Q & A with Bob Ritz

Q. What is the status of the strategic plan?

A: Historically strategic plans at Mercy Health Network (MHN) have been developed only by local market ministries. To support MHN coming together as one, MHN is using a collaborative approach to develop its first system-wide strategic plan which is directly tied to advancing our Vision and achieving our Key Results.

Throughout the planning process, market leaders collaborated to develop and refine focus areas, strategies and tactics. Input sessions were held with integration teams like the Integrated Clinical Leadership Team and the Physician Leadership Council. Market specific discussions were held in Sioux City, North Iowa, Des Moines, Clinton, Dubuque and Waterloo with local leadership teams and providers. All of these individuals and teams provided excellent insights which resulted in improving our draft strategies and tactics.

Nearly 550 leaders from across the state provided input to prioritize the strategies and tactics which will have the most impact on our Key Results. The highest priority strategies for leaders were:

- Foster a unifying and thriving culture of safety, continuous improvement and shared problem solving
- Recruit and retain a high-quality workforce, and enhance diversity within MHN at all levels
- Establish and deploy clinical standards and best practices consistent with a high-reliability organization
- Develop a payer and payment strategy for MHN
- Excel at integrating, navigating and coordinating care across the continuum to build brand loyalty
- Improve network referral management
- Implement unifying MHN brand which resonates with consumers and colleagues
- Optimize operational performance
- Provide primary care and specialty care access to meet the needs of the communities we serve

The Executive Leadership Team (market presidents and MHN functional leaders) is now using this input to create an implementation plan and align local plans with statewide initiatives where it makes sense. Statewide workgroups will be essential in moving our strategic initiatives forward. If you have ideas to contribute or would like to be part of an implementation team, please share your interest with your manager or market president.

Have questions for Bob? Email MHNinfo@mercydesmoines.org. Watch Bob’s latest video here.
Culture Corner

Our organization’s culture is what unites us. It is the fabric which weaves all 20,000+ colleagues together as one. Our culture defines how we do our work, how we treat patients and visitors and how we support each other.

The foundation of our culture work is our Mission and Values. Our Vision is the road map for the future. Together we are creating the culture to make our Vision to set the standard for a personalized and radically convenient system of health services a reality. Our Vision will also help us achieve a new level of performance for our organization.

More than 800 leaders came together in August to learn about the case for change, discuss culture shifts necessary to move our organization forward and learn tools to enable those shifts.

The secret to culture change lies within the heart of each of us! That's why the skills learned in August will now spread throughout the organization via more than 100 trained facilitators chosen from the markets. Supervisors, managers and directors are being trained in October and November, and all colleagues will participate in culture workshops by the end of January 2019 – just in time for the launch of our unifying brand.

Here is what you can do to build excitement around the culture movement!

Leaders (already trained or yet to be trained):

- Go through the workshop again at your market ministry so you can review the information with other leaders experiencing it for the first time. If you’re receiving training for the first time, go prepared to listen and engage.
- Get the manual back out and review. Think about how you will apply the accountability tools, culture beliefs, and focused feedback, storytelling and recognition!
- Let your team know they too will be going through a two-hour workshop in the coming months. Ask them to go with an open heart and open mind! We need everyone on board!

Colleagues (yet to be trained):

- Come prepared to listen and engage.
- Do some research on the importance of culture and why companies need a strong culture to succeed.
- Come ready to move forward.
- Your commitment to changing culture will directly impact our ability to achieve our Key Results and create a bright future for our organization.
- If you have questions, email mhnculture@mercydesmoines.org or talk with your local culture cabinet member. The full member listing can be found here.

Thanks to everyone for your hard work and commitment to our organization. Great things are ahead of us!

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**MHN Mission**

Mercy Health Network serves with fidelity to the Gospel as a compassionate, healing ministry of Jesus Christ to transform the health of our communities.

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**MHN Vision**

Mercy Health Network will set the standard for a personalized and radically convenient system of health services.

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**MHN Core Values**

Reverence

Excellence

Integrity

Justice

Compassion

Stewardship

Commitment to the Poor
Help Center, Clinical Decision Unit Combine Efforts to Improve Care for Behavioral Health Patients at Mercy-Des Moines

The shortage of behavioral health inpatient beds at Mercy-Des Moines and across the state has led to patients seeing a delay in treatment because the appropriate care setting is not always available. Patients requiring admission to an inpatient behavioral health unit are frequently kept waiting in an emergency room setting prior to admission to the Behavioral Health inpatient unit.

To address this concern, a team of physicians at Mercy-Des Moines – including Hijino Carreon, D.O., co-medical director and vice chair, Department of Emergency Medicine; Adnan Iqbal, M.D., M.B.A., medical director, Behavioral Health; Charles Keller, M.D., chief medical officer; Sasha Khosravi, D.O., department chair, Behavioral Health; and Andrew Zeff, M.D., hospitalist – worked together to determine an innovative solution for patients seeking treatment at Mercy. As a result, two significant changes will take effect Nov. 6, 2018.

The first change involves the relocation of the Behavioral Health Help Center. As of Nov. 6, walk-in patients seeking behavioral health assistance will be asked to report to the emergency room. These patients will be triaged, and a psychiatric evaluation will be completed.

The second change comes with modifications to the clinical decision unit (CDU) at Mercy’s central campus, which will begin accepting clinically appropriate behavioral health patients waiting for an inpatient behavioral health bed on Nov. 6. Colleagues from the Help Center will be located in the CDU and will work in conjunction with CDU staff to provide specialized care to support the needs of behavioral health patients.

“Integrating the Help Center within the CDU will provide behavioral health patients access to more timely assessments and the opportunity to begin treatment prior to admission to an inpatient behavioral health unit,” said Dr. Iqbal. “This new care model allows the medical and psychiatric teams to work together in one place to collaborate and provide the best treatment plan.”

“These changes are designed to streamline the process for admitting patients in need of behavioral health treatment,” said Mary Thompson, director of Mercy’s Behavioral Health Services. “Patients who can be moved to the CDU will be monitored in a safe, secure environment, leaving more room available in the emergency room for critically ill and injured patients.”

Human Resources Colleagues Join Together for Nursing Recruitment

Chief Human Resources Officers Angela Faber, Mercy-Dubuque/Dyersville and Jackie Luecht, Mercy-North Iowa, have formed a sub-committee of nurse recruiters from across Mercy Health Network. These human resources colleagues lead nurse recruitment for their market ministries and their affiliate hospitals. Faber and Luecht felt it was important for this group to connect with one another as nurse recruitment becomes more competitive. The goal of the group is to lead nurse recruitment, brainstorm recruitment strategies, discuss and share best practices and provide feedback to one another. Faber and Luecht act as leadership resources for the group.

The sub-committee is comprised of the following human resources professionals: Suzie Baumberger (Des Moines), Dayna Hangman (Sioux City), Shelli Lorenzen (Affiliate Network), Kris Marmie (Wheaton), Kelly Schanbeck (Dubuque), Sherry Smith (Affiliate Network), Jamie Trenhaile (North Iowa) and Lennie Zieser (Iowa City). Faber and Luecht are excited about the level of engagement, and what has been discussed and shared.
MHN Advocacy Update

In late September, Jason Monarch, Executive Director of Strategy for Mercy-North Iowa and Sara Eide, MHN Director of Advocacy, participated in Capitol Hill visits. The group visited the offices of Senator Ernst, Senator Grassley and Congressman King. The key issues they advocated for were support for the 340B program, the opioid package, protection of coverage expansions, and workforce issues related to the Conrad 30 program. In addition, their support on a site-neutral proposal from CMS was requested.

Mercy-Des Moines hosted Gov. Kim Reynolds for the Ribbon Cutting Ceremony of the Psychiatry Residency Program on Sept. 22, 2018. This residency program was established with a matching grant from the state of Iowa.

MHN lobbied the Iowa Legislature and the Governor’s office to pass legislation to create the Medical Residency Training Matching Grant program. Its goal is to make more residency opportunities available in Iowa to train and retain physicians for the state. Mercy-Des Moines’ Psychiatry Residency Program is one of the first awardees of the grant program. The first four residents began at Mercy on July 1, 2018. Each year four more residents will be added until we have a full cohort of 16 residents. We are optimistic this training program will begin to address the shortage of psychiatrists in Iowa.

MHN is currently creating its 2019 State Legislative agenda. We are gathering input from across the Network to create an agenda focused on the most critical policy issues we are facing. If you have issues you believe should be included in our priorities, please email MHN Director of Advocacy Sara Eide at eidesl@mercyhealth.com.

Expanding Access to Care

Five 3D Mammography Machines Added to MHN Market Ministries

Women in Fayette County and the surrounding area now have access to the most advanced breast screening technology at Mercy Hospital in Oelwein. The hospital upgraded its equipment to 3D mammography.

"The addition of 3D mammography allows us to evaluate the breast in a more detailed manner," said Alli Ingels, Radiology Supervisor at Mercy Hospital. "It allows us to find abnormalities or changes in breast tissue earlier than we could in the past." In addition to a quicker diagnosis, patients will immediately see the benefits by having a 3D screening option available closer to home. "We're so excited to offer this to the women we serve." said Ingels.

The upgrade to Genius 3D Mammography was made possible by a gift of more than $250,000 from the Mercy Hospital Foundation.

Recently, Mercy-Des Moines Mammography installed new 3D mammography machines at Mercy North, Mercy East and a second 3D unit at Mercy’s central campus in Des Moines. The new machines are capable of traditional digital mammograms as well as 3D images.

Pat Howe is a mammography technologist at Mercy North in Ankeny and said the new machines provide greater visibility for the radiologist to see breast detail in a way never before possible. "This is a huge benefit to the Ankeny community. We have had a lot of interest from patients since the machine arrived."

Now all five convenient Mercy-Des Moines area Mammography locations have 3D technology – Mercy North in Ankeny, Mercy East in Pleasant Hill, Mercy Indianola Specialty Clinic, Mercy West in Clive and Mercy’s central campus.
Monroe County Hospital & Clinics Receives Grant for New Ambulance

Monroe County Hospital & Clinics (MCHC) has received a Rural Housing Service/Community Facilities Program grant through the United States Department of Agriculture (USDA). The award provides funds to purchase a new, fully equipped ambulance for MCHC. The ambulance will aid in responding to calls involving opioid and other drug abuse.

The Call to Serve

MHN Ministries Come Together to Improve Care in Nepal

Colleagues across MHN worked together as one to improve care on the other side of the world.

Mark Ponto, manager of radiation oncology at Covenant Cancer Treatment Center, recognized a special need while on a 2015 trip to Bhaktapur Cancer Hospital near Kathmandu, Nepal. He was travelling with Above & Beyond Cancer, a group founded by Dr. Richard Deming, radiation oncologist at Mercy-Des Moines. When Above and Beyond Cancer made a return trip this year, there was an opportunity to help.

"We ended up sending a device used for treating breast cancer patients, generically called a breastboard. The system in Nepal was quite ancient," said Ponto. "In talking with my colleagues from MHN, we found the Cancer Center at Mercy-Des Moines had upgraded their system and had two older breastboards in storage which were no longer needed."

Everything made it to Nepal and the new breastboards are already in use. "They are more than pleased with the equipment and so thankful for our help," said Ponto.

MHN Ministries Honor Breast Cancer Awareness Month

October is Breast Cancer Awareness month, and in recognition, Mercy-Dubuque went pink to help promote the importance of breast health and early detection of breast cancer. During the month of October, pink LED lights illuminated the exterior, east-facing wall of the hospital near the main entrance. Check out their pink ribbon video here.

Covenant Medical Center is hosted a Celebrate You event on Oct. 25 with more than 60 women in attendance. Covenant Medical Center will also be hosting a Free Mammogram event in November for patients with cost-barriers. More information can be found here.

Mercy Iowa City hosted a Snippets of Hope event where over 200 participants donated 10.5 pounds of hair to Pantene Beautiful Lengths.

Mercy-Des Moines promoted its Hidden Scar surgery option. For more detailed information on this advanced surgical technique and others, click here.

Mercy-Clinton hosted its third annual hospital-wide pink out potluck. The event encouraged colleagues to vote for their favorite “Strike out Breast Cancer” themed booth. Votes were cast through donations to Mercy-Clinton’s linear accelerator campaign.
Awards and Accolades

Two MHN Colleagues Nominated to Serve as a Trustee on Iowa Hospital Association Board

Kevin Kincaid joined Knoxville Hospital & Clinics in 2011 as Chief Executive Officer and brings more than 25 years of experience.

Shelley Russell joined Mercy Health Network as Chief Nursing Officer at Mitchell County Regional Health Center in October, 2013 and was named CEO in July, 2014. She brings more than 30 years of health care experience.

Seven MHN Colleagues Honored by Iowa Hospital Association at Annual Meeting

The Iowa Hospital Association (IHA) Excellence in Governance Award was presented to Suku Radia, chair of the board of directors at Mercy-Des Moines. This award is given each year to the hospital trustee who most typifies the traits of strategic vision, diplomacy and leadership embodied by Ernie Hayes, who gave 40 years of service to Iowa hospitals.

The IHA Excellence in Leadership Award was presented to Joe Smith, chief executive officer of Boone County Hospital. This award is presented annually to an outstanding Iowa hospital or health system executive who shows achievement in local, state and national health care affairs, peer leadership and community contributions.

Five MHN colleagues were honored at the IHA Annual Meeting as “Iowa Hospital Heroes.” The Iowa Hospital Heroes Awards program was created to recognize hospital employees who have performed a heroic act or tirelessly given their time, talent or expertise to better their hospital, patients or community.

- Lupita Chavez, Hispanic Outreach Coordinator - Dallas County Hospital, Perry
- Jennifer Milby, Registered Nurse - Mercy-Sioux City
- Manda Volkert, Registered Nurse - Mercy-Sioux City
- Kevin Negaard, Missionary - Mercy-Sioux City
- Subhash Sahai, Physician - Van Diest Medical Center, Webster City

Leadership Announcements

MHN Announces Pamela Villacorta as Division Director of Digital and Virtual Health

Pamela Villacorta has been named the Division Director of Digital and Virtual Health. Villacorta will focus on developing a comprehensive digital health strategy to support our vision to be a radically convenient and personalized system of health services. After starting her career in CIGNA’s Executive Leadership Development Program, she honed her digital chops at Fortune 100 companies and global digital agencies, and brought cutting-edge digital products and services to market for CIGNA, Comcast/NBC Universal, Nike and Lululemon. Most recently, Pamela was Chief Digital Health Officer at UI Health Ventures.

Tork Hook Added to MHN Payer Strategy Group

Tork Hook will be joining the MHN Payer Strategy Group as Division Director of Contracting and Payer Relations on Nov. 12. Hook will oversee fee for service and value based contracting for MHN providers (owned & managed) and the MHN ACO. In addition he will be responsible for the development of payer relations.

Hook served as Regional Director of Managed Care & Revenue Cycle and Senior National Director of Revenue Cycle at Mercy-Des Moines from 1999 to 2015. Hook most recently served as the Director of Central Billing Office for UnityPoint Health.
Leadership Announcements (continued)

Davis County Hospital and Monroe County Hospital & Clinics Announce Shared Executive Leadership

The Board of Trustees of the Davis County Hospital (DCH), along with the Monroe County Hospital & Clinics (MCHC) Board of Trustees announced the signing of a shared service agreement naming Veronica Fuhs as Chief Executive Officer (CEO) to oversee both of their respective facilities. Each organization’s governance remains independent, and the appointment is effective immediately.

“This agreement provides a creative, regional approach to advancing both hospitals in a sustainable and collaborative way to best serve our communities,” said DCH Board Chair Tom Prosapio.

Fuhs has served as CEO of MCHC in Albia, Iowa, since February 2015. During this time, she successfully recruited two, new family practice physicians, achieved growth in multiple service lines, secured a $589,000 Rural Health Care Services Outreach Program grant, added the Avera eEmergency service, and is currently leading a $19 million construction project for the hospital. In addition, MCHC was named one of Iowa’s “Top Workplaces” for the third consecutive year by the Des Moines Register.

Jan Myers Joins Knoxville Hospitals & Clinics as Chief Nursing Officer

Jan Myers joined Knoxville Hospital and Clinics as the Chief Nursing Officer on Oct. 1, 2018. Myers has a master’s degree in Nursing Administration and is a Board-Certified Pediatric Nurse. She has more than 25 years of experience in the health care field in a variety of clinical settings. She served as an RN/Charge Nurse and as the Chair of Clinical Quality at Blank Children’s Hospital, as well as the Director of Pediatric Services at Mercy-Des Moines. Most recently, Myers was the Clinical Services Director at Skiff Medical Center in Newton.

Mercy-Sioux City Names Three Vice Presidents

Lea Greathouse has assumed the role of Vice President of Mission, Marketing and Foundation at Mercy-Sioux City. In this new role, Greathouse will provide leadership for marketing, advocacy, The Mercy Foundation, Mercy Child Advocacy Center, as well as community benefit and Mission integration. Greathouse has been with Mercy-Sioux City since 2001 in the role of Executive Director of the Mercy Medical Center Foundation.

Timothy Daugherty has been named Vice President of Operations and Strategic Planning. Daugherty will have responsibility for business development, clinical services, and Mercy-Sioux City affiliate network hospitals. Daugherty is an accomplished health care executive with more than 25 years of experience in a wide variety of health care systems and stand-alone hospitals. He comes to Mercy-Sioux City from Holy Cross Hospital in Fort Lauderdale, Fla.

Julie Anfinson has assumed the role of Vice President of Support Services and Human Resources. Anfinson will have responsibility for Human Resources, Facilities, Education and Environmental Services. Anfinson has been with Mercy-Sioux City since 1988 and the Director of Human Resources since 1999.
## New Provider Across the Network

### Cardiology
- **Michael Hajdu, M.D.**
  - Iowa City
- **Kaitlyn Hennings, PA-C**
  - Des Moines
- **Shelby Mescher, ARNP**
  - Carroll
- **Annalisa Morgan, ARNP**
  - Iowa City

### Family Medicine
- **Gregory Isaacson, PA-C**
  - Indianola

### General Surgery
- **Adriane Argenio, M.D.**
  - Waterloo
- **Scott Hinze, D.O.**
  - Waterloo

### Other Providers
- **Amy Laib, M.D.**
  - Waterloo
- **Nicole Miller, ARNP**
  - Waterloo
- **Kara Reis, ARNP**
  - Des Moines
- **Kellie Waugh, DNP, ARNP**
  - Waterloo
New Provider Across the Network  (continued)

**General Surgery**
- Nicholas Kuiper, D.O.
  Waterloo

- May Tee, M.D.
  Des Moines

**Hospitalist**
- Attiq-Ur Rehman, M.D.
  Waterloo

**Internal Medicine**
- Taylor Sula, ARNP
  Des Moines

- Andrew Bishop, D.O.
  Johnston

**Obstetrics**
- Olanike Alonge-Obe, M.D.
  Waterloo

**Psychiatry**
- Nan Ambrosy, DNP, ARNP
  Waterloo

- Renuka Velisetty, M.D.
  Des Moines

**Vascular Surgery**
- Bryan Foster, PA-C
  West Des Moines