Message From Bob Ritz: Unifying Brand Set to Launch February 1

Thank you for everything you continue to do to make MHN and our affiliate partners a high performing organization and to bring our Mission to life.

Last year, we created a bold vision to achieve a personalized and radically convenient system of health services. Facing the market as one is a critical step to unifying our system of health services. Co-creating our common culture of accountability and excellence, unifying our brand or how we present who we are to consumers and each other along with statewide strategic planning are all important pieces of facing the market as one.

The hard work of many is progressing quickly and we have exciting milestones to be proud of! More than 500 of our 20,000+ colleagues have attended a Culture workshop; more than 500 colleagues from across the state have contributed to the strategic plan which is nearly complete and a united brand is set to launch across the state. Everyone throughout the organization should be proud and excited!

Plans for many activities are in motion, and you will be formally invited to share in two very exciting days. On Monday, January 14, 2019, we will announce our new name internally system wide, commemorating our first step to Be One! Shortly after, on Friday, February 1, 2019, there will be a full brand/logo reveal officially launching our unified organization. Culture work will live large within the hearts of each of you bringing the unifying brand to life.

The name was born out of thousands of touchpoints among colleagues and consumers over 18 months and is backed by research which supports its strength and ability to unite us as one. A brand newsletter will launch in December 2018 and will give more in-depth information into the process, the findings and the importance of the work.

We are building an exceptional brand, and it is much more than a name and a logo. This work takes time and resources, yet it is vital to communicating who we are to consumers so they choose our services when they need any type of health or wellness care.

As we unite in the marketplace with a common name, we will stand out in a competitive, fast-changing environment while building loyalty among consumers. Thank you for your support as we work to finalize activities and events for these two special milestones!

Have questions for Bob? Email MHNinfo@mercydesmoines.org.

Key Results: Consumer Experience, Team Engagement, Quality, Sustainable Growth & Efficiency and Ambulatory Growth
Culture Corner

Our culture is what unites us. It is the fabric which weaves all 20,000+ colleagues together as one. Our organization’s culture defines how we do our work, how we treat patients and visitors, and how we support each other. Our work developing a new culture for MHN is perhaps the most important step in our plan to unite our services, resources and talents to become one system of health services across all of MHN.

Workshops for all team members are being led by local facilitators across Iowa. As each of you participates in culture workshops, we hope you begin to see the significance of this effort. Building a strong culture throughout MHN will take commitment from everyone. We must intentionally center ourselves in service and prepare to create experiences which build a strong connection to those we care for when they are sick and when they are well, personalize their care and help those we care for live their best life. Equally important is how we care for those we serve with.

If you have already completed a culture workshop with your team, please revisit your commitment and role in achieving the MHN Key Results. Every role is important here are some examples of how each person, no matter their role contributes to the Key Results.

<table>
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<tr>
<th>Category</th>
<th>How we ALL make an impact (Examples)</th>
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| Consumer Experience: Would Recommend         | • A nurse previews the next step in a patient’s care with him or her and says something positive about the care team they will meet when they arrive.  
   75th Percentile by 2021                      | • When a provider recommends a consumer go to the ED, calling ahead with a report to support triage, improve consumer perception of personalized care and improve patient outcomes. |
| Team Engagement: Overall Engagement           | • An ED supervisor partners with an inpatient unit to do cross group huddles to improve coordinated care and discuss how to improve handoffs.  
   75th Percentile by 2021                      |                                                                                                                                                                                                                                  |
| Quality:  All cause unplanned                | • A health information management colleague quickly sends medical records to clinic-based providers, which enables correct outpatient follow up, which keeps a patient healthy and out of the hospital.  
   30-day readmission rate 14.8%                 | • A respiratory therapist and provider partner to initiate a readmission collaborative to brainstorm ways reduce common causes of readmission.  
                                                                                                           | • A provider calls relevant providers on the outpatient care team before discharging a patient for input on the discharge plan, and to notify them of immediate follow up needed. |
| Sustainable Growth and Efficiency:            | • An environmental services colleague cleans rooms to keep infection rates low, reducing length of stay.  
   Operating Margin 4.2%                        | • A radiology team works together to figure out how to see one more patient a day.                                                                                                                                                   |
| Ambulatory Growth: 3.4 million non-inpatient  | • A CMA noticed a trend where patients who started new blood pressure medicine are waiting too long to come in for their follow up, so he works with the clinic team to arrange proactive scheduling calls.  
   encounters generating revenue                 | • A hospital care team or nurse doing a biometrics screening at a business partner books an initial visit with a primary care provider with a patient upon hospital discharge or completion of biometric screening. |

If you haven’t attended a workshop yet the quotes below provide an idea of what is in store:

• We’ve been waiting so long for something like this! It really is coming together.

• This has re-energized our work and brought excitement back!

• It’s so empowering!

• This is the first time I’ve seen a program like this come from the bottom up: colleague to colleague. Thank you!

Please contact the Culture Cabinet at mhnculture@mercydesmoines.org with any questions.
MHN Quality Initiative Selected to Present at Trinity Health Summit

Key Results: Quality, Team Engagement and Consumer Experience

MHN’s regional initiative for reducing hospital-acquired infections (HAIs) was selected for a presentation and poster exhibit at Trinity Health’s Clinical Summit on Oct. 24 and 25. Key objectives of MHN’s initiative are:

- To illustrate how MHN hospital quality infection prevention specialists and pathologists are working together in a regional approach to share successful reduction approaches and identify best practice protocols to reduce HAIs,
- To develop MHN’s best practices action plan for reduction of Clostridium difficile infections (CDI), and
- To understand new recommendations for use of a two-step methodology for CDI testing to reduce the risk of identifying CDI colonization versus active infection

HAIs are among the leading threats to patient safety, affecting one out of every 25 hospital patients at any one time. Over a million HAIs occur across the U.S. health care system every year, leading to the loss of tens of thousands of lives and adding billions of dollars to health care costs. Studies have shown proper education and training of health care workers increases compliance with and adoption of best practices to prevent HAIs.

Specific sections of MHN’s regional best practice action plan for CDIs include a two-step process for lab testing, nurse screening protocol, environmental disinfectant selection and cleaning procedure, personal protective equipment and hand hygiene, adoption of a tool for investigating HAIs, education approaches, a daily report to track CDI orders and collaboration with Pharmacy in the use of MedMined antibiotic stewardship reports.

Innovative New Procedure Available at Mercy-North Iowa

Key Results: Consumer Experience and Sustainable Growth & Efficiency

Mercy-North Iowa is the only hospital in north-central Iowa to offer a minimally invasive, surgical option for people suffering from GERD. The procedure involves the laparoscopic implantation of the ‘LINX’ device, which is made up of magnetized titanium beads, around a person’s esophagus just above the stomach. The quarter-sized flexible band of magnetic titanium beads strengthens the body’s natural barrier against acid reflux while allowing food and liquid to easily pass through when swallowing. The magnets open to allow food and liquid down, then close to prevent stomach contents from moving up, stopping acid reflux at the source.

Social Worker Joins Mercy-Des Moines Emergency Department

Key Results: Consumer Experience and Quality

While trauma, critical illness and other severe situations bring thousands to the emergency department (ED) each year, many individuals are presenting in need of assistance outside of the normal realm.

Historical data shows a growing number of people come to the ED because of substance abuse or psychiatric issues; a lack of primary care or dependable support network; access to safe, affordable housing; and other socioeconomic challenges.

To help these individuals connect with community resources, and avoid unnecessary hospital admissions and readmissions, Mercy-Des Moines’ Care Coordination department has assigned a social worker to the ED, providing an expanded level of support to individuals and families.

Since August 2018, Emily Walton, MSW, has interacted with more than 100 patients, and has helped avoid more than 30 admissions, by finding more suitable assistance for those in need. Closely collaborating with ED nurses and physicians has also allowed Emily to help jump-start the discharge process, when appropriate, creating opportunities to make ED exam room beds available sooner for patients requiring immediate care.

Spotlight on Patient Care Improvements
Colleague Feedback Leads to Creation of New Care Unit

Key Results: Consumer Experience

As one of the leading health care providers in the state, Mercy-Des Moines has a responsibility to deliver the most appropriate level of care to every patient served. To answer this call, changes are underway to add Progressive Care Units (PCUs) at Mercy’s central campus and Mercy-West Lakes.

PCUs will provide care for higher-acuity patients who require a level of care between what is currently provided in the critical care setting and a general medical/surgical unit. Criteria for the admission, transfer and discharge of PCU patients is still being developed, but may include:

- Cardiovascular surgery patients who require closer monitoring
- Patients requiring higher intensity, short-term monitoring following a procedure
- Patients with increased oxygen needs
- Clinically appropriate behavioral health patients needing medical clearance before transferring to the inpatient behavioral health unit

The PCUs were developed as a direct result of physician concerns about patients being held in the Emergency Department, Post-Anesthesia Care Unit (PACU), and Critical Care Units. This valuable feedback led a team of physicians, nurses and other non-clinical colleagues to evaluate and explore options for making PCUs a reality at Mercy. The team – which includes Blair Westerly, M.D., PCU medical director; Pam Harrison, director, CSICU/interim director, PCU; Karla Kerkove, CRN; Felicia Miedema, associate chief nurse; Diane Cummings, director of plant operations and construction; Sandy Swanson, vice president, planning and business development; and Jen Van Liew, senior director of clinical services – worked together to coordinate construction, operational logistics and other details required to open new units at each hospital.

The new PCU at central campus opened Nov. 6 with 6-7 patient beds, with future capability of expansion of up to 12 beds.

At Mercy-West Lakes, the PCU is combining with the Intensive Care Unit (ICU) on the fourth floor, making a total of 16 beds available for either PCU or ICU use. Several nurses at Mercy-West Lakes will also be cross-trained, allowing the option to care for patients requiring different levels of care. Patients in this unit will be able to move from ICU care, to PCU care to telemetry care without changing rooms.

Each day, Mercy has approximately 10-15 patients who meet criteria for admission to the PCU. The creation of these PCUs is a critical step toward placing patients in the right setting at the right time, improving patient flow, consumer satisfaction and physician and nurse engagement.

Designing for Consumer Experience

Key Results: Consumer Experience, Ambulatory Growth, Team Engagement and Sustainable Growth & Efficiency

Designing a new clinic for the Mercy-North Iowa Internal Medicine Residency was the focus of a 3P (People, Preparation & Process) at the end of October. A group of colleagues and providers representing all aspects of clinic life came together to create a space and workflows to optimize the clinic experience for both patients and staff. After taping out the floor plan, a full-sized model was built of cardboard and simulations were conducted to see if the design successfully met the goals. The team made revisions, including moving cardboard walls and ultimately the team created a new layout which will enhance the consumer experience and allow the clinic team to better serve patients and assist each other. The small group of committed colleagues accomplished in four days what would have taken months of planning through the normal meeting structure.
Expanding Access to Care

Mercy Iowa City to Build Inpatient Rehabilitation Hospital

Key Results: Consumer Experience and Quality

Mercy Iowa City received unanimous support from the Iowa State Health Facilities Council for a Certificate of Need to construct and operate a 40-bed inpatient rehabilitation hospital in Coralville. The facility will be a joint venture with Kindred Healthcare, LLC.

Subject to several regulatory requirements and other approvals, Mercy Iowa City expects the hospital to open by the second quarter of 2020. The new hospital will care for adults recovering from conditions such as stroke, neurological disease, injury to the brain or spinal cord and other long-term illnesses or injuries. This facility will be very similar to the Mercy Rehabilitation Hospital opened earlier this year in Clive.

“Mercy Iowa City is known statewide for the high quality care it provides and its leadership role in working with others to meet health needs, not only in Johnson County but, throughout southeast Iowa,” said Sean Williams, President and CEO of Mercy Iowa City. “We know there is a tremendous need for inpatient rehabilitation care in our service area. By working with Kindred we can provide an extraordinary level of care for patients much closer to home which is beneficial for both the patients and their loved ones. Our partnership with Kindred extends the ministry started by the Sisters of Mercy and aligns perfectly with Mercy’s Mission to serve as a compassionate, healing ministry of Jesus Christ to transform the health of our communities.”

Franklin General Hospital Implements "Interpreter on Wheels"

Key Results: Consumer Experience and Team Engagement

Franklin General Hospital (FGH), a Mercy Health Network affiliate partner in Hampton, has purchased an "Interpreter on Wheels." The Interpreter on Wheels is a convenient, accurate, confidential tool available free of charge to any FGH patient with limited English speaking abilities.

The Interpreter on Wheels is an iPad and speakers on a wheeled cart, so it's lightweight and easy to move throughout the facility. FGH staff use the iPad to easily connect with LanguageLine Solutions®, an interpretation service capable of certified video interpreting of 36 languages, including American Sign Language and audio-only interpreting of 240 languages.

The Interpreter on Wheels allows the use of both video and audio to interpret visits to the clinic, emergency department, same day surgery, or any other department and is available 24/7. The Interpreter on Wheels can also be used for telepsychiatry consultations. For sensitive visits, such as a women's health exam, colonoscopy or mammogram, the video portion of the system can be disabled for all or portions of the visit and use only audio. All interpreters working through the Interpreter on Wheels are certified and HIPAA compliant.

"We are very thankful for all the FGH Auxiliary does for our facility," said Kim Price, FGH CEO. "The Interpreter on Wheels is a great tool to have available to our patients. FGH is focused on making it easy for everyone in our community to receive the care they need, and the quality of care they deserve, every time they visit us. If there's a language barrier, that's not happening. The Interpreter on Wheels removes that barrier and allows us to provide great care to all."
Hancock County Health System Garner Medical Clinic to Provide At-School Appointments for Behavioral Health Services

Key Results: Ambulatory Growth and Consumer Experience

Hancock County Health System (HCHS), a Mercy Health Network affiliate, is teaming up with the Garner-Hayfield-Ventura (GHV) School District to provide "at-school" appointments for students who need behavioral health services.

There are several benefits of this partnership, according to Licensed Mental Health Counselor Ashley Shelanski, HCHS Clinics. "We want to help address needs in an environment that is comfortable and familiar to the students," said Shelanski, who will visit all school facilities – elementary, middle school and high school – on a weekly basis.

The second advantage is convenience, as students and their parents/guardians no longer have to leave school or work to have access to quality behavioral health appointments. Finally, appointments will remain confidential.

"The partnership between the GHV School District and HCHS is one that works to everyone's benefit, especially the students. Our Missions blend wonderfully and we have enjoyed teaming up in the past to provide services. We continue to look forward to even more services we can provide for the betterment of our community," said Tyler Williams, GHV Superintendent.

HCHS began offering in-school behavioral health appointments at West Hancock Community Schools last year and has found the program to be very helpful and appreciated by students and parents alike, Shelanski said.

A student's first appointment will be completed at HCHS Garner Medical Clinic and requires a parent or guardian's presence to gather medical and social history along with insurance and demographic information.

Students Apply Direct Skills at Mercy-Sioux City Nursing Fair

Key Results:

Fifty nursing students from area colleges were able to get hands-on experience at a special skills day event held at Mercy-Sioux City.

The fair provided direct experience with CPR dummies, PluereX and Uresil drains, central lines, ports, surgical tools and instruments, clamps, saws and code carts.

"It's a great way for students to touch and sample advanced procedures," says Kari Kirchmeier, clinical educator at Mercy-Sioux City.

Western Iowa Tech Community College (WITCC) Nursing adjunct teacher, Linda Gunn, who attended with numerous WITCC exchange students said, "It is a fabulous way for students to be inquisitive and interact with the equipment and then take those skills back to their university and workplace."

A second skills fair is planned for early 2019.
The Call to Serve

Growing a Healthy Community

Key Results: Consumer Experience and Team Engagement

Mercy-Dubuque, along with Convivium Urban Farmstead, hosted an interactive day of nutrition education in October for over 40 second-grade students from Marshall Elementary in Dubuque. During the "Growing a Healthy Community" event, students rotated through stations where they participated in hands-on activities such as preparing a nutritious take-home meal and planting green beans for growing at home. The students also toured the community gardens and learned about proper nutrition and hydration, serving sizes, food safety and a lot more – in ways that were fun and easy for them to understand.

Obesity is a major concern in Dubuque County, and according to the county's community health needs assessment and health improvement plan, 42 percent of adults in Dubuque County are overweight.

"Our primary goal was to impact future obesity rates in the Dubuque community by improving the children’s daily food choices through education on healthy eating habits and safe kitchen practices," explains Dori Sevde, MSN, ARNP, CVRN-BC, ACCNS-AG, clinical nurse specialist at Mercy-Dubuque. "The students and teachers had a great time. They actively participated, tried some new foods, and asked great questions."

The comments from students express the fun they had and how much they learned:

- "I always eat fast food, and this was the first real home cooking I tried, and I loved it!"
- "I want to grow my own garden!"
- "I didn't know nurses weren't just at the doctor's office."
- "I know how to buy healthy food from the gas station now, because I stop there after school every day."

The event was funded through Mercy-Dubuque’s Community Benefit Ministry Grant, and Sevde hopes to continue this programming and education with other schools in the area.
Van Diest Medical Center Hosts New Community Event

Key Results: Consumer Experience

Van Diest Medical Center (VDMC) recently helped organize a first-time event designed to provide guidance to community members when planning for the future. This free workshop – Embracing the Journey – provided information on a variety of topics including long-term care and financial planning, advance directives, hospice and funeral planning.

The planning committee for the event was comprised of VDMC’s community Transitional Care Partners Team, including the VDMC social worker, utilization review nurse, clinic health coach and Senior Life Solutions program director. During the event, the VDMC Falls Team conducted fall assessments, the Van Diest Family Health Clinic performed blood pressure checks and Senior Life Solutions provided information. The event offered VDMC and more than 30 exhibitors the opportunity to engage with consumers while providing valuable educational materials.

Awards and Accolades

Dr. Richard Deming and Mercy-Des Moines Public Relations and Marketing Team Recognized at Annual Awards Ceremony

Key Results: Team Engagement and Sustainable Growth & Efficiency

The Central Iowa chapter of the Public Relations Society of America (PRSA) held its annual PRIME Awards ceremony Thursday, Oct. 18, recognizing individuals and organizations for their outstanding contributions to the public relations profession and the community.

Mercy’s Public Relations and Marketing Department was recognized with three PRIME Awards (first place) and two Awards of Merit (second place) for projects completed during Fiscal Year 2018. Award winning entries included:

- PRIME Award: Direct Mail – New Mover Outreach Program
- PRIME Award: Internal Communications – 2018 PCA Campaign
- PRIME Award: Event/Observance – Stork Affair
- Award of Merit: Media Relations Tactic – Mercy Rehabilitation Hospital Opening
- Award of Merit: Social Media – May the Fourth Be With You

During the finale of the PRIME Awards ceremony, Mercy-Des Moines also received a Best of Show award for a non-profit/government organization for its Stork Affair program. Best of Show winners are selected from the winning PRIME Award entries for doing the best job of meeting the stated goal, achieving the desired results and receiving the highest score in their respective evaluation category.

This year, Richard Deming, M.D., medical director at Mercy-Des Moines, received the Outstanding Iowa Advocate Award. This award recognizes an individual who has contributed to the enhancement of the state’s regional, national or international reputation. Dr. Deming was nominated for this award because he demonstrates a personal commitment – above and beyond a professional obligation to a client or employer – to the betterment of the state of Iowa and its residents.

Photo: Dr. Richard Deming (center), pictured with Christina Gayman (left), representing PRIME Awards presenting sponsor, Hy-Vee and Dr. Kelly Bruhn, APR, president, Central Iowa Chapter PRSA.
Hancock County Health System Community Health Named as Prestigious 2018 HHCAHPS Honors Elite Recipient

Key Results: Consumer Experience, Team Engagement and Quality

Hancock County Health System’s (HCHS) Community Health has been named a 2018 Home Health Consumer Assessment of Healthcare Providers and Systems (HHCAHPS) Honors Elite recipient by HEALTHCAREfirst for continuously providing a positive patient experience and high quality care.

HEALTHCAREfirst is a leading provider of home health and hospice software, billing and coding services, CAHPS surveys and advanced analytics. This prestigious annual review acknowledges the highest performing agencies in the United States by analyzing the performance of the HHCAHPS survey satisfaction measures.

HCHS Home Health was one of only three Iowa home health agencies to receive the Elite honor and one of only 10 agencies in the entire state to make the list of 164.

HHCAHPS Honors defines a new standard of excellence in the patient experience for home health agencies. Identifying the top-performers is a way of recognizing agencies that are dedicated to providing high quality of care in a patient-centric approach. The resulting patient experience is a key driver of ongoing patient and agency success.

Award recipients are identified by evaluating performance on a set of 19 satisfaction indicators. Individual agency performance scores were aggregated for the evaluation period and were compared on a question-by-question basis to a national average score calculated from partnering home health agencies. HHCAHPS Honors recipients include agencies scoring above the national average of at least 85 percent. Elite Honors are awarded to home health agencies scoring above the average of 100 percent.

Leadership Announcements

Decatur County Hospital Names Mike Johnston Chief Executive Officer

In partnership with Mercy Health Network (MHN), the Decatur County Hospital board of trustees is pleased to announce the appointment of Mike Johnston as the new CEO of Decatur County Hospital. The board and MHN underwent a comprehensive interview and selection process over the past months and are excited to announce Johnston’s promotion into the CEO role. Johnston came to DCH after holding various positions in his last role with Union General Hospital in Georgia and relocated to Leon in 2016 to serve as the chief operating officer (COO). Of this new opportunity, Johnston said, “It has been my honor to serve Decatur County Hospital and our community for the past two years and in this new role, I am privileged to be able to continue and build upon that service. In collaboration with our staff, providers, board of trustees, local health care partners and MHN, it will be our task to deliver on the promise of Decatur County Hospital’s mission statement and truly provide “Exceptional Care, Close to Home.”

Board Chair, Linda Chastain stated, “Our board is excited about Mike’s acceptance of our CEO position. He has admirably carried out his role as chief operating officer for DCH over the past two years and has willingly and effectively stepped up to the leadership plate during interim periods. He has a strong working relationship with our staff and has become involved in our county community.”
New Providers Across the Network

Cardiology
Grace Ayafor, MD
Iowa City

Dwayne Campbell, MD
Iowa City

Family Medicine
Kimberly Kuehner, ARNP
Rockford

Hospitalist
Emily Burns, ARNP
Des Moines

Vuong Nayima, DO
Des Moines

Neurology
John Wright, MD
Des Moines

Obstetrics
Lydia Alexander, MD
Iowa City

Palliative Care
Carissa Evans, ARNP
Des Moines

Physical Medicine
Tamara Price, ARNP
Mason City