

SystemNewsletter

Your best life. Our one purpose.

Message from the CEO

As we begin our transition to a regional health ministry (RHM) of Trinity Health, we want to thank you for your incredible support and for all you do to provide the best care possible to each person we serve. We know this has been a very challenging year with the extended impact of the pandemic which has challenged all industries, especially health care. Regardless, you continued to fulfill our mission in the most meaningful way.



While we have faced challenges, we also have many celebrations. In addition to the closing of the deal for MercyOne to become a fully aligned member of Trinity Health on September 1, we also announced the exciting news MercyOne was selected by Genesis Health System as a potential partner.

On September 14, Genesis Health System and MercyOne signed a letter of intent (LOI) to develop a strategic partnership for Genesis to become a fully aligned ministry within MercyOne. The Genesis Health System Board of Directors unanimously selected MercyOne as its choice for partner after a thoughtful and deliberate exploration process that began in December 2021. With the signing of the LOI, we will begin a process to conduct additional due

diligence and ultimately work toward finalizing the terms of a definitive agreement.

Additionally, our ministry celebrated Mercy Day with a week of activities building up to the official recognition on Saturday, September 24. Mercy Day celebrates our founder, Catherine McAuley, who opened the first House of Mercy in 1827, and the beginning of our legacy caring for all those in need. Today, this House in Dublin, Ireland, remains a symbol of Catherine's work to help those who are poor, sick, or uneducated; and memorializes her legacy of mercy to the world. [See highlights on the celebration on page 5.](#)

We could not be more proud of our MercyOne family or grateful for your passion to serve those in need. It is you who help each person we care for have their best life.

It is truly an honor and privilege to serve with you. Thank you!

Bob Ritz
MercyOne President and CEO

This month's features:

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



[Consumer Experience](#)



[Team Engagement](#)



[Quality](#)



[Ambulatory Growth](#)



[Financial Performance](#)

Strategic Plan Update



One Inspired Team

Innovation & Transformation

Consumer-focused Integrated Care

Operational Excellence

One Inspired Team

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

Virtual Career Fair

MercyOne's Virtual Career Fair, which concluded September 26, was a success before it began. Social media promotion attracted 53 job applicants before the fair's scheduled start date. The career fair welcomed applicants across the entire regional health ministry for all positions - clinical and non-clinical. MercyOne recruiters used an applicant-friendly recruitment process, connecting with future colleagues within just 24 hours.

The [recruitment link](#) is still live for you to share and invite others to join our circle of care!



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.

Teleneurology services

MercyOne Clinton Medical Center will begin offering Teleneurology services October 4, enabling stroke patients to be seen quickly by neuroscience experts through remote video. A teleneurologist will also round with admitted patients who require neurology care.

MercyOne first offered teleneurology in Siouxland in 2019. Expanding to Clinton reflects MercyOne's commitment to Innovation and Stewardship, supporting our Vision to improve the health of each person we serve. Teams in Clinton are in the final days of testing technology and performing mock patient drills to ensure actual MercyOne patients receive excellent personalized care.

Digital Health Manager **Stephen Nielson** says focused recognition goes to **Joseph Billmeyer, Karen Billany, Jacob Helms, Kayla Kane, Lisa Blount, Karrie Frits, Marie Bray, Amy Manemann, Morgan Maddasion, Melissa Bitner** and others who have supported this effort.

Questions on this work?
Contact **Janell Pittman**,
MercyOne Chief
Marketing and Digital
Strategy Officer

Strategic Plan Update



One Inspired Team

Innovation & Transformation

Consumer-focused Integrated Care

Operational Excellence

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.

Heart Health Assessment

MercyOne launched a new heart health assessment which offers individuals insight on their heart health and their likelihood of developing heart disease. The online quiz takes less than five minutes and upon completion, offers guidance on how to begin a heart care journey.

“When it comes to the most important muscle in your body, MercyOne is committed to providing compassionate, life-saving care when you need it,” said Hijinio Carreon, DO, MercyOne chief medical executive. “Providing more cardiac procedures than any other health system in Iowa, MercyOne provides appropriate and effective treatment of cardiovascular disease and the promotion of good health, so you can continue living your best life.”

[How healthy is your heart?](#)

Related news: [Electrophysiologist Dr. Kuldeep Bharat Shah Joins The Heart Care Team At MercyOne](#)

Operational Excellence

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

Signify Health, Inc.

MercyOne Population Health Services Organization (PHSO) has signed an agreement to participate in a 2023 accountable care organization (ACO) with Signify Health, Inc., a leading health care platform that leverages advanced analytics, technology and nationwide health care networks to create and power value-based payment programs.

The 2023 Signify-enabled accountable care organization (ACO) will support MercyOne PHSO rural providers in their transition to risk-based payment arrangements and better manage total cost of care for Iowa Medicare patients.

“MercyOne PHSO providers are committed to providing high quality health care and improving cost savings by advancing value-based care,” said Derek Novak, MercyOne PHSO president. “Signify Health is a trusted collaborator that will help us continue to prepare our rural partners for risk-based payment.”

[Learn more about the agreement.](#)

Health Advocacy Update

Questions on this work?
Contact [Mary Cownie](#),
MercyOne Chief of Staff

President Joe Biden signed the Inflation Reduction Act on August 16. It includes these key pieces related to health care and controlling costs for individuals:

- Federal officials allowed to negotiate some prescription drug prices for Medicare
- \$2,000 cap on out-of-pocket drug spending for Medicare enrollees
- Extended subsidies for three years that were first adopted under the American Rescue Plan Act, averting high premium increases and maintaining health insurance access for millions of individuals

Trinity Health President and CEO Mike Slubowski believes the act should have included financial support for not-for-profit hospitals (such as our MercyOne regional

health ministry), which have been financially impacted by the cost of care and labor during COVID-19. In a letter to Congressional leaders, he outlined five priorities with great opportunity to improve community health if Congress acts before the end of the year.

- Provide fair payment to hospitals and health systems related to Medicare
- Invest in public health system modernizations and health care worker protections
- Improve community health by addressing social influences
- Ensure affordable, high-value health care
- Expand access to telehealth and behavioral health services

Civica RX, a non-profit drug company owned in part by Trinity Health, plans to bring relief to insulin users by offering three types of insulin at a much lower cost than current pharmaceutical company offerings, by 2024.

[Read to understand how this could upend the insulin market.](#)

[Read the Congressional letter to learn more.](#)

[Trinity will continue to join other nonprofit health systems in advocating for financial assistance to “keep safety net health care providers” in operation.](#)

Our Mission

We, MercyOne, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Our Vision

As a mission-driven innovative health organization, we will become the national leader in improving the health of our communities and each person we serve. We will be the most trusted health partner for life.

Our Core Values

REVERENCE

We honor the sacredness and dignity of every person.

COMMITMENT TO THOSE WHO ARE POOR

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

SAFETY

We embrace a culture that prevents harm and nurtures a healing, safe environment for all.

JUSTICE

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

STEWARDSHIP

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

INTEGRITY

We are faithful to who we say we are.

Diversity, Equity & Inclusion



“If we are humble and sincere, God will finish in us the work He has begun. He never refuses His grace to those who ask for it.”

The Venerable Mother Catherine McAuley, Founder, Sisters of Mercy

Celebrating the Legacy of Mercy

September 24 we observed Mercy Day, a day to celebrate our founder, Catherine McAuley, who in 1827 opened the first house of Mercy for those who were poor, sick or uneducated. As one day cannot capture the impact of the Sisters of Mercy, celebrations took place across MercyOne throughout the week. Colleagues shared meals and received blessings of healing hands.



In keeping with our Mission, MercyOne Western Iowa colleagues hosted a baby shower drive, collecting infant items for distribution to families in need through the Crittenton Center.



Fr. Paul blesses the hands of Ross Erickson with MercyOne Spiritual Care as part of the North Iowa Mercy Day celebration.



Spiritual Care Chaplain James L. blesses the hands of Food and Nutritional Services colleagues in Dyersville.



MercyOne Dubuque Medical Center colleagues received popcorn during the Mercy Day celebration.

The Sisters of Mercy had an absolute commitment to deliver exceptional care and improve the quality of life for all. We invite you to view this discussion on [Continuing the Legacy of the Sisters of Mercy: the Diversity, Equity and Inclusion Mission at MercyOne](#).

Diversity, Equity & Inclusion



Spirit of Mercy Award winners recognized

The MercyOne Central Iowa 2020 and 2021 Spirit of Mercy Award winners were honored at an event on August 29.

Congratulations to **Dr. Sasha Khosravi** and **Sheila Reistroffer** who were selected for an all-inclusive trip for two to the birthplace of the Sisters of Mercy in Dublin, Ireland. The Spirit of Mercy Award recognizes the outstanding efforts of MercyOne Des Moines Medical Center, MercyOne West Des Moines Medical Center, MercyOne Centerville Medical Center and MercyOne Newton Medical Center staff members whose professional and personal standards exemplify MercyOne's Mission and Vision.

Mary Pink, Mary Klemesrud, Sasha Khosravi, Scott White, Savanna Richardson, Ellen Finestead, Jeannine Matz, Cheryl Miller, Julie Weldon, Hannah Gymer, Jessica Halsted, Nathan Bunce, Nick Schlatter, Shelly Albus, Craig Hudson, Sanja Josipovic, Kris Campbell, Diane Probasco, Kayice Tilton, Laura Strain, Sheila Reistroffer, and Tamera Bice.

[Read more about the award criteria.](#)

This is what Reverence looks like ...

MercyOne Newton Medical Center introduced a prayer box in the hospital chapel. Colleagues, patients and visitors may submit prayer requests in writing to this locked box and **Chaplain Younja "Young" Yun** will intercede in prayer on their behalf.



Celebrating National Hispanic Heritage Month

Each year, Americans observe National Hispanic Heritage Month from September 15 to October 15. We do this by celebrating the histories, cultures and contributions of American citizens whose ancestors came from Spain, Mexico, the Caribbean, Central America and South America. Continue reading to discover [why the date of Hispanic Heritage Month is important.](#)

Be a change agent: Join Progresando Together

Progresando Together is a colleague resource group which empowers and connects our Latin community and allies across Trinity Health. Colleagues in Progresando Together experience meaningful opportunities to advance professionally while also creating a diverse and inclusive workspace. All MercyOne colleagues are welcome to participate, though not every MercyOne location is included in the signup form as we integrate as one Trinity Health regional ministry. To join, complete the form to the best of your ability, and note your MercyOne location in the final field where you can enter text.

Latinos represent over 7 percent of Trinity Health's 128,000 colleagues.

[Join Trinity Health's Progresando Together resource group.](#)



Consumer Experience

“WOULD RECOMMEND”

This is what Reverence looks like at 35,000 feet ...

Dallas Sanders, PA-C, who specializes in Internal Medicine at MercyOne Des Moines Medical Center, was on a flight to Ireland for a family vacation when a passenger started having considerable pain that caused him to start vomiting.



The flight crew made a request for assistance. Dallas helped successfully treat the patient and continued to monitor him throughout the flight.

The patient’s father said, “The quality of the care he provided, and the empathy with which he did so, was exceptional and gave us huge reassurance. You have a tremendous asset in Mr. Sanders and I can’t speak highly enough of him and his very understanding family.”

Thank you Dallas for setting the standard for personalized care while on vacation during a trans-continental flight.



This is what Reverence looks like ...

Congratulations to **Abigail Petersen, RN** at MercyOne Clinton Medical Center, who won the DAISY award for giving extraordinary compassionate care in the emergency department. She stood out for going above and beyond the standard requirements to ensure patients got the best medical care they needed.

Her nomination read: “Her joyful attitude at work is what immediately caught my attention. Over the past few years, I observed Abby carry that positive attitude into every patient encounter.

“Abby demonstrated extraordinary compassion and makes significant positive impact on a patient’s experience in the ER. Abby is quick to organize chaos. She is very attentive to her colleagues needs and can foresee the unexpected and deal with each situation at an expert level. Her clinical judgement and skills are exceptional, she doesn’t shy away from challenges.”



This is what Reverence looks like ...

“When a patient’s family was unable to be here while a patient passed away, **Robbi Trometer** stayed with him. She held his hand and comforted him with a kind heart. She knew it was important for the patient to have someone with him. Robbi spent a long time sitting with the patient and checked on him several times after she had to complete other duties. It makes me proud to work with such a loving and caring staff who really go above and beyond. We are grateful every day.”

We are so lucky to have Robbi! Thank you for going above and beyond and for being a dynamite colleague!



Consumer Experience

“WOULD RECOMMEND”



This is what Reverence looks like ...

North Iowa Skilled Unit clerk **Jammie** was awarded \$400 as our Colleague Award winner. When one of our patients needed to attend her mother’s funeral, Jammie arranged to have her hair done before she was transported. She is also known to decorate patients’ rooms on their birthday. Applause to Jammie! The kindness she shows positively impacts patient care.

This is what Justice looks like ...

After a patient’s insurance company denied coverage for important medications, North Iowa revenue cycle specialist **Shari Garrison** got to work! She submitted important documentation to support the need and the insurance company approved a six-month authorization for the patient to be treated at our facility.



Live your best life.

Share photos. Win prizes!

Send a photo and story of how you Live Your Best Life!

1. Share on social media with #MercyOneLYBL and tag MercyOne
2. Make sure your post privacy is set to public for a chance to win!



Social not your thing? Visit [MercyOne.org/bestlife](https://www.mercyone.org/bestlife) to enter the contest.





Team Engagement

COLLEAGUE AND PROVIDER ENGAGEMENT



This is what Integrity looks like ...

Special congratulations to MercyOne Eastern Iowa Regional President **Kay Takes!** She received a Patriot Award given by the Employer Support of The Guard and Reserve (ESGR), a Department of Defense office which assists reserve service members with issues in civilian employment.

Captain Allison Maas, an Army reservist and MercyOne psychiatric nurse, nominated Kay for the award and described her as a CEO who passionately advocates for service members and veterans to make sure that colleagues are trained to better respond to health concerns and challenges that are unique to the military community.

This is what Integrity looks like ...

A simple idea sparked an emotional moment in one MercyOne family's life.

The women in the finance department at MercyOne Siouxland Medical Center decorated their suite with school supplies and chose to donate them to a MercyOne family.

After some coordination, **Tracey Rundel** and his daughter Makina were selected for the bundle of supplies. Makina was extremely excited about her purple and rainbow backpack and said she cannot wait to use all of the markers and pens for her favorite class which is art.

The other supplies were donated to a local school district.

[MercyOne employees turn back-to-school office decorations into donation for local student.](#)



This is what Reverence looks like ...

MercyOne Northeast Iowa colleagues raised more than \$2,300 for the American Heart Association. The Northeast Iowa Fun Committee organized a bake sale in addition to the annual walk, held on August 20. Team engagement was overwhelming! We sold out of goodies at all three medical centers – Waterloo, Cedar Falls and Oelwein. After adding in \$5 donations from colleagues for "jeans day," we were pleased to present the American Heart Association with a check for \$2,371.





Team Engagement

COLLEAGUE AND PROVIDER ENGAGEMENT

This what Excellence looks like ...

Congratulations **Taylor Beebe**, MercyOne Des Moines Medical Center, on completing the National Pharmacy Technician Certification after completing MercyOne's tech in training program for outpatient and inpatient pharmacy. MercyOne provides professional and leadership development to all our colleagues to help them reach their career and personal goals.



This is what Integrity looks like ...

It's no small task recruiting for MercyOne but the women in Human Resources at MercyOne Siouxland Medical Center do it with a smile. From career fairs to school visits, to everything in between the ladies are out and about often as the "face" of MercyOne.

"It all starts with us. We're the first point of contact, sometimes the first experience a potential new hire has with MercyOne. So, you have to be on your game and make it a great experience."

These ladies say even though recruiting can be stressful, it's the excitement they hear in a new hire's voice that makes it all worth it.

"What we do can really make a difference in a patient's overall experience from nursing, to



Pictured left to right: El'Lee Kroll-HR Support, Janette Ruiz Pena-Talent Acquisition Coordinator, (on screen) Joni Pauling-Talent Acquisition Partner and Heather Henning-Talent Acquisition Partner, Carol Yandell-Senior Talent Acquisition Partner, Erin Boomsma-HR Specialist

environmental services to food and nutrition. That's what makes it all worth it."



This what Integrity looks like ...

Current and former MercyOne Volunteer Birth Doula, with friends, family, and labor and delivery nurses from MercyOne West Des Moines Medical Center networked, collaborated, and shared memories from the last 10 years of the service line.

Megan Aucutt, program director with Healthy Birth Day, Inc. (Count the Kicks) delivered a welcome message and expressed her gratitude for the work that birth doulas do to help support healthy birth outcomes.

Back row: Carmelita Balderas, Amanda Puderbaugh, Jessica Brandes, Amanda Abichar, Lemon Curry, JoEllen Wesselmann, Danette Kobolt, Erin Holstom, Samantha Pierce, Cassie Mathies-Beeler, Mish Hall, Jenn Callahan. Front Row: Anna Hines, Tamela Hatcher, Carolyn Israel, Julie Sparks



Quality

ALL CAUSE UNPLANNED 30-DAY READMISSION



This is what Safety looks like ...

Elkader Medical Center has been named the Level IV Trauma Care Facility of the Year in Iowa!

The Iowa Department of Public Health commended MercyOne Elkader, stating they exemplify the meaning of maintaining a successful trauma program, evidenced by more than two decades of perfect and near-perfect state verification reports. We want to recognize the Trauma Program manager, **Natalie Shea**, who has demonstrated extraordinary leadership since the inception of Iowa's trauma system back in 1999. Congratulations also to our local EMS services, Emergency Department providers, and ancillary departments along with Trauma Medical Director **Dr. Messerly** for their hard work and dedication.

This is what Commitment to Those Who are Poor looks like ...

MercyOne Northeast Iowa hosted its fifth annual Free Mammo Nights this September, with events in Cedar Falls, Waterloo and Oelwein. The events are for women ages 40 and older who have cost-barriers to receiving their yearly mammogram. MercyOne colleagues work late to provide compassionate services to dozens of women who would be unable to access these life-saving services otherwise.

[New mammogram technology may help detect and prevent breast cancer.](#)



This is what Integrity looks like ...

Let's congratulate **Kylee Sweenie**, nurse at MercyOne Clinton Medical Center, for winning a scholarship from the Iowa Hospital Education and Research Foundation (IHERF), which is supported by the Iowa Hospital Association (IHA).

Kylee is pursuing her Bachelor of Science in Nursing at St. Ambrose University and is among 60 students who have received assistance this year from the IHERF Health Care Careers Scholarship Program.

[MercyOne Clinton nurse receives scholarship to continue medical education](#)

MercyOne nurse supervisor **Ameilia O'Malley** described Kylee as a great team member who is dedicated to her work and lives the Mission of MercyOne by providing quality, compassionate care for our community.



Quality

ALL CAUSE UNPLANNED 30-DAY READMISSION



This is what Quality looks like ...

Dr. Aneesa Afroze, president of MercyOne Medical Staff, was selected to be a poster presenter at 2023 Joy & Wholeness Summit hosted by the Coalition of Physician Well-being in Denver. With over 200 participants, Dr. Afroze was joined by **Dr. Hijinio Carreon** and **Laura Jackman**.



This is what Integrity looks like ...

Van Diest Medical Center, an affiliate of MercyOne, received three Readers' Choice Awards in Webster City. The Daily Freeman-Journal announced **Physician Assistant Darin Eklund** as the best medical provider, Van Diest Family Health Clinic won the best medical clinic category and Van Diest Medical Center won best place to work!



Colleagues celebrated these outstanding recognitions with a Cy/Hawk tailgate, complete with nachos and yard games.



Ambulatory Growth

ENCOUNTERS GENERATING INCOME

This is what Stewardship looks like ...

[MercyOne North Iowa Bariatric Surgery](#) is expanding and has moved to MercyOne West, 910 N. Eisenhower Ave., in Mason City. The move allows for the addition of a new provider, as well as increases the volume of patients that can be seen.





Financial Performance

OPERATING MARGIN

This is what Stewardship looks like to me ...

In August, MercyOne Western Iowa officially launched a child care program for full and part-time colleagues, called MercyOne Kids



Kampus. There was a lot of laughter as kids ran around in the gym, played with the toys and of course took some much-needed naps.

MercyOne colleague **Kara Garcia** said she wanted her son to be a part of Kids Kampus because of the great hours and the price. "Finding child care that provides coverage for over 12 hours and on a rotating schedule is very difficult. MercyOne's new child care provides that coverage at a lower rate than my husband and I found anywhere else!"



[MercyOne Kids Kampus opens to help employees in need of full-time child care](#)

[MercyOne to partner with Crittenton Center on child care](#)



This what Stewardship looks like to me ...

MercyOne Central Iowa Board members toured MercyOne Des Moines Medical Center to witness the exceptional work each of our physicians and colleagues are doing.

From left to right: Board members **Dr. Michael Fraizer**; Emily Abbas, Bankers Trust SVP Chief Consumer Banking and Marketing Officer; Monica Friedman, Board Chair Chief of HR LCS



This is what Stewardship looks like ...

Dyersville Auxiliary members donated \$25,000 to the MercyOne Dyersville Foundation. The funds will benefit patients of MercyOne Dyersville Senior Care, MercyOne Dyersville Medical Center and Ellen Kennedy Living Center managed by MercyOne.

The generous donation will be used to purchase a hospital Stryker bed, four bariatric armchairs and 21 armchairs with inline wheels for senior care residents, and a commercial freezer and a new carpet for the living center.



Financial Performance

OPERATING MARGIN



This is what Stewardship looks like ...

This month the 220 Hospital Auxiliary members of Van Diest Medical Center, a MercyOne Affiliate, are celebrating 50 years supporting the hospital’s mission. Founded in 1972, the Auxiliary hosts fundraising events to support the purchase of medical equipment and patient care items, and has funded more than 150 scholarships during the previous five decades. The annual scholarships benefit Webster City area students pursuing a career in health care.

This year’s scholarship recipients are Adalie Peterson, Jamin Stuhr and Dakota Vaughn. Shown with the award winners are Van Diest Medical Center Auxiliary Chairperson **Sharon Perry** and Auxiliary Scholarship Chairperson **Lorraine Habben**.



This is what Stewardship looks like ...

MercyOne Newton Foundation received a \$3,500 grant from the Jasper Community Foundation for the purchase of physical therapy equipment. A RehabModule is a set of parallel bars with a harness system that allows physical therapists to provide a variety of services centered on improving patient balance with a goal of reducing the risk of falls. Dan Skokan, President of the Jasper Community Foundation, provided the grant funds to **Leisa Zylstra**, Foundation and Mission Manager, and **Robyn Friedman**, Physical Medicine and Rehabilitation Manager.



Dr. Carey Murphy, Florence and Steve Burch, MercyOne Des Moines Foundation President Shannon Cofield and MercyOne Des Moines Medical Center Interim President Mike Wegner

This is what Integrity looks like ...

The downtown Des Moines NICU has been renamed the MercyOne Children’s Hospital William and Josephine Norkaitis Neonatal Intensive Care Unit. A ceremony took place at MercyOne Des Moines Medical Center on Aug. 3 to celebrate the new name and critical \$1 million donation that will help fund needed equipment. [Read more about the largest single private donation in MercyOne Children’s Hospital’s history.](#)

[MercyOne Children’s Hospital receives largest donation in hospital history to help the ‘tiniest patients’](#)

[Paying it forward: Keeping a legacy of giving alive](#)

Integrity & Compliance Awareness Campaign

September 2022

Joe & Lucy *Adventures in Integrity & Compliance*



Compliance Auditing and Monitoring

What They Are and How They Lead to More Efficient and Effective Health Care Services

At MercyOne, we are constantly auditing and monitoring various aspects of our health care services, from patient privacy to coding and billing to payments. We use auditing and monitoring results to improve our health care delivery and the quality of care. For example, we constantly monitor appropriate access to patient medical records to ensure that patient privacy is protected. We audit patient charts to ensure that specific documentation is included or that codes are correct.

Health care compliance is constantly evolving, and requirements are becoming more stringent. In September 2019, the Deputy Assistant Attorney General said, "Companies have better and more immediate access to their own data. For that reason, if misconduct does occur, our prosecutors are going to inquire about what the company has done to analyze or track its own data resources – both at the time of the misconduct, as well as at the time we are considering a potential resolution."

Lack of attention to high-risk areas in an organization can result in potential whistleblower claims, investigations, defense expense and the possibility of fines and penalties, along with negative publicity. Read on to learn more about auditing and monitoring and how MercyOne implements its program.

Monitoring for compliance is everyone's responsibility. It's an important part of MercyOne's Integrity & Compliance Program. Read the [Code of Conduct](#) for more information.

What Are 'Auditing' and 'Monitoring'?

In the compliance arena, "auditing" and "monitoring" are sometimes confused but they actually mean very different things:

Auditing is using data to look back to verify that program managers are properly carrying out their monitoring responsibilities. It validates controls are functioning as they were intended. This can be performed by the compliance office, other program managers, external parties, or any combination thereof.

Monitoring is a continuous process by program managers in ensuring their operations remain up to date on compliance risk areas and with any changes in the legal and regulatory environment, and their staff is following all policies and procedures.

Auditing and Monitoring at MercyOne

Each year, MercyOne completes a risk assessment that helps define the work plan for the audits and monitoring. It's important to note that even if an organization doesn't complete a risk assessment, various government agencies are actively monitoring the data by using internally developed tools to identify areas of risk and providers that are outliers. In addition to the risk assessment, here are the other components of auditing and monitoring that MercyOne implements:

- Understand laws and regulations
- Obtain/establish policies for specific issues and areas
- Educate on the policies and procedures and communicate awareness
- Monitor compliance with laws, regulations and policies
- Audit the highest risk areas
- Re-educate staff on regulations and issues identified through auditing and monitoring effort



You are responsible for monitoring compliance at MercyOne.

Each colleague has a responsibility to be familiar with the Code of Conduct and all laws that affect their work. The next step is monitoring, which is a continuous process to ensure operations remain up to date on compliance risk areas and with any changes in the legal and regulatory environment. It's also ensuring that everyone is following all policies and procedures.

Contact your Integrity and Compliance Officer for more information.

Elizabeth Skinner

VP, Integrity & Compliance
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515-358-9221

You may also report concerns to the Integrity & Compliance Line at 866-477-4661, which is confidential