Q: What is MercyOne doing to address the social needs in our communities?

A: At MercyOne, we know it is not enough to only care for our patients when they are sick. To live Our Mission, we must answer the call “as a compassionate, healing ministry of Jesus Christ to transform the health of our communities.”

MercyOne is committed to meeting the health needs of all the communities we serve. Since our inception more than 160 years ago, we have worked to follow the example of our Foundress Catherine McAuley and the religious women who created our hospitals with a special focus on the poor and vulnerable. Often this means stepping outside of our hospitals and clinics to expand our reach as a true health system to address the fundamental needs of the broader communities.

At MercyOne, we are making this step in a big way. We are pleased to share we have developed a new area of our ministry — Community Health and Well-being. We believe the health of our community is just that, the health of our community. Our goal is to improve health by understanding what influences health challenges and what we can do to keep people healthy.

Today, we are expanding our Community Health and Well-being efforts across our MercyOne communities to address the social factors and influencers of health. As we recognize transforming the health of our communities often begins with ensuring access to healthy foods, transportation, affordable housing and social interaction.

Examples of Community Health and Well-being initiatives our MercyOne family is working to implement include:

- Partnerships with food banks and participation in Double Up Food Bucks, a SNAP program which doubles each $1 spent on locally grown fruits and vegetables, to increase access to healthy food for our communities
- Filling gaps to address our patients’ transportation needs through community partnerships
- Bringing health care to the homeless through our Street Medicine program at soup kitchens and local shelters
- Leading community collaboration and trainings to offer Courage to Quit and additional tobacco cessation programs Providing tobacco cessation programs
- Supporting community led diabetes prevention classes to at-risk consumers to assist with improving eating habits, reducing body weight and increasing exercise

In addition to community efforts, being excellent stewards of health care resources includes advocating for broad policies to improve the quality of health and life for all. MercyOne works with state and federal representatives to promote better health, better care and lower cost high-quality health care.

Thank you for your innovation and commitment to addressing the health care needs of our communities. Achieving the MercyOne Vision of personalized and radically convenient health care begins with your work. It is an honor to serve with you.

Have a question for Bob? Email MercyOnInfo@mercydesmoines.org.
Consumer Experience
- MercyOne’s composite consumer experience score indicates a 2 point decline in September 2019 over the fiscal year 2020 baseline but is 17 points higher than this same time last year.
- Only one region, Eastern Iowa, out of the five MercyOne regions have maintained or improved from their likelihood to recommend fiscal year 2020 baseline.
- Acute and clinics are at or above the likelihood to recommend baseline; however, the emergency department has seen significant declines since last year.

Team Engagement
- Colleague engagement is at the 23rd percentile based on fiscal year 2019 survey results.
- Provider engagement is at the 7th percentile based on fiscal year 2019 survey results.
- Survey scores have been released to each region and are available from your work team leader.
- We are approaching team engagement improvement planning differently from previous years. Human Resources, the Culture Cabinet and the Executive Leadership Team (ELT) developed an approach to shift away from “action plans” to understanding the experiences which created the beliefs shared on the survey and working with teams to create new experiences.

Quality
- MercyOne’s Composite readmission rate continues to improve. At 11.7% through September, our readmission rate is better than the top decile nationally.
- Four of the five regions have improved upon their fiscal year 2020 baseline.

Financial Performance
- The August year-to-date operating margin of 1.6% is lower than our budget of 3.5%. This also represents a decline from last year.
- High length of stay, increased payer denials, bad debt and charity care are leading factors contributing to lower revenue.
- High uses of contract labor and higher premium pay are two reasons costs are unfavorable.

Ambulatory Growth
- Ambulatory Growth is at 893,000 for non-inpatient encounters for year-to-date, which is approximately 47,000 or 5.5% over target.
- Central Iowa and Eastern Iowa are ahead of their regional targets.

For more information, please contact your local marketing or Culture leaders or email culture@MercyDesMoines.org. Posters of varying sizes are available for our Mission, Vision, Values, Cultural Beliefs and Key Results.
Manning Regional Healthcare Center hosted special Medicare Part D Enrollment

Open enrollment for Medicare Advantage and Medicare Part D prescription drug plans began Oct. 15. Manning Regional Healthcare Center (MRHC) staff and Senior Health Insurance Information Program (SHIIP) counselors made sure area residents have information about the many choices available.

To help individuals compare Medicare plans offered for 2020, MRHC hosted a special Medicare Part D Enrollment Event on Oct. 23 and Oct. 24. The hospital’s SHIIP counselor, Dee Schmitz, along with SHIIP Program Development Coordinator, Becky Groff, provided free, unbiased and confidential assistance to area residents.

“The coverage and cost of Medicare plans tend to change each year,” said Amy McLaughlin, CPA and Chief Financial Officer at MRHC. “Meeting with SHIIP representatives can help people understand the Medicare options better and potentially save them money as a result.”

According to Iowa Insurance Commissioner Doug Ommen, Iowans will have four new Part D drug plans available to them in 2020 and many new Medicare Advantage options.

Changes to Medicare Advantage and Medicare Part D prescription drug plans can be made through Dec. 7, 2019. Iowans that miss the open enrollment deadline generally must wait a full year before making changes to their plan.

SHIIP is reminding residents to do three important things during Medicare open enrollment:

- **Review your plan notice.** Read any notices from your Medicare plan about changes for next year—especially your “Annual Notice of Change” letter. Review your plan’s information to make sure the prescriptions you use are still covered and your medical providers and pharmacy are still in network.

- **Think about what matters most to you.** Medicare health and drug plans change each year and so can your health needs. Does your current plan best meet your needs?

- **Shop for the plans that meet your needs and fit your budget.** Compare plans even if you have been satisfied with your current plan. The coverage and costs for plans can change from year to year.

SHIIP counselors at MRHC review all plans offered and do not promote any particular plan or company.

Additional MercyOne teams are also supporting SHIIP enrollment, including:

- MercyOne North Iowa houses SHIIP counselors
- Mercy Iowa City, an affiliate of MercyOne, has on-site SHIIP volunteers
- MercyOne Clinton hosts a SHIIP counselor
November is Period of PURPLE Crying Awareness month

The period of PURPLE Crying program is intended to help prevent shaken baby syndrome and abusive head trauma. The program aims to help parents and caregivers understand the features of crying in normal, healthy infants so they can better know what to expect.

To help raise awareness among new parents, the MercyOne Waterloo Birth Center is giving special onesies and educational materials on the Period of PURPLE Crying to all parents of November-born babies.

Help raise awareness by sharing your area’s Facebook post.

MercyOne Clinton
MercyOne Dubuque
MercyOne North Iowa
MercyOne Siouxland

New MercyOne signs make it easier for consumers to find care and understand the depth of our services

More signs of MercyOne are arriving across the state daily.

<table>
<thead>
<tr>
<th>Month</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
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<tbody>
<tr>
<td>Completion</td>
<td>36%</td>
<td>68%</td>
<td>76%</td>
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This is a detailed and time consuming process, and we are thankful for the team members who have worked with our communities to acquire the proper city permits for installation. MercyOne contracted two vendors for this massive project—one for the central and western sites, and one for the northern and eastern portion of the state to maximize savings and efficiency. Using our phased approach and by consolidating vendors, we are happy to share signs will cost just 40% of what was estimated.

Share #SignsOfMercyOne to Win

Capture your team’s photo with your new sign and share on Facebook using the #SignsOfMercyOne hashtag.

If featured in the system wide newsletter, your team will receive treats for a party.

Check with your facilities or marketing team to find out when your signs will be installed.
MercyOne Leaders Gathered for Annual Meeting

On Oct. 11, more than 800 leaders from around the state gathered for the MercyOne Annual Meeting in Des Moines. This was the first time we gathered as an extended MercyOne leadership team. This extended team gave of their time and energy to Be ONE.

The agenda was structured around requests from attendees and included presentations by:

- Bob Ritz, CEO, on progress made and the vision moving forward;
- Neen James who spoke to us about making connections to build trust;
- Mike Wegner, COO, shared updates on Key Results performance;
- Mary Cownie, chief of staff, and several leaders gave updates on the multiple strategies we’re working on to reach our goals.
- Partners in Leadership delivered training on tools to help LIFT us all above the line to focus on what we CAN control when we are tempted to blame others or make excuses.

Leaders spent time with MercyOne Family members in similar roles sharing ideas from their markets on how to impact our Key Results. Attendees also spent time connecting with teams from their own market recognizing a specific accountability gap, how the team was contributing to the gap and thinking of ways to resolve. They used a technique called 10-10-10, generating 10 ideas in 10 minutes and committed to implementing at least one idea in 10 days.

There was a wave of Improve Daily unleashed. Here are just some of the improvements which have been made so far:

- Extending night and weekend services for convenient care, including MRI scheduling on Saturdays
- Providing boxed meals for outpatients in need, including chemo and laboratory
- Consolidating online patient registration sites for a personalized feel
- Ensuring all care providers introduce themselves to a patient
- Providing community and employee vaccination clinics
- Reading Focused Recognition Cards out loud during huddle
- Creating a digital log sheet for ordering DaTscan for one, easy-to-read resource and eliminating printing
- Updating a laboratory problem form and process to reduce mistakes and ensure notifications are seen for an improved Customer Experience and Team Engagement between lab and clinical

Following the meeting, leaders received:

- Extended team contact lists to maintain communication across regions
- Slides from the day to share updates with colleagues who stayed onsite to care for patients and families

Most importantly, all were asked to reconnect with their accountability partners—team members who help guide us in applying culture tools—and make time for discussions to overcome challenges and create new experiences as we work to ensure MercyOne culture is embedded in our daily work.

The theme of the meeting was you make it possible. You make healing possible for our patients, comfort possible for our patient’s families, wellness possible for our consumers, career development possible for our colleagues and success possible for our organization, and we thank you.
Waterloo Birth Center Holds First Wave Of Light Ceremony

Oct. 15 was National Pregnancy and Infant Loss Awareness Day. Across the nation, people were encouraged to light a candle in remembrance of a baby lost due to miscarriage, ectopic pregnancy, stillbirth, Sudden Infant Death Syndrome or fetal loss.

The Wave of Light Ceremony brought together families in the community to remember the lives lost too soon. Attendees decorated luminaries and rocks in remembrance of their lost baby. There was a ceremonial reading by a MercyOne chaplin and a reading of all of the names of the babies being remembered that night. The night ended with the lighting of luminaries and a prayer. The team hopes to make this an annual event for the community for years to come.

Supply chain Cultural Belief scavenger hunt

MercyOne Northeast Iowa’s supply chain department started the first Cultural Belief scavenger hunt. This is not your typical scavenger hunt. Colleagues look for team members in their department living our Cultural Beliefs instead of searching for items. When they find a colleague living our beliefs, they recognize them with a Focused Recognition card. A Cultural Belief sticker is added to their supply chain cart when the card is posted to the board. The colleagues earn entries into a drawing for a MercyOne jacket for each Focused Recognition card received and filling their bin with all five Cultural Beliefs.

Compliance Week Coming Nov. 10-16

By working under the guidance of integrity and compliance, we strengthen our organization and the services we provide. During National Compliance Week, you will be invited to take part in a variety of informative, creative and fun activities to help you Improve Daily.

Watch your email for more information, including how you can win prizes by participating in the “Compliance Critters” contest.
MercyOne Clinton opens Medication-Assisted Treatment Clinic for opioid addiction

In 2016, there were about 2.1 million people with a substance use disorder of opioids, which include prescription painkillers and heroin. Opioid use disorder has been impacted by the Clinton area’s lack of comprehensive community resources to meet the growing demand for effective treatment—until now.

MercyOne Clinton Medical Center recently opened a facility to provide comprehensive, holistic treatment for opioid use disorder, the MercyOne Clinton Medication-Assisted Treatment Clinic (MAT) at 221 Main Ave., Clinton. Treatment includes medication, cognitive behavioral therapy and peer support. The goal of this holistic approach is to increase the long-term success of recovery. Clinton County has the fifth highest hospitalization rate for opioids in Iowa and the 18th highest rate for treatment admissions. Until now, residents had to travel up to 200 miles to access this type of treatment program.

The City of Clinton’s Drug Abuse Response Team, made up of Clinton Fire and Police Department staff, is the primary grant awardee. MercyOne Clinton Medical Center, the Area Substance Abuse Council, Bridgeview Mental Health and the Clinton Substance Abuse Council are sub-awardees of the grant. All of these community partners are working closely together to bring this comprehensive approach to the Clinton area.

“I commend and applaud the dedication and commitment of the numerous organizations which worked to bring this program to fruition,” said MercyOne Vice President for Patient Care Services and Chief Nursing Officer Laura Gassman, MHA, BSN. “We are proud to be able to provide the medication component of this much-needed health service.”

The medical services team at the MercyOne Clinton Medication-Assisted Treatment Clinic includes provider physician Jill Johnson, DO, and coordinator Laura Norris, RN, BSN, MBA.

“We are gratified by the support of the grant and our community partners. We are thrilled to have opened our medication-assisted treatment clinic,” said Norris. “Opioid addiction isn’t often discussed openly, but it’s a significant problem in our community. This program provides the latest, holistic treatment options for those who suffer from this hard-to-overcome substance use disorder. Having these comprehensive services close by is an important component in a successful recovery program.

100 Great Community Hospitals

Becker’s Hospital Review has recognized Mercy Iowa City, an affiliate partner of MercyOne, as a great community hospital for the second consecutive year. Those recognized for their clinical quality, operational excellence and economic influence on the surrounding areas include independent community hospitals, as well as facilities affiliated with large health systems.

Becker’s Hospital Review also noted that in May, Healthgrades honored Mercy Iowa City with its Outstanding Patient Experience Award for the 11th consecutive year.

New Podcast: “Your Best Life,” powered by MercyOne

Listen to MercyOne experts from across the state on trending living well topics—everything from exercise and strength training, to concussions and, the latest episode, flu shots.

Simply follow “Your Best Life” on your favorite podcast player or visit mercyone.org/podcast.
Palo Alto County Health System receives Medication-Assisted Treatment grant

The Health Resources and Services Administration (HRSA) awarded the Palo Alto County Health System (PACHS) one of 12 grants for Medication-Assisted Treatment (MAT). The grant of $725,000 over the next three years will be used to combat the opioid crisis in the United States.

The money is set to overcome the influence and support recovery of individuals addicted to opioids and other addictive substances in northwestern Iowa counties.

PACHS wishes to acknowledge and thank the following individuals and their partnering organizations who wrote letters of support for PACHS’s application:

- Emmetsburg Police Chief Ryan Veldboom
- Palo Alto County Sheriff Lynn Schultes
- Palo Alto County Attorney Peter Hart
- Pocahontas County Sheriff Brian Larsen
- Emmet County Sheriff Mike Martens
- Kossuth County Sheriff Stephen Kollasch
- Jackson Recovery Center Annie Fridh
- MercyOne Mason City President Rod Schlader
- Kossuth Regional Health Center Interim Administrator Dar Elbert
- Hancock County Health System CEO/CNO Laura Zwiefel
- Spencer Hospital President Bill Bumgarner
- Pocahontas Community Hospital CEO James Roetman
- Holy Family Hospital President/CEO Deborah Herzberg
- Avera eCare LLC CEO Deanna Larson

“Health centers and behavioral health providers are on the front lines of the fight against the opioid crisis and substance abuse, especially in rural communities,” said Health and Human Services Secretary Alex Azar. “With our evidence-based strategy, HHS is working to support local communities in fighting back against substance abuse, and our united efforts are yielding results. Together, we can end our country’s opioid crisis and lay a foundation for a healthier country where every American can access the mental health care they need.”

The strength and support of many is what will help make a difference as we make our move locally to combat addictions and help make our communities stronger. The PACHS MAT program will provide support services to individuals and families seeking to overcome the effects of addiction by using counseling, medication therapies and overall wellness coaching.

Be sure to “Like” the Palo Alto County Health System Facebook page to learn more about how we can work together to overcome addictions and improve “Lifecare” for the members of our communities.

MercyOne North Iowa’s care of stroke patients delivers against all Key Results

The MercyOne North Iowa Stroke team demonstrated the Cultural Beliefs of Be One, Own It and Improve Daily by achieving 100% Tissue Plasminogen Activator (t-PA) within 60 minutes from the time that the patient enters the hospital. The team has sustained this level of care for the past three quarters, which has positively affected our Key Results of Quality and Team Engagement.

In 2017, only 33% of stroke patients at MercyOne North Iowa were experiencing a door-to-needle time for t-PA within the targeted 60 minutes. To improve, a multidisciplinary team of caregivers mapped process steps, identifying barriers at each step. This helped the team problem solve by identifying root causes and determining counter measures. Process improvements included better delineation of roles by discipline, revising the order of key process steps and real-time communication of each patient’s timeline to t-PA administration.
Only Level II Trauma Center in Siouxland

Recertified as a Level II Trauma Center, MercyOne Siouxland Medical Center is the only hospital within a 100-mile radius of Sioux City to achieve the distinction and one of only four in Iowa.

Achieving verification means that MercyOne has voluntarily met criteria which improve the standard of care as outlined by the American College of Surgeons’ (ACS) Committee on Trauma’s current Resources for Optimal Care of the Injured Patient manual.

“MercyOne’s Level II Trauma verification continues to demonstrate the standard of care for treatment of injured patients in the Siouxland area. As one of only four ACS verified trauma centers in the State of Iowa, and the only verified hospital in Sioux City, this demonstrates the commitment made by administration, providers and colleagues. It is with great pride the trauma team is able to provide the highest level of care to the Siouxland area,” says Dr. Craig Nemechek, MercyOne Siouxland Trauma Medical Director.

MercyOne is also pleased to provide fast, reliable trauma care through MercyOne Air Med, our air ambulance service. MercyOne Air Med serves victims of traumas and medical emergencies in a 33-county area by getting them safely to the hospital when seconds count.

There are five separate categories of verification in the program (Level I Trauma Center, Level II Trauma Center, Level III Trauma Center, Level I Pediatric Trauma Center and Level II Pediatric Trauma Center), each with specific criteria that must be met by a facility seeking verification.

The hospital requests the level of verification. A team of reviewers experienced in the field of trauma conduct an on-site review to determine if the hospital meets the criteria.

Working together to provide timely care

Sept. 30 was an unseasonably hot autumn day in North Iowa, with temperatures reaching over 90 degrees. While mowing and working on other small yard projects on this warm day, a 57-year-old man developed crushing chest pain, became nauseated and started to sweat profusely. His wife drove him just a few miles away to Franklin General Hospital in Hampton.

The Franklin General staff recognized his distress and quickly obtained an EKG after only four minutes of walking in the door. The EKG showed that he was having a STEMI–ST elevation myocardial infarction, also known as a heart attack. The health care team followed the statewide STEMI protocol and started working vigorously to administer the appropriate STEMI medications. In addition, they scheduled transportation for him to the MercyOne North Iowa Cardiac Cath Lab to open the blocked artery and stop the heart attack.

Arriving within three minutes, the Franklin General EMS service traveled to North Iowa’s Emergency Department were Dr. Rattin, Interventional Cardiologist, and the cath lab team were waiting. Within minutes, monitors were attached, he was sedated and prepped for a coronary angiogram. The first image showed a 100% occluded left anterior descending (LAD) artery, also known as the widow maker. It was evident that this artery was the culprit vessel causing the STEMI.

Dr. Rattin and Interventional Cardiology Fellow Dr. Volansky quickly ballooned and then stented the artery. The patient had immediate relief, chest pain was gone and the flow in the LAD was wide open. He spent the night in the Critical Care Unit and moved to the step down unit the next day. The patient recovered well and went home on day four.

In the cardiology world, the saying “time is muscle” is used as every minute counts when providing STEMI care. As this story shows, everyone plays a part in providing our patients with excellent, timely care. This includes our referring hospitals, EMS, Air Med, Emergency Department staff, physicians, cath lab and countless others. We are proud to say this patient had excellent STEMI care, exceeding all of the American College of Cardiology (ACC) parameters. The personalized and innovative care will help us achieve Key Result goals in Quality, Consumer Experience and Sustainable Growth.

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<thead>
<tr>
<th></th>
<th>MercyOne North Iowa Actual Time</th>
<th>ACC Time Parameters</th>
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<tbody>
<tr>
<td>First Medical Contact to EKG</td>
<td>4 minutes</td>
<td>&lt; 10 minutes</td>
</tr>
<tr>
<td>Network Door in to Door out time</td>
<td>25 minutes</td>
<td>&lt; 30 minutes</td>
</tr>
<tr>
<td>Door to balloon time</td>
<td>27 minutes</td>
<td>&lt; 90 minutes</td>
</tr>
<tr>
<td>First Medical Contact to balloon</td>
<td>85 minutes</td>
<td>&lt; 120 minutes</td>
</tr>
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MercyOne announces $870,000 expansion for specialty doctors in Oelwein

MercyOne Oelwein Medical Center is excited to announce an expansion project breaking ground this month to accommodate a growing number of specialists. The new space will be located on the first floor of the Oelwein Medical Center campus and will include Heart Care, Urology Care, General Surgery, Kidney Care, Behavioral Health Care, Occupational Health and midwives.

“We’re welcoming new midwifery specialists to our circle of care in Oelwein,” said Terri Derflinger, site administrator at Oelwein Medical Center. “We are excited to meet the needs of our patients and their families by increasing the clinic space and adding services.”

The 2,000 square foot addition will be on the north side of the campus, adding on to MercyOne Oelwein Family Medicine. When finished, the new space will house seven additional exam rooms, a procedure room, two offices, a nurses’ station and restroom.

“We are looking forward to more procedural and exam rooms, consultative space and an expanded therapy area,” said Jill Groth, director of Oelwein clinic operations. “This will provide local and easy access for our community.”

The $870,000 expansion is already underway and anticipated to be complete by next summer. Generous community donations to the MercyOne Oelwein Medical Center Foundation and Northeast Iowa Charitable Foundation support nearly half the cost of the project.

“We’re proud of our many recent upgrades, with our new Emergency Department in 2016 and then adding space for Urgent Care and Occupational Health,” said Derflinger. “We are always working to provide services to meet the needs of our patients and improve our local community!”

MercyOne specialists in Oelwein include cardiologist Arpit Sothwal, MD; urologist Anand Inamdar, MD; surgeon Scott Stoeger, MD, PhD; nephrologist Cristina Pasarin, MD; behavioral health care counselor Chidi Ojinakka, LISW; and a rotating group of certified nurse midwives.

MercyOne Siouxland colleague named Iowa’s Wound, Ostomy, Continence Nurse of the Year

MercyOne Siouxland is delighted to recognize Judy Van Wyhe as Iowa’s Wound, Ostomy, and Continence Nurse of the Year.

Judy presents a high level of nursing care steeped in kindness, compassion and dedication in order to provide education to her wound care patients and their caregivers.

Judy’s professional and personal commitment to the science of wound care means patients experience improved care coordination, reduced length of stay and better outcomes.

Quality
ALL CAUSE UNPLANNED 30-DAY READMISSION RATE OF 13.8%
Financial Performance

OPERATING MARGIN AT 3.5%

MercyOne’s Population Health Services Organization helps improve quality and generates value-based payment for our partner network

In 2018, MercyOne reduced the cost of care by more than $10.3 million for Medicare patients enrolled in a MercyOne ACO and provided $5.2 million in payments through the Medicare Shared Savings Program to our participant organizations, while improving quality of care for our 72,000 Medicare patients.

MercyOne’s Population Health Services Organization (PHSO) manages the four Accountable Care Organizations (ACOs), which reach across the state of Iowa. In 2018, these ACOs achieved quality scores ranging from 94 percent to 98 percent – all significantly higher than the national average of 91 percent.

340B program to generate significant savings at MercyOne North Iowa

The Pharmacy team at MercyOne North Iowa recently converted our 340B program from Sole Community Hospital status to Disproportionate Share status.

MercyOne North Iowa’s 340B program includes the hospital’s 31 outpatient areas/clinics and 53 affiliated and non-affiliated retail pharmacies.

The team spent hundreds of hours planning every step of the project from beginning to end, involving not only internal team members, but work required by outside parties and the federal government. A detailed project plan, including more than 200 steps, was developed and the team followed a daily and weekly audit process to ensure the plan was on track at all times. Our team owned this work and improved daily as they mapped out the process, knowing the positive impact on Financial Performance.

We are happy to report a projected financial performance of over $2.5 million in savings for the remainder of the fiscal year.

Congratulations to the MercyOne Partnered Providers and chapters that contributed to these successes!
In September, we provided an overview of the MercyOne Strategic Plan Progress Report, and this month we will be taking a focused dive into our strategy to foster a unifying MercyOne Culture around quality, safety, excellence and innovation.

As MercyOne continues our journey to face the market as one system of health services across the state of Iowa and surrounding communities, unifying our Culture is the collective foundation needed to achieve our Mission, advance our Vision and achieve our Key Results. We have advanced through Phase 1 of defining our MercyOne Culture and Phase 2 of the initial roll out including workshops with 20,000 colleagues.

Phase 3 of our Culture work is now underway, including:
- Culture booster shots focusing on delivering refreshers through June 2020.
- 180 culture coaches and facilitators have been trained on next level techniques and are leading sessions in all regions.
- New tools – LIFT and See it, Own it, Solve it, Do it – were delivered to all managers, directors and executives during the Annual Meeting.
- Executive teams in urban markets have participated in 360 belief assessments with the goal of helping local executives understand the beliefs held about them, prioritize beliefs they want to change and ideate new experiences to change those beliefs. This process will be extended to directors early next year.
- Hardwiring Cultural Beliefs and Tools into daily activities and incorporating Culture into our processes and systems.
  - For example, we now use an interview template to help ensure teams hire new colleagues who align with our Cultural Beliefs, use one orientation schedule across the state which incorporates Culture, and meet with new colleagues 30, 60 and 90 day post-hire to reinforce trainings.

For more information and the Culture tools, visit MercyOne.com/Culture.
Leadership Update

Luecht Transitioning to Iowa Human Resource Officer for MercyOne and Trinity Health

We are pleased to announce Jackie Luecht, Chief Human Resource Officer and Director at MercyOne North Iowa in Mason City, has accepted the opportunity to serve as the Iowa Chief Human Resource Officer for Trinity Health Ministries and MercyOne. In her new role, Jackie will provide leadership as the Chief Human Resource Officer for our MercyOne Trinity Health ministries in Siouxland, Mason City, Waterloo, Clinton and Dubuque.

Jackie joined MercyOne North Iowa in 1988 and has served in multiple capacities within the human resources and administrative team. In addition to her North Iowa work, she serves on the Culture Cabinet and led a cross-state team to design and roll out MercyOne’s first system-wide new colleague orientation.

Jackie’s primary focus will be providing direction, coordination and overall planning for human resources for Trinity Health Ministries in MercyOne. Jackie will also assume responsibility for the MercyOne Colleague Engagement process, serve as a liaison for the MercyOne Culture work plan for human resources and serve as the MercyOne System Office human resource leader.

Congratulations, Jackie!

Siouxland staffing announcements

Jessica Hughes is the new Director of Finance at MercyOne Siouxland.

Tina Loft has joined the MercyOne Siouxland team as EMS/Stroke Coordinator.

Lea Mathison has accepted the position of MercyOne Siouxland Trauma Program Manager.

Welcome to MercyOne Siouxland!

New Leaders in Iowa City

We are pleased to announce the following as new leaders:

Allen Smith, BSN, MSN, MS, has joined Mercy Iowa City as Vice President and Chief Nursing Officer with responsibilities for multiple areas including Perioperative Services, Nursing Operations, Critical Care and Cardiovascular Services.

Andrea Barton, BA, MBA, is now Vice President and Chief Human Resources Officer.

Steve Scheckel, MD, has transitioned from Medical Director of the Emergency Care Unit at Mercy Iowa City to Chief Medical Officer and Vice President Population Health, Quality and Outreach, Chief Quality Officer.

Welcome to Iowa City!
MercyOne Siouxland colleague named on ‘Top 10 Under 40’ list

Siouxland Magazine has named Jenna Rehnstrom-Liberto a Top 10 Under 40 recipient. Jenna is the Marketing and Communications Manager for MercyOne Siouxland Medical Center. Jenna was selected based on her history of volunteerism in Sioux City, including work as a founding board member for the Siouxland Chapter of 100+ Women Who Care. The group meets quarterly to nominate and select a local non-profit organization to receive up to $10,000 in monetary donations.

Jenna joined MercyOne Siouxland one year ago after a 14-year career in broadcast journalism. Being selected for this honor at a time when she is experiencing professional and personal growth thanks to her new role with MercyOne is a blessing according to Jenna.

New Providers Across Our Network & Kudos

ENDOCRINOLOGY
Maria Suarez Lopez, MD
MercyOne Des Moines Diabetes & Endocrinology

FAMILY MEDICINE
Ambrose Munro, MD
MercyOne Grand Avenue Family Medicine

GENERAL SURGERY
Joseph Losh, DO
MercyOne Des Moines Surgical Group
Alicia Patterson, MD
MercyOne Des Moines Surgical Group
Omer Ismail, MD
MercyOne Des Moines Trauma
Erin Mohr, ARNP
MercyOne Des Moines Trauma

HOSPITALIST
Angela De Hamer, DO
MercyOne Des Moines
Prudence Dy, MD
MercyOne Des Moines
Adrian Eslinger, ARNP
MercyOne Des Moines
Erin Jenkins, ARNP
MercyOne Des Moines

NEUROLOGICAL SURGERY
Haley Galligan, PAC
MercyOne Des Moines Neurosurgery

PSYCHIATRY
Deanna Boesen, MD
MercyOne South Des Moines

SOCIAL WORK
Teresa Gilbert, LISCW
MercyOne South Des Moines Behavioral Health Clinic

RADIATION ONCOLOGY
Erin Flores, ARNP
MercyOne Waterloo Cancer Center
Vandana Jain, MD
MercyOne Waterloo Cancer Center

Hospital Hero

The Iowa Hospital Association (IHA) recognized Executive Chef Ron Hall of Mercy Iowa City, a MercyOne affiliate partner, as a Hospital Hero at its meeting on Oct. 9. During his 26 years at Mercy Iowa City and 56-year culinary career, Chef Ron has worked with a talented crew to create thousands of meals featuring healthy ingredients with a gourmet flourish.

Improving the lives of others and combating food insecurity motivated him to found two local organizations. “Table to Table” is a volunteer agency that picks up food from grocery stores and area restaurants, including Mercy Iowa City, and delivers it to food pantries and meal sites like the Salvation Army, Shelter House and Free Lunch Program. Thanksgiving in July is a summer food drive to fill food pantries when children are out of school. Since establishing it in 1997, Chef Ron has expanded it to other communities including Muscatine, Washington, the Quad Cities and Des Moines. He has raised more than $100,000 over 20 years for the March of Dimes and other organizations using his culinary skills. Ron is a hero to Mercy Iowa City.