

SystemNewsletter

Your best life. Our one purpose.

Message from the CEO

It is hard to believe we have completed the first quarter of the new fiscal year. The days are shorter, the leaves are changing color, and while we experience these changes, we find ourselves in the 21st month of a global pandemic. The challenges we currently face are the most complex set of circumstances we likely have ever experienced due to the combination of the pandemic, workforce shortages and economic uncertainty.



Please take a few minutes to [watch a brief insight](#) into MercyOne North Iowa's COVID-19 critical care unit. Dr. Summerfield guides us through an inside look of COVID-19 response in their unit and how cases are on the rise in the North Iowa region. **It is extremely important we remain health care leaders in the communities we serve and continue to emphasize our safety guidelines.**

Even with these challenges, MercyOne is moving forward with

our Mission to provide excellent care to those in need. We could not be more proud of our MercyOne family as all continue to pull together to navigate through this unique and challenging time.

While the challenge of COVID-19 continues, the more urgent challenge to MercyOne is the availability of people to serve on our caregiving team. Businesses across the globe are experiencing record levels of staffing shortages due to a myriad of reasons, including exhaustion and burnout. Approximately 69% of employers are experiencing the same phenomenon according to a recent Manpower Group survey. The pandemic coupled with a reduced workforce is severely affecting our ability to maintain the capacity of services our communities need.

As a result, MercyOne established a workforce strategic initiative focus group to address this issue with short- and long-term solutions. In the short-term, MercyOne is adopting a retention compensation program for colleagues in difficult to fill patient

care and support service roles. In the long term, MercyOne will innovate to improve our processes for recruitment, care delivery, use of technologies and more to improve our recruitment and retention.

Our MercyOne family remains focused, dedicated and committed to fulfill our Mission while advancing our Vision for the future. The COVID-19 pandemic and workforce challenges remain our highest priority, and together we have worked hard to end the quarter in a position of success and are well positioned to face the challenges with commitment, courage and confidence. We are deeply appreciative of our Boards of Directors, leadership team, physician partners and colleagues who, together, give us strength and optimism.

It is truly an honor to serve with you.

President and CEO

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. Below please find updates focused on our strategic pillar of One Inspired Team, which is our number one priority.

One Inspired Team

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

Workforce Strategy

This work remains our top priority and teams across the system are adjusting workloads to address primary focus on staffing and retention. Although there are staffing hurdles, it is impactful to see all of our colleagues coming together across the system and working as ONE.

Each week a one-page progress update is shared with leaders and colleagues across the system to ensure transparency and continued idea generation. A few highlights of work to date from each work group includes:

WORK ENVIRONMENT

- Advancing the Virtually Integrated Care business case to reposition how MercyOne's model of care is staffed to enhance job satisfaction for care givers and patient safety
- Discovery of titles and job descriptions continues to ensure clarity of roles as innovative care models are created

COMPETITIVE POSITIONING

- Reviewing research proposals to assist in identifying "what the people want" as the most impactful retention and recruitment initiatives (pay, benefits and lifestyle)
- Ongoing collaboration with the State of Iowa continues regarding legislative support for staffing development programs ahead of the legislative session

APPLICANT FLOW AND SOURCING

- A system-wide virtual nursing career fair generated more than 45 leads and six hires to date
- The approval and posting of four system-wide sourcing positions to assist with finding potential colleagues

MARKETING AND COMMUNICATIONS

- A campaign concept – "works here" – was selected to elevate why providers and colleagues work at MercyOne. The campaign will feature nurses from across MercyOne and drive to a dedicated webpage (www.MercyOne.org/nursing) where it is easy to apply for a position or submit your name for follow-up.
- Invitations to leaders and colleagues have been shared asking them to leave a review on Indeed, the top online presence where nurses are applying for careers– so far MercyOne's ranking has increased by 1 star.



Questions on this work?

Contact **Jackie Luecht**, MercyOne Chief Human Resource Officer

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Strategic Plan Update

LEADERSHIP DEVELOPMENT

- [Launched a survey](#) for leader input to create meeting guideline recommendations and reduce the number of meetings required for nurses
- Reviewing Engagement Survey for insights on alignment of nursing hierarchy and span of control to improve engagement, including creating a recommendation for administrative staff to support nursing units to assist in delegating work for nurse leaders

Diversity & Inclusion

The **Diversity & Inclusion Council** hosted MercyOne's first Diversity, Equity and Inclusion Summit in accordance with Mercy Day with the focus of honoring our sacred heritage by committing to equity for all we serve. There were three sessions: Colleague Panel, Community Panel and a final closing session. The council is working with Trinity Health leaders to provide in-depth diversity training for all council members and discerning what training is needed for all MercyOne managers/leaders.

If you have any questions about the diversity, equity and inclusion work please contact, [Jacquie Easley](#).

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.

Membership Model

MercyOne's objective in the membership model strategic initiative is to join consumers, or members, on their personal health journey through a member's health model, assisting them with maintaining or improving their desired state of health and well-being through a provider-driven health care experience. This innovative approach to consumers will begin with a foundational program allowing consumers the ability to have a personalized experience, including a health coach and the ability to share their

data and information with their provider when seeking the expertise of our health system. To rapidly advance the project a program manager was hired, and the financial and business model is in final phases of development. A proof of concept is planned for late 2021 with a small pilot group.

Questions on this work?

Contact [Troy Cook](#), MercyOne Division Director of Business Solutions

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.

Ambulatory Facilities and Space Design

To advance MercyOne's Vision to set the standard for personalized and radically convenient health services, MercyOne is increasing focus on convenient care in the ambulatory setting. The initial step in this work was a review of our current clinic facilities and now recommendations are being developed to advance Ambulatory Growth in each region.

MercyOne's most valuable resources are the providers and colleagues who work tirelessly

to provide care to patients and the community. While there is opportunity to celebrate and recognize the efforts of our caregiving team, the fight against COVID-19 is taking its toll. Take [an inside look](#) into caring for COVID-19 patients on a critical care unit.

Questions on this work?

Contact [Rob Heen](#), MercyOne Medical Group President

Operational Excellence

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

Unified Medical Group

MercyOne Medical Group Governance Council (MGGC) held a virtual retreat in September to align the group on continued work to move from a fragmented operational state to a unified, integrated medical group. The benefits of this work include:

- Learning from each other, identify and implement best practices.
- Leading improved access and operational, clinical and financial improvement across the entire medical group.
- Addressing this different business requiring a different focus than hospital care
- Allowing us to face the market as One and deliver on the brand promise.

In the past six months, the following accomplishments have been achieved:

- A board chair was named
- Addressed CMS rWRVU changes
- Established importance and guidance to standardize patient satisfaction improvement plans
- Established standard non-production metric to most align with value-based care
- Approved a medical group development plan with 3d Health partnership

Questions on this work?

Contact [Rob Heen](#), MercyOne Medical Group President

Health Advocacy Update

State Update

Due to the ongoing and elevated nursing shortage, MercyOne has been working closely with the State of Iowa to find immediate relief related to our staffing shortages, specifically nurses. The State stepped up to distribute \$18.5 million dollars in CARES funds, which will provide immediate relief. Additionally, we are working closely with them on other opportunities to support innovative initiatives across MercyOne to help address the shortage in new ways.

While we have been focused on short-term solutions, especially amidst contract agency competition, MercyOne continues to remain focused on long-term solutions to our nursing and caregiver shortages by assessing existing programs and their effectiveness, whether those be internal or state programs, along with exploring innovative new programs to pilot or replicate across Iowa. These programs could be incentives to

attract new, diverse audiences into our industry through education opportunities to ensure we have a solid supply, while also ensuring strong programs on the backend to incentivize retention of these individuals in Iowa, especially if one has received their education in this state. This type of work or program will require a public-private partnership to collaboratively solve our shortages and ensure access to care across our health systems for years to come.

In early November, MercyOne will hold regional advocacy discussions with leadership to begin developing our 2022 advocacy agenda. At this time, we know a key focus will be on workforce, and ideally everything else will also help with workforce relief or will be an additional benefit to help support and care for our colleagues. We are excited to begin the development of this agenda and will be sharing more in the near future.

MERCYONE™

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.



Team Engagement

COLLEAGUE AND PROVIDER ENGAGEMENT

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

MercyOne Siouxland Medical Center Trauma Program Manager **Lea Mathison**, recently helped to educate a group of local high school students on the importance of injury prevention, jobs in health care, and stop the bleed.

Mathison reviewed trauma safety involving motorcycles, vehicles, ATV's, helmet safety, and how to properly use tourniquets.

"It is important to teach kids how to be safe and what injuries can happen with certain daily activities. Knowing how to be safe while driving and properly using a helmet can be vital to their health."

Mathison said it's also important for those in the community to know stop the bleed so they can help save lives.



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

Cheryl Garrels, MercyOne Newton community health worker, along with community health workers from Knoxville Hospital and Dallas County Hospital and HRSA Project Manager from MercyOne Population Health Services, recently volunteered to serve meals at the Central Iowa Shelter and Services in Des Moines. The volunteer effort and visit to the shelter was an opportunity for the team to learn about the services provided at the shelter and to make personal connections with staff.



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

MercyOne Central Iowa Team Wins CommonSpirit Googlethon.

CommonSpirit hosted Health's Hackathon: Festival of Innovation, where they sought out innovative ideas from colleagues to develop and submit.

The MercyOne team's project, A New Project Intake Form, focused on workflow improvement and creating an enhanced process for incoming IT requests. [Read more about their project.](#)

MercyOne Central Iowa team members included: **Dr. Joel Ward, Nathan Bunce, Joy Putney, Jim Strothers and Roger Wilson.**

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

Being trauma ready is critical for our colleagues. Recently, MercyOne Siouxland Medical Center enlisted the support of local high school students with the Sioux City Career Academy to help complete Advanced Trauma Life Support training.

The course, which is offered twice a year, provides trauma certification for all physicians and mid-levels to ensure they are prepared to care for our trauma patients.

Local high school students volunteered to be the "trauma victims" for our participants. Traumas ranged from pregnancy, to a motor vehicle accident, and a burn victim.



Team Engagement

COLLEAGUE AND PROVIDER ENGAGEMENT



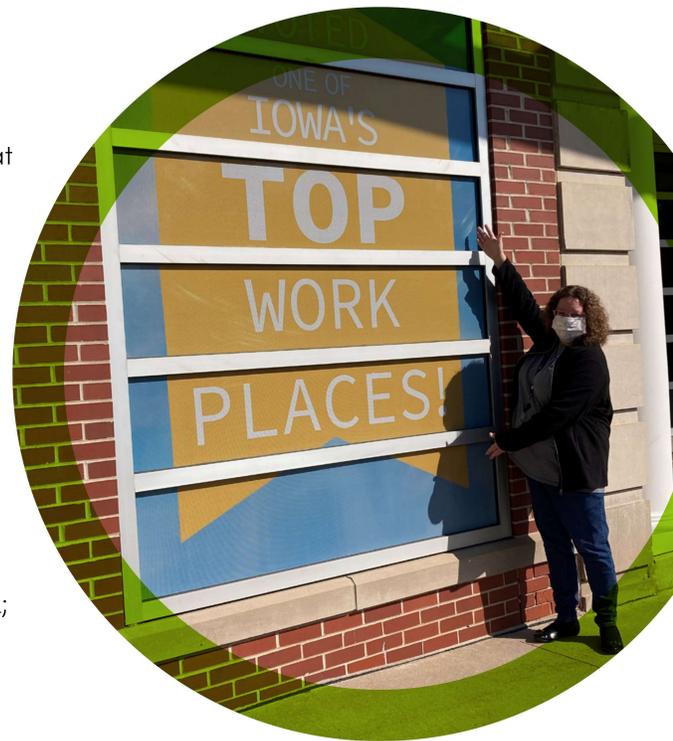
This is what Be ONE looks like to me...

Be like Rod and Heather! Many colleagues at MercyOne North Iowa are picking up extra shifts to support our various staffing needs. Recently, **Rod Schlader**, president MercyOne North Iowa and **Heather Mills**, executive assistant, worked at textile services before their regular shift to pitch in. Many other North Iowa colleagues are stepping up to help out in department challenges by staffing shortages.

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

Davis County Hospital & Clinics, an affiliate of MercyOne, was awarded the Top Iowa Workplace for the fourth time in five years! **Leah Knipfer**, medical coder for the Rural Health/Primary Care Clinic, shares her story on why she believes DCHC represents the cultural belief of Be ONE.

"I came to this facility from a much smaller clinic with only eight employees. Being hired by a facility with over 200 people, I was a bit worried that it would be bigger, and I wouldn't know anyone. It has been the complete opposite experience, and everyone has been so welcoming to me. It has been a GREAT transition for my career. All team members are so kind, friendly and welcoming... we don't act like coworkers, we act like a family working together toward a common goal— DCHC is a great place to work; I love it here!"



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

The Van Diest Medical Center, an affiliate of MercyOne, Employee Advisory Committee (EAC) proudly presented Enhance Hamilton County Foundation with two charitable donations. The first in the amount of \$700 and went to the Friends of Webster City Parks and Recreation Fund to support the ongoing enhancements to the local parks in Webster City.

The second donation was to be included in the current Food Pantry Challenge that the Foundation is spearheading through the end of October. The \$700 donation will be matched dollar-for-dollar, so the EAC's charitable donation will come to a grand total of \$1,400.

In addition to EAC fundraisers held throughout the year, employees may pay \$5 for the privilege to wear jeans on Fridays. The money raised is then used to support and donate to community causes.



CEO **Lisa Ridge**, along with VDMC team members, present the donation to the Enhance Hamilton County Foundation



Consumer Experience

“WOULD RECOMMEND”



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

The No Foot Too Small (NFTS) Angel Wing Project, a temporary public art piece, was on display at MercyOne Des Moines Medical Center’s East Lobby for more than a month. Each custom wing feather of the art is personalized with an angel name in honor of a NFTS family.

NFTS was founded out of a desire to draw awareness to pregnancy loss and infant mortality while encouraging the celebration of angels. In just seven years, thousands have gathered for the annual events to honor babies who’ve lost their lives too soon. Initially serving families across Iowa, NFTS is expanding across the country.

MercyOne is proud to help parents who have experienced loss during pregnancy or after birth.

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

In anticipation of MercyOne Clinton’s Military and Veterans Health Care launch (MilVet), auxiliary members have been busy knitting prayer shawls and sewing hugging heart pillows. The red, white and blue-themed gifts are given to veteran patients and include a note of thanks for their service.



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

Daisy Award recipient **Michelle Ubben**, RN, MercyOne Cedar Falls Medical Center, was at the end of a shift when a patient was admitted to the emergency department due to falls and general weakness. An initial CT of his head, as well as other tests did not reveal anything unusual.

But the patient’s condition continued to deteriorate, and he soon could not stand without the help of 2-3 people. Michelle knew something was “off” with her patient and was persistent with finding an answer. Additional testing revealed a cerebral aneurysm. Michelle talked with physicians about the changes this patient experienced during his stay in the hospital, which lead to the patient being life-flighted to a higher level of care.

Staff involved were impressed with Michelle’s critical thinking and persistence when it would have been easy to dismiss his symptoms.





Consumer Experience

“WOULD RECOMMEND”

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

Three-year-old Traeton Schmidt was not looking forward to getting his fourth set of bilateral tubes put in at MercyOne Waterloo ENT/allergy Care. But Dr. Susan Pruzinsky's outpatient clinic staff were able to put him at ease.

“He was scared as he is well aware of what is to occur with his past experiences,” said Traeton’s mom Whitney Schmidt. “He brought his ‘Everest’ with him, as he always keeps us safe at night.”

When Traeton got home from the procedure he snuggled Everest super-tight and thanked him for keeping him safe.

“When looking at Everest I was overwhelmed with emotions,” Whitney said, “as the outpatient nurse took it upon herself to dress Everest in mimic of what Traeton was wearing. As the nurse took out his IV, Traeton also took the black co-band off Everest.”

This small, special moment, Whitney said, made all the difference to her and her son.



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

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

“I went to your emergency room location at MercyOne Siouxland and felt I needed to provide feedback about my experience. YOUR ENTIRE STAFF IS PHENOMENAL. Never have I ever gone into an emergency room and received such kind, caring and genuine interactions with a staff. Your staff was kind, accommodating and thoughtful. Best experience in a hospital hands down. I will be recommending your emergency room location to anyone that I know. Thank you so much to both you and your staff.”

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MercyOne Elkader Medical Center CEO **Brooke Kensinger** received the Iowa Hospital Association’s (IHA) 2021 Young Executive Achievement Award at the association’s virtual annual meeting. The award recognizes up-and-coming health care executives, age 40 or younger, who have made a significant contribution to health care in the state of Iowa.

In letters supporting her nomination, Kensinger was praised for her leadership that inspires “a sense of commitment and empowerment among colleagues that has paved the way for excellent service and organizational successes. She works hard for her rural community and the entire state. Kensinger has steadfast dedication and unwavering commitment to health care.”

“I am humbled, grateful and honored to accept the Iowa Hospital

Association’s 2021 Young Executive Achievement Award. I feel very blessed and lucky to work with such a great group of people.” Kensinger commented. “The board, medical staff and colleagues walk right alongside with me to improve daily so that we are meeting the needs of our community. The community needs have been in a constant state of change since the pandemic began. This award is for them too! I am so proud to be their leader.”





Consumer Experience

“WOULD RECOMMEND”



This is what Innovate looks like to me ...

MercyOne Central Iowa has been awarded more than \$120,000 from Variety – the Children’s Charity to enhance care for Iowa children at MercyOne family medicine clinics and MercyOne House of Mercy.

The \$113,050 grant will fund vision screeners for pediatric patients in all 17 family medicine care locations. This innovative technology is a handheld, portable device designed to help clinicians quickly and easily detect vision issues on patients six months of age and older.

MercyOne House of Mercy also received a \$9,000 grant which will fund needed items and toys to support outdoor play and learning for children at the organization.

Learn more: [MercyOne.org/desmoinesfoundation/news/mercystone-central-iowa-awarded-grant-from-variety](https://www.mercyone.org/desmoinesfoundation/news/mercystone-central-iowa-awarded-grant-from-variety)

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

The Van Diest Medical Center Foundation, an affiliate of MercyOne, hosted the 6th Annual VDMC Foundation Golf Outing on September 26th, 2021. The event consisted of an 18-hole tournament with over 25 teams participating including community members and VDMC team members. Over 30 local businesses supported the event by either sponsorship or prize donation. The event brought in over \$11,000 making it a great success. It was a fun-filled day of golf, with all proceeds supporting direct patient care at VDMC.

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

“While I was attending an appointment for one of my children, my family member took my other children for a walk around the campus at MercyOne North Iowa. They headed toward the emergency room and watched ambulances come and go, and then sat and watched the helicopter pad in hopes that it would take off.

Gordy, a flight paramedic, was outside and asked my son if he would like to get a closer look at the helicopter. What an impact this had on my son! It was the last thing he talked about before going to bed last night and the first thing he talked about when he opened his eyes this morning. The extra time Gordy took with my son meant the world to him.”



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

No matter your age, you can make an impact in people's lives. MercyOne talent acquisition coordinator **Traci Bornholtz's** grandchildren Crew, Lola, and Demi know that first-hand. The group held a lemonade stand at their dad's business to raise money for "Grammie's hospital".

They raised \$710 with their lemonade and cookie sales, and by sweet talking their dad and some others to match their total. They knew the MercyOne Child Advocacy Center would be the perfect group to donate their proceeds to.



Consumer Experience

“WOULD RECOMMEND”



This is what Personalize Care means to me ...

“My mom had total hip replacement at MercyOne North Iowa in June. Jenny was her pre-op nurse that took care of her and she was excellent! She was very compassionate, thorough and knowledgeable. She made my Mom and our family very comfortable and calm. What is amazing is back in 2013, Jenny was also mom’s nurse for a knee replacement. She made both of made a difference in both surgeries!”



Ambulatory Growth

ENCOUNTERS GENERATING INCOME

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

MercyOne Des Moines Surgical Group recently welcomed gynecologic oncologist and surgeon **Abby M. Gonik, MD**, to the team. With Dr. Gonik’s arrival, the MercyOne Richard Deming Cancer Center will



once again support the unique service line, a specialty that hasn’t been available for several years.

Gynecologic oncology is a unique specialty that provides women an array of approaches to the prevention, diagnosis and complete management of cancer and pre-cancerous conditions of the female reproductive organs. The services provided will include access to national clinical trials as well as expertise in minimally invasive

surgery (robotic), as well as a multidisciplinary team for chemotherapy, radiation and pain management.

“Dr. Gonik is a welcome addition to our cancer program and we are excited to have gynecologic cancer services available once again at MercyOne. We know there is a real need for this specialty in our market,” said Tim Hackbart, MercyOne Des Moines Cancer Center director.

This is what Innovate looks like to me ...

MercyOne Dakota Dunes Breast Care Center was recently awarded a three-year term of accreditation in mammography from the American College of Radiology (ACR). The ACR gold seal of accreditation represents the highest level of image quality and patient safety.

“We are so honored to receive the

ACR gold seal of accreditation,” said **Adnan Qalbani, MD**, at MercyOne Dakota Dunes Breast Care Center.

“Mammograms are still the best way to identify breast cancer early, when



it’s most treatable. This can be a scary moment in a lot of women’s lives. We want to make sure we do everything we can, to make them as comfortable as possible while also giving them the best care possible.”

MercyOne Dakota Dunes Breast Care Center is the only ACR Breast Center of Excellence in the area representing accreditation in mammography, ultrasound, stereotactic biopsy and breast MRI.



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

MercyOne Newton Medical Center is fortunate to have received a grant from Variety – the Children’s Charity of Iowa for the purchase of a new GE Coro 259cx series maternal/fetal monitor for the Obstetrics department. The hospital is grateful for Variety – the Children’s Charity’s contribution which will support health care for children and families in Jasper County.

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

MercyOne Dubuque Medical Center was named a top 20 hospital for cost efficiency by the Lown Institute, as published by Becker’s Hospital Review. MercyOne Dubuque ranked third on the list, which recognizes social responsibility including how well hospitals achieve low mortality rates at a low cost.

Wear the brand

Items available on the **MercyOne Store**

Visit www.MercyOneStore.com




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

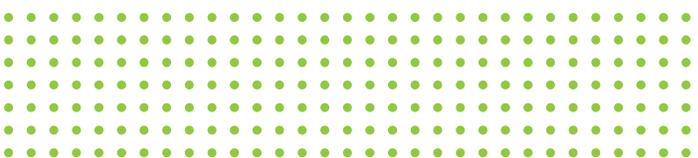
The magic of the MLB at Field of Dreams hasn’t left MercyOne Eastern Iowa. As part of MLB’s longstanding commitment to supporting the fight against cancer, an auction of memorabilia including game-worn apparel raised \$215,000 for [MercyOne Dubuque Cancer Center](#).

Auction items included the batting helmets and throwback jerseys worn by New York Yankees and Chicago White Sox players during the MLB at Field of Dreams game. Among the highest selling items was the jersey of Yankees outfielder Aaron Judge for \$33,590.

The money raised will support the cancer center endowment fund, through the [MercyOne Dubuque Foundation](#), which will provide ongoing support to many in the community who have been diagnosed with cancer.

“We are incredibly thankful to Major League Baseball for their generosity, said **Kay Takes**, president of MercyOne Eastern Iowa. “We continually strive to elevate the care we offer to our patients who are navigating a cancer diagnosis, and MLB’s generosity will certainly help with the needs our patients and families face.”

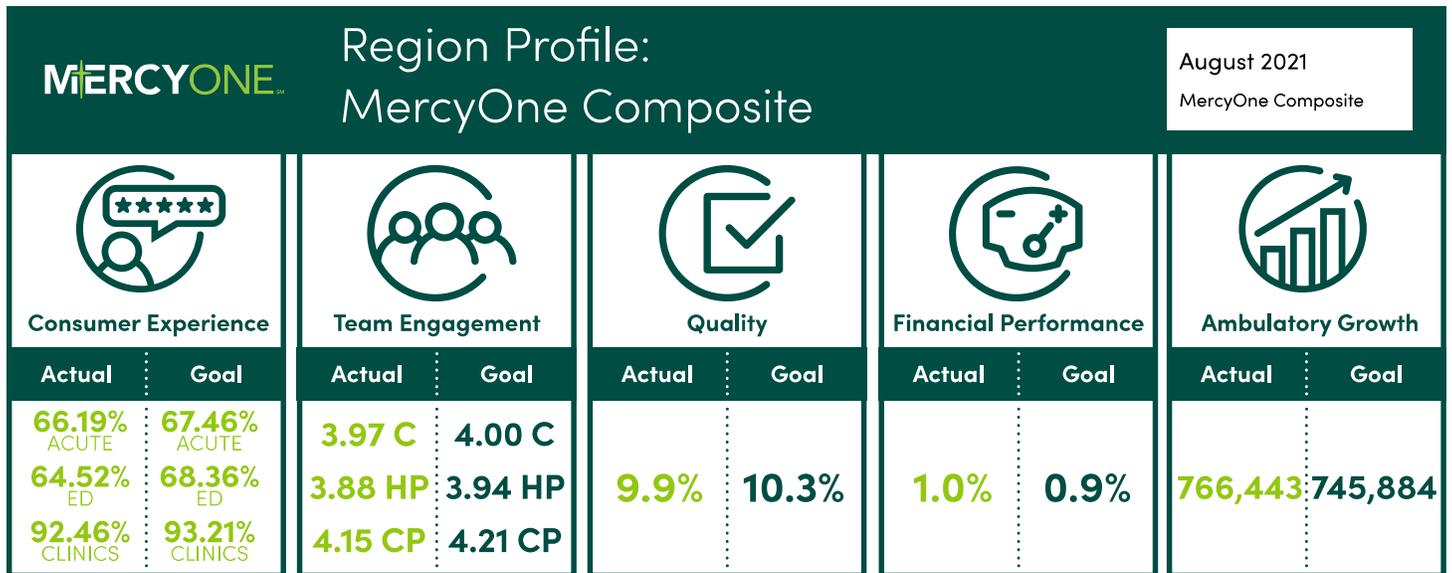
“Visiting MercyOne Dubuque Cancer Center was one of the highlights of this extraordinary event,” said Baseball Commissioner Robert D. Manfred, Jr. “It was an inspiring experience to witness the commitment of their staff and spirit of their patients. We are thrilled that this MLB at Field of Dreams Game auction led to a meaningful donation in support of the Eastern Iowa community.”



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.



C = Colleague
HP = Hospital Provider
CP = Clinic Provider



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

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.