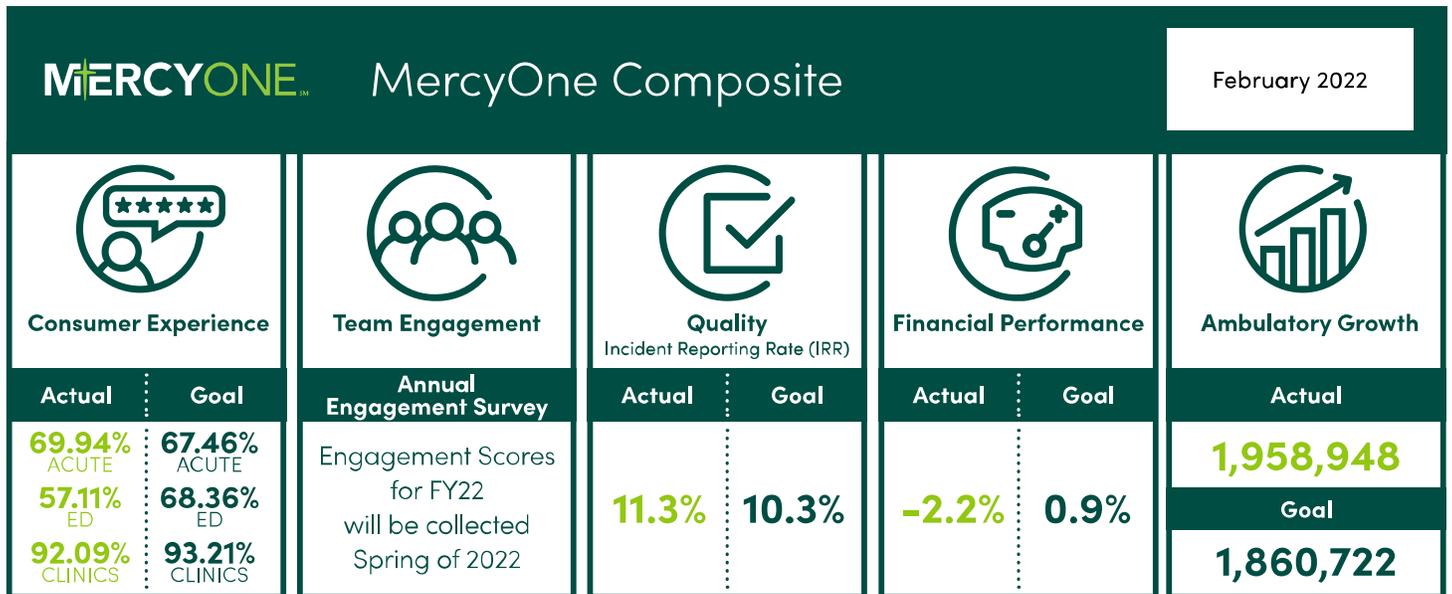
Three data sources were used for the evaluation:

- **Hospital recommendations from peers:** an international online survey sent to more than 80,000 doctors, hospital managers & health care professionals
- **Patient experience:** surveys measuring patient satisfaction with hospitals
- **Medical KPIs:** patient safety, hygiene measures, and quality of treatment

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.