How are we performing this year?

Our interactions with each other, our patients, and with their families and our communities are critical and define the experiences people have with our MercyOne System. Therefore, it is important to remember, regardless of your role, location, or function, each of us plays an important role in representing MercyOne to each person we connect with and as a result, we each contribute to the performance on our Key Results. Last year, with our focus on this basic principle, we improved performance on four of our five Key Results and we achieved two of our Key Results goals.

While our goals for Fiscal Year (budget or accounting year) 2021 are in the process of being finalized, it is important to understand our performance through August to understand the course ahead to achieve our goals and advance our vision of the future. Details on our Key Results performance are always included on page two of this newsletter. Highlights of our Key Result performance through August is as follows:

- Consumer Experience is essentially unchanged compared to the end of last year. We are most encouraged to see improvement in consumer experiences for the second month in a row for our acute (or hospital) care.
- Colleague Engagement is measured annually. The snapshot taken last year showed significant progress is needed to improve team engagement for both colleagues and providers. As I shared in this message last month, improving experiences colleagues and providers have at MercyOne is critically important. We will be using a new approach to extend our Culture work into colleague engagement improvement planning. Leaders will be discussing beliefs which are holding teams back and working to understand the experiences which created those beliefs. Teams will define the new experiences they want to create together.
- Financial Performance which is measured by operating margin is currently below last year’s measure. We are a profitable organization but we need to achieve our budget to fund our future growth and strategy including investing in our annual wage and benefit programs, invest in facilities and clinical and non-clinical equipment.
- Quality which is measured by readmission rate continues to improve and is currently only 12.3% which is better than 95% of hospitals.
- Ambulatory Growth measures care provided when consumers are not inpatients is up 7% and above our target for this year.

While we have improved on two of our five Key Results, this month’s snapshot shows we have clear work to do to improve Colleague Engagement and Financial Performance. Our industry continues to face incredible challenges. In order to address these ongoing challenges, we need to continue to look at new ways to operate, adapt and collaborate.

By working together, we can (and will) fulfill our Mission, advance our Vision and achieve our Key Results. Based on our progress last year, the most effective way to improve our performance is to remember the power of Being One. Because when you live our Values, demonstrate our Cultural Beliefs of Personalize Care, Improve Daily, Innovate and Own It…and when our teams unite and work as one...we are unstoppable.

Thank you for ALL you do every day to live our Mission and to provide a personalized and radically convenient system of health services. Each of us has the ability to impact our patients’ care and MercyOne’s results by how we interact with each other and those we serve. It is truly a privilege to serve with you!
Our Key Results give us a way to focus our work and measure our performance and progress toward our Vision to set the standard for a personalized and radically convenient system of health services.

Systemwide progress on our Key Results is reported here every month. Local versions of the scorecard (on the right) are also available and you will begin to see the Key Results scorecard for your region in your local communications.

There are a couple of things to note this month:
- We heard you say Sustainable Growth and Efficiency is hard to remember and say, so now this measure will be called Financial Performance. The measure reported will still be Operating Margin.
- Last year we shared our goals on the scorecard. The Key Results are being finalized and will be included on the score card after the measures are approved by our Board of Directors.

Consumer Experience
- MercyOne’s composite consumer experience score indicates a 1 point decline in August 2019 over the FY20 baseline, but is up 18 points higher than this same time last year.
- Three out of five regions have maintained or improved over their FY20 baseline.
- We are off to a good start with the acute care experience where scores are up for the second month in a role. The inpatient consumer experience is a key focus in FY20 because, where overall results declined in FY19.
- We also need to ensure we maintain the momentum in the ED and clinics attained beginning last FY and not allow results to slide.

Team Engagement
- Colleague engagement is at the 23rd percentile based on FY19 survey results.
- Provider engagement is at the 7th percentile based on FY19 survey results.
- Survey scores have been released to each region for distribution. We will be approaching team engagement improvement planning different from previous years. Human Resources, Culture Cabinet and the Executive Leadership Team (ELT) have been working to shift from developing action plans and check lists to understanding the experiences which created the beliefs shared on the survey and working with teams to create new experiences to shifts.

Quality
- MercyOne’s Composite readmission rate of 12.3% is in the top decile nationally.
- Four of five regions have improved upon their FY20 baseline.

Financial Performance
- August year to date operating margin of $6.9M (1.6%) is lower than budget by $4.6M. This represents a decline from last year.
- High length of stay, increased payer denials, bad debt, and charity care are leading to lower revenue.
- High use of contract labor and higher premium pay are two reasons costs are unfavorable.

Ambulatory Growth
- Ambulatory Growth is at 597,557 year-to-date, which is approximately 22,000 over target and approximately 44,000 more than where we were this time last year.
Consumer Experience
"WOULD RECOMMEND" AT THE 75TH PERCENTILE BY 2021

MercyOne Clinton ED Makes Impressive Improvement in Likelihood to Recommend Scores

Improving the consumer experience by increasing their likelihood to recommend MercyOne in monthly Press Ganey satisfaction surveys is an important Key Result. As we know, our goal across MercyOne is to achieve “likelihood to recommend” scores in the 75th percentile by 2021.

At MercyOne Clinton, the FY2019 Target was the 41st percentile, and in June 2019, the medical center was at the 48th percentile overall. But the Emergency Department has consistently been the outstanding performer on these important scores in the last several months, performing above the 75th percentile in May and June. That’s an impressive turnaround from the department’s December 2018 scores, which were below the 20th percentile.

How did this impressive improvement in scores happen in just six months? According to Patient Experience Coach Susan Davis, BSN, RN, C-EFM, “We have a phenomenal and hard-working staff who have embraced the culture and the patient experience. The medical staff, ED staff, radiology, lab and registration staff have all Owned It! by narrating care, explaining delays, managing up and showing empathy. Medical Director Dr. David Kavanaugh and Director Linda Stice-Henthal are leaders who are truly invested in the success of the Emergency Department. I couldn’t be more proud of their success.”

Adds Emergency Services Director Linda Stice-Henthal, RN, BAH, “Our daily huddles start with a workday prayer for our patients we serve and our hands that heal. We remind ourselves of our ONE purpose. We have a team of colleagues and providers who are committed to make that difference.”

“This is what personalized care looks like to me.

A colleague who experienced Mary Klemesrud’s care says it best—“The Spirit of Mercy is not only within her, it is all around her. It is felt by all who are as privileged as I was to be served by her.” The colleague, new to Des Moines, was experiencing depression when she met Mary. The first impression was impactful. “When Mary opened the door and gave me her heart-warming smile, I knew I was in safe hands,” she said. From there, Mary learned about her newest patient, and set about bringing relief from a personal and clinical perspective. The care Mary provides is a blend of clinical skill and the values of the Sisters of Mercy. The colleague said fears of being embarrassed to share her personal experiences were gone and true patient-centered care that met her needs began. She shared that Mary is an advocate for patients and instills a “feeling of inclusiveness” so they do not feel alone when dealing with health issues. Through her actions, Mary has helped others embrace the warm and caring nature the Sisters of Mercy intended for their healing ministry—now entrusted to us. Mary has demonstrated that “acts of reverence can be simple, but those simple acts can move mountains in the lives of our patients, their families and co-workers.”

Mary’s personalized care impacts our Key Results of Consumer Experience and Team Engagement.
MercyOne Population Health Service Organization moves upstream to engage patients on social needs

The MercyOne Population Health Service Organization (PHSO) is a statewide organization comprised of more than 2,300 doctors and 500 practice sites organized into regional, clinically integrated networks in Iowa. MercyOne is moving “upstream,” as its work has shifted from looking at claims and EHR data to help predict individual patient risk to a broader view of the patient experience, including social determinants of health.

The MercyOne PHSO piloted an effort to engage patients in discussions about food, transportation, and housing issues and added community health workers to the care team to help patients navigate the relationship between health systems and social service agencies.

Emily Fletcher, ambulatory care program manager for MercyOne, admitted that she initially underestimated the impact of social factors on health. “I would never have guessed one in five of our patients has social needs, such as challenges with feeding their family or paying rent. When you have those things going on, how do you focus on your A1C or taking your medications correctly? We often wonder why a patient isn’t following through on our guidance,” she said. “This brought a new understanding and a new lens for providers to see the total health of the patient and what is going on outside the clinical setting.”

The MercyOne team created an iPad app to do a social needs screening in clinic waiting rooms. As they set out to implement a screening tool, one-step was to engage the clinicians. “We have found that everyone wants to help patients,” Fletcher said. “But we need to give them the tools. Providers want to know about socioeconomic issues, but they don’t want to ask unless there is a care team to wrap around the patient and someone to take the next step.” She added that the app allows MercyOne teams to reach out to patients who need help before they even leave the clinic.

MercyOne did 11,000 social needs screenings in a year and identified 700 patients to help with social needs. Now it is looking at expanding its use across the state. “We are starting to prioritize where we can roll it out,” said Nathan Riggle, division director of analytics for the MercyOne Population Health Services Organization. “We have a scalable technology solution with the app and iPad.”

The work at MercyOne has been incremental. It started with RN care coordinators working with patients on behavioral changes and added social workers a few years ago. Now it has added community health workers to help patients navigate getting the services they need and want.

Fletcher stresses that the community health workers are the key to success. “It is a new role for us. They are experts in navigating social services and health. They are self-motivated, compassionate, and are very successful in doing this work.” She gave an example of a patient who had food insecurity but also had anxiety. Traveling on a crowded bus to a crowded food pantry would be difficult. The community health worker knew the food pantry staff, was able to arrange a time the patient could visit off-hours and found a paratransit transportation service.

She described where MercyOne is now as “mid-stream,” working with individual patients to address their needs. Further upstream is working on social issues addressing the health of whole communities such as livable wages, affordable housing, and walkable neighborhoods. “Those require more policy and legislative work,” she said.

MercyOne Oelwein Medical Center offers Saturday MRIs

Patients in Oelwein and surrounding communities can now take advantage of MRI service available every Saturday at MercyOne Oelwein Medical Center, making our care available at a time it is most convenient for the individuals we serve. “We have had very positive comments about providing MRI exams on Saturdays,” said Allison Ingels, Imaging Supervisor at Oelwein Medical Center. “By offering appointments on Saturday, patients do not have to take time off work, and students do not have to take time away from school. It’s very convenient for everyone.”
MercyOne Siouxland Medical Center to hold a Job Fair every Tuesday

MercyOne Siouxland will feature a weekly job fair to help the community learn about employment opportunities in the medical center's Environmental Services and Nutritional Care Services departments.

On-the-spot interviews and offers will be available 1–4 p.m., Tuesdays in the Human Resources department.

Iowa faces a shortage of health care workers. The team is trying this creative approach to differentiate MercyOne.

Useful Tools

To allow for continued engagement, passion, and work as we evolve our Culture to BE ONE across MercyOne please use these tools in meetings, huddles etc. to keep the momentum going!

- **Focused Recognition Card**
  Use the Focused Recognition Card to recognize your colleagues across MercyOne.

- **Focused Storytelling Card**
  Here is a Focused Storytelling card for you and your colleagues to use in meetings, huddles, or any other group settings to make storytelling easier. Remember, Focused Storytelling should be told in 45 seconds or less AND should connect to a Cultural Belief and a Key Result. By including both, we create the experience that each one of us has an impact and influence on the Key Results.

Here’s what Own It! looks like to me.

Kelly encountered a patient registration colleague walking the halls. She asked if she needed help because, 'she looked lost.' The patient registration colleague (Lori) responded with, "I have patients and visitors who are lost come to my desk all the time and I give them directions, but I don’t actually know the hospital that well so I thought I would walk around and learn where things are better so I can direct our patients and visitors better and more confidently."

Lori’s actions impact the Key Results of Consumer Experience, and Team Engagement.

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Our Vision

MercyOne will set the standard for a personalized and radically convenient system of health services.

MercyOne Values

**Reverence**
We honor the sacredness and dignity of every person.

**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.
MercyOne Dubuque Earns Magnet® Designation for Fourth Time

Senior leaders and colleagues learned of the Magnet redesignation during a phone call with Sharon Pappas, RN, PhD, NEA-BC, Magnet Recognition Program® Commission Executive Committee Member on Tuesday, Aug. 20. The American Nurses Credentialing Center’s Magnet Recognition Program® distinguishes health care organizations that meet rigorous standards for nursing excellence. This credential is the highest national honor for professional nursing practice and recognizes MercyOne as a leader in high-quality nursing practice and patient care.

Receiving Magnet recognition for the fourth time is a great achievement for MercyOne Dubuque as it continues to proudly belong to the global community of Magnet-recognized organizations. Just 498 U.S. health care organizations have achieved Magnet recognition. MercyOne Dubuque and University of Iowa Hospitals and Clinics are the only hospitals in Iowa to achieve this designation four times.

“Magnet recognition is a tremendous honor and reflects our commitment to delivering the highest quality of care to this community,” said Robert Wethal, chief nursing officer and vice president of patient care services at MercyOne Dubuque. “Our repeated achievement of this credential underscores the foundation of excellence that drives our entire staff to strive harder each day to meet the unique health care needs of each individual we serve.”

To achieve initial Magnet recognition, organizations must pass a rigorous and lengthy process which demands widespread participation from leadership and colleagues. This process includes an electronic application, written patient care documentation, an on-site visit and a review by the Commission on Magnet Recognition. Health care organizations must reapply for Magnet recognition every four years based on adherence to Magnet concepts and demonstrated improvements in patient care and quality. An organization reapplying for Magnet recognition must provide documented evidence to demonstrate how colleagues sustained and improved Magnet concepts, performance and quality over the four-year period since the organization received its most recent recognition.

“We’re a better organization today because of the Magnet recognition we first achieved 15 years ago,” said Kay Takes, president of the Eastern Iowa Region of MercyOne. “Magnet recognition raises the bar for patient care and inspires every member of our team to achieve excellence every day. It is this commitment to providing our community with high-quality care that helped us become a Magnet-recognized organization and it’s why we continue to pursue and maintain Magnet recognition.”

Click [here](#) to congratulate the MercyOne Dubuque team on Facebook.
New clinic champions heart-healthy mission

The goal of the new MercyOne Iowa Heart Center Prevention and Wellness Clinic is prevention of heart disease and restoring health after a heart attack, stroke or vascular event. Dr. Eric Martin, medical director of the program and cardiologist says, “Research shows the more touch points patients have after an event; the more successful they are at improving their health.” The comprehensive cardiovascular risk management program combines the expertise of preventive cardiologists, nurse practitioners, registered dietitians and fitness specialists to assess a patient’s individual health and risk. From here, a personalized plan is developed to decrease risk of heart and vascular disease and minimize progression of other conditions. Beth Chia, ARNP, serves as the program director, with referrals to other specialists made as needed. Consultations are available at the MercyOne Iowa Heart Center West Des Moines office. If you or your patients have risk factors for cardiovascular conditions such as high blood pressure, high cholesterol, diabetes or prediabetes, cardio metabolic syndrome, family history, tobacco use or obesity, schedule a consultation by calling 515-633-3600. Click here to learn more about the program.

MercyOne Des Moines Laboratory recognized for long-term accreditation

The College of American Pathologists (CAP) recently recognized MercyOne Des Moines Laboratory as one of the longest accredited laboratories in the nation.

MercyOne has earned continuous accreditation since the Laboratory Accreditation Program began in 1964. One of just 41 labs and the only lab in Iowa to receive the prestigious honor, MercyOne Des Moines Laboratory consistently meets the high standards of CAP accreditation by using the latest technologies and best practices to deliver faster, more accurate results, for better patient care every day.

“We are very proud of the historic commitment to quality laboratory testing as a result of MercyOne Des Moines Laboratory’s long-standing relationship with CAP,” said Teri Reiff, market director, Laboratory Services. “The accreditation criteria set forth by CAP is recognized as among the most comprehensive and rigorous standards in the industry. Our entire staff is committed to a persistent focus on clinical quality for our patients and providers.” The use of digital technology, artificial intelligence, liquid biopsy and precision medicine continues to increase, and pathologists are helping lead the way in their development, study and use, to improve testing, diagnosis and patient outcomes.

MercyOne Iowa Heart Center Iowa City offers new procedure to reduce the risk of stroke

This summer, MercyOne Iowa Heart Center Iowa City welcomed three new physicians, Spas Kotev, MD, FACC (interventional cardiology/peripheral vascular cardiology), Robert Brewer, MD (electrophysiology) and Rudhir Tandon, MD (interventional cardiology), who joined Michael Hajdu, MD, FACC (general cardiology) and John Mehegan, MD, FACC (interventional cardiology) and medical director. Mercy Iowa City is an affiliate partner of MercyOne.

In August, Dr. Tandon introduced a new procedure to Mercy Iowa City’s Cardiac Catheterization Lab. Patent foramen ovale (PFO) is a hole in the heart that didn’t close the way it should after birth. The hole usually closes during infancy, but if it doesn’t, a repair may be needed later on. The repair procedure advances a PFO closure device through the femoral (leg) vein to the heart and specifically to the location of the heart wall defect. Once in the correct location, the PFO closure device is formed so that it straddles each side of the hole, which is confirmed with imaging. What this means for patients, especially those 60 years of age and younger, is that closing the PFO together with antiplatelet therapy significantly reduces their risk of stroke.
Manning Regional Healthcare Center Breast Cancer Awareness Month Events

This year for National Breast Cancer Awareness Month, Manning Regional Healthcare Center (MRHC) will host several new events aimed at increasing awareness and spreading the message that early detection is the best protection.

“We wanted to take a more community-wide approach this year with our education and focus on the full spectrum of prevention that impacts a woman’s mind, body and soul,” said Jackie Blackwell, RN, Director of Quality and Patient Advocacy at MRHC.

Area businesses will help spread the breast cancer awareness message with “Pink Out” promotions and window displays Sept. 30–Oct. 5. There will also be a “Pink Out” themed walk, in connection with Iowa’s Healthiest State Initiative, beginning at the front doors of MRHC at 11:45 a.m. on Wednesday, Oct. 2.

The highlight will be a new ”Women Supporting Women” event Saturday, Oct. 5, at MRHC. The fun affair, geared toward women of all ages, will feature a community-wide fitness class, large vendor fair, workshops, and hospital department tours.

Workshops for women, provided by women, will be held 9 a.m.–noon in the hospital conference rooms. Topics and speakers include, “Women’s Health–What to Expect,” by Hope Jensen, ARNP, CDE; “Designing the Perfect Arrangement,” by Kristina Lupardus; “Curling Class,” by Angel Mundt; and “Balancing Life & Healthy Eating,” by Jenny Wiebers.

For more information about MRHC’s special breast cancer awareness events, contact Blackwell at 655-2072, or email jackie.blackwell@mrhcia.com.

MRHC is partnering with local businesses and community members to surprise breast cancer survivors with a floral arrangement each day of the week from Sept. 30–Oct. 4. To nominate a breast cancer survivor to receive an arrangement comment on MRHC’s Facebook page.

New MercyOne Central Iowa implantable continuous glucose sensor program eases testing burden for diabetes patients

MercyOne Des Moines Diabetes and Endocrinology is offering a new technology to improve the lives of patients with diabetes. The Eversense Continuous Glucose Monitoring system continuously tracks a patient’s glucose, decreasing the frequency with which patients must prick their fingers to test their glucose levels, while providing more data. The system also improves security of continuous glucose monitoring. MercyOne Des Moines Diabetes and Endocrinology is the first clinic in Iowa to provide this option to patients. Doctors at the clinic implanted the first devices in April 2019. “The patients who are using the system are all doing well so far and are happy with the results they are getting,” said Geri Gomez, clinic manager.

The Eversense system consists of a sensor implanted in the upper arm under the skin during a minor office surgical procedure. The sensor connects to a transmitter on the outside of the skin; the transmitter sends glucose data patients can access through an app on their mobile devices. Once implanted, the sensor lasts up to 90 days before needing to be replaced. Providers Vanitha Singaram, MD, Teck Khoo, MD, and Abbey Modlin, DNP, are currently implanting the devices.

In clinical trials1, Eversense was shown to help patients keep their blood sugar levels more stable and to reduce A1C levels by 0.5 percent on average.

- 86% reported less day-to-day burden
- 80% were more motivated to keep up with diabetes management
- 85% reported improved confidence and control
- 92% reported having no pain or discomfort with sensor placement

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MercyOne Waterloo Foundation receives $25,000 grant from Variety–The Children’s Charity

MercyOne Waterloo Foundation has received a $25,000 grant from Variety–The Children’s Charity to fund upgrades at MercyOne’s Waterloo Birth Center. The Foundation is a nonprofit organization serving the Cedar Valley by developing resources to support health care needs of individuals served in all areas of the hospital.

The Variety grant will be used to fund LifePulse High-Frequency Jet Ventilators in the birth center’s one-of-kind Integrated Neonatal Intensive Care (INIC) program. The ventilators will be a new technology in the birth center.

“Premature babies born with low birth weights have fragile lungs which are easily-damaged,” says Dr. Erica LeClair, a neonatologist at MercyOne. “High frequency ventilators like these are able to deliver tiny, gentle breaths to these fragile lungs while the babies grow and heal.”

Every year approximately 1,500 babies are born at MercyOne Waterloo Medical Center. On average, statistics nationally show 27% of all babies admitted to neonatal intensive care units need mechanical ventilation.

“Our Waterloo Birth Center strives to provide the very best overall care and well-being for babies being born,” said Joe Surma, manager of the MercyOne Waterloo Foundation. “Thanks to Variety for helping our highly-trained, professional network of physicians and pediatricians provide the best possible care for babies, children and teens to maintain good health, and overcome illness.”

Variety–The Children’s Charity is dedicated to improving the lives of children who are at-risk, underprivileged, critically ill or living with special needs. Grant funding is provided to programs and initiatives which directly impact the well-being of children. For more information on Variety grants and programs visit www.varietyiowa.com.

Our Unified Culture

The MercyOne Mission, Vision, Values and Cultural Beliefs are foundations for us to come together as ONE to achieve our Key Results. It was about this time last year we started workshops across Iowa and surrounding communities to discuss the Cultural Beliefs we need to shift to achieve our Key Results and advance our Vision. Test your self for a chance to win prizes from MercyOneStore.com!

1. Copy the quiz below and paste into an email.
2. Fill in the blanks and email MercyOneInfo@mercydesmoines.org.

Be ONE
I _______ from and _______ MercyOne.

Personalize Care
Your _______. My _______.

Own It!
I own my _______ to _______ our _______ _______.

Improve Daily
I make _______ every day for those we _______ including _______ _______.

Innovate
I imagine and _______ bold new ideas to _______ health.
**MercyOne leads the way in advocating for high-value care models for rural Americans**

In early September, MercyOne hosted Senator Charles Grassley at its hospital in downtown Des Moines to discuss rural health care. Eighty rural CEOs, CFOs and CNOs were in attendance along with MercyOne system leaders, the Governor's office, Department of Human Services, legislative leaders, Iowa Hospital Association (IHA) staff and American Hospital Association staff. MercyOne in Iowa is working with UnityPoint, Genesis and the IHA to develop recommendations to improve health care delivery in rural areas.

The proposal is designed to help hospitals right size to maintain access to critical services in their communities and to provide adequate payment for those essential services. Core to the proposal is flexibility to create a new rural emergency hospital designation. The proposal also allows some rural hospitals to evolve into the critical access hospital designation and receive one-time capital for infrastructure right-sizing efforts. Senator Grassley declared support of the new rural health care delivery model to maintain access in rural areas and expressed willingness to work on this proposal, but emphasized the importance of this being a bipartisan effort along with the need to have a reasonable Congressional Budget Office score. MercyOne also discussed the plan with Senator Grassley's chief of staff and Congresswoman Cindy Axne.

**MercyOne North Iowa Partners with Local College to Reduce Contract Labor**

Seeking to overcome a scrub techs shortage, MercyOne North Iowa Medical Center is pleased to announce a new scrub tech training program. The program will be located at North Iowa Area Community College's (NIACC) Mason City campus, in collaboration with Kirkwood Community College.

Currently, 50% of the scrub tech workforce are “travelers” contracted to work in the surgery department. Wanting to reduce this percentage, North Iowa surgery department leaders reached out to the local ambulatory surgery center and MercyOne affiliates to determine the scrub tech needs for the entire North Iowa region. The result of this research showed anticipated growth in surgical services over the next few years and the need for a new training program.

Six students are enrolled in the first year of the program which started on August 26. Students will spend time at surgical departments throughout MercyOne North Iowa’s region and affiliates for their “clinical’s” before graduating in July 2020. More students have expressed interest and are working on the program’s prerequisites so they can enroll next fall.

**MercyOne West Des Moines Medical Center celebrates a decade of service**

Sept. 8 marked the 10-year anniversary of the opening of Mercy Medical Center–West Lakes, now MercyOne West Des Moines Medical Center. Since its opening, the hospital has expanded its robust clinical capabilities and is serving more patients.

West Des Moines’ first full-service community hospital, MercyOne West Des Moines Medical Center offers a wide array of services—including 24/7 emergency care, cardiovascular services, orthopedics with a specialized orthopedics floor, surgery—including robotic and bariatric, medical imaging, intensive and progressive care unit (PCU), rehab services and other ancillary services. “Our goal is to be a comprehensive community hospital, offering as many services as possible to meet the health care needs of the western communities,” said Phil Harrop, chief operating officer. “In the last year, we have added inpatient dialysis and inpatient neurology consults, along with a PCU to better serve our patients. It is important we take time to celebrate our 10 years of service and accomplishments.” MercyOne West Des Moines has 146 licensed beds and is a seven-story, 239,000-square foot facility located on 17 acres. More information about the hospital and its services is available at [www.mercyone.org/westdesmoines](http://www.mercyone.org/westdesmoines).

**Financial Performance**

**OPERATING MARGIN AT 3.5%**

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Strategic Plan Progress Report

In December 2018 MercyOne finalized its first statewide strategic plan. Our strategic plan helps to define priorities which will best position us to advance our Vision and achieve our Key Results. It also helps to keep us all on the same page, prioritize efforts across the state, and facilitate collaboration across markets and functions which help us to operate as one organization.

Our strategic plan was developed after significant input from providers and functional leaders from every market. More than 500 providers and leaders from across the state helped to prioritize the initiatives.

Work has begun on nearly all strategies. Please see below for the high-level status on each strategy along with the Executive Leadership Team (ELT) member and Key Accountability Owner (KAO) who are leading the work. Each strategy has at least one cross functional/cross market team who is providing valuable operational insights into strategy development and leading implementation. Starting with this newsletter you will find a strategy update every month.

Our industry and capabilities evolve and change over time. To ensure we remain focused on the most important priorities the strategic plan is refined annually. More than 900 providers and leaders have been asked to share the new information, learnings, industry shifts, regulatory changes, demographic changes and more which should play the largest role in making adjustments to our system-wide strategy. This group is also evaluating the priorities which will most impact each of our Key Results. We anticipate sharing the updates to the plan in the December newsletter.
We are pleased to announce **Heather Campbell, RN, BSN, JD**, has been selected to serve as Chief Legal Officer of MercyOne, succeeding Marcia Smith who will retire Oct. 31.

Heather joined MercyOne Des Moines Medical Center in July 2017 as Vice President and Corporate Counsel. She has extensive health care experience and knowledge of corporate health care law including, but not limited to, taxation, health networks, acquisitions/divestitures, physician contracts, labor and employment, regulatory compliance and real estate. Her understanding of MercyOne and its operating model make her the perfect leader to serve as the next Chief Legal Officer of MercyOne.

**Jason Monarch** has accepted the position of Vice President, Operations for MercyOne North Iowa. In this role, Jason will provide senior leadership support for the Cancer Center, Emergency Services, Marketing and Performance Excellence in North Iowa.

Jason will also lead the development of MercyOne’s new Leadership System which will provide the tools to support our Cultural Belief of Improve Daily. In this role, Jason will collaborate with each region’s leadership team along with performance excellence, operations, safety, human resources, Culture and other leaders from across the state to assess the current state of our performance improvement models and design the new Leadership System.

Jason has more than 20 years of health care experience with multiple health systems as an organization leader and consultant. Most recently, he has served as Executive Director, Strategy at MercyOne North Iowa.

**Laurel Fleming, JD**, joined MercyOne on Aug. 13 as privacy official and regional director of Integrity and Compliance for MercyOne Central Iowa. As part of her role, Laurel leads the organization in ensuring operations are conducted in a manner consistent with our Mission and Core Values and in compliance with all applicable laws and regulations. She also evaluates and oversees ethics and compliance education of colleagues and physicians and promotes and maintains the MercyOne reporting system.

**Mary Sparks Thompson, RN, LISW**, has been named chief executive officer of the new Clive Behavioral Health.

**Ahmad named to 2019 40 Under 40 List**

**Sophia Ahmad**, senior director of development of MercyOne Des Moines Foundation, has been selected to the Association for Healthcare Philanthropy’s (AHP) “2019 40 Under 40 List.” Honorees were chosen by a peer review committee and were evaluated on tangible fundraising results, field accomplishments and community leadership.

Click [here](#) to congratulate Sophia.

**Meyer named to Top 20 Under 40 List**

**Ryan Meyer**, Vice President of Operations at MercyOne Northeast Iowa, was named one of the Waterloo-Cedar Falls Courier’s Top 20 Under 40 award recipients. The 20 Under 40 Awards recognize twenty young business leaders dedicated to giving of themselves to benefit the community and those closest to them. Ryan will be honored at an awards ceremony in November and featured in a special article in the Cedar Valley Business Monthly. Congratulations, Ryan, and thank you for your dedication to MercyOne!
MercyOne sponsors Food Bank truck

Siouxland Medical Center has joined The Food Bank of Siouxland to help in the fight against hunger. MercyOne Siouxland is sponsoring one of the Food Bank trucks, which distribute and pick up food for 11 counties in the region. A ribbon cutting and reveal ceremony was held Sept. 6 at The Food Bank of Siouxland in Sioux City. “MercyOne is proud to partner with The Food Bank of Siouxland in providing healthy produce and fresh meat to those in our community in need of these resources. This partnership is an opportunity for MercyOne to deliver on our health and mission promises to our community,” stated Lea Greathouse, MercyOne Siouxland Vice President of Mission, Marketing and Foundation.

MercyOne Dubuque Hosts Police Executive Research Forum

The Dubuque County Supervisors commissioned MercyOne Dubuque to conduct a harm reduction needs assessment. As part of the assessment, MercyOne arranged a meeting with members from the Police Executive Research Forum (PERF), an independent, nonprofit research organization based in Washington, DC, that focuses on critical issues in policing. PERF helps to improve the delivery of police services through the exercise of strong national leadership, public debate of police and criminal justice issues, and research and policy development. Representatives from this organization were in Dubuque on Wednesday, Aug. 14 for two separate sessions, one for law enforcement and one open to the public, to discuss how police, public health agencies, and other stakeholders can work together on a data-driven, coordinated approach to address opioid addiction.

Both meetings were well attended and included representatives from the following agencies:
- Crescent Community Health Center
- Dubuque County Attorney’s Office
- Dubuque County Board of Supervisors
- Dubuque County Department of Public Health
- Dubuque County Drug Task Force
- Dubuque County Sheriff’s Office
- Dubuque Juvenile Court System
- Dubuque Police Department
- Eastern Iowa Heroin Initiative
- Governor’s Office of Drug Control Policy
- Hillcrest Family Services
- Iowa Department of Public Health
- Iowa Harm Reduction Coalition
- Loras College
- Lynn County Department of Public Health
- Medical Associates Clinic
- MercyOne Clinton
- MercyOne Dubuque
- Substance Abuse Services Center
- University of Iowa Department of Psychiatry
- UnityPoint Health

The panel of speakers included:
- Richard Biehl, Director and Chief of Police, Dayton, Ohio
- Brendan Cox, Director of Policing Strategies at LEAD National Support Bureau
- Allie Hunter, Executive Director, Police Assisted Addiction and Recovery Initiative (PAARI)
- Chuck Wexler, Executive Director, Police Executive Research Forum (PERF)

Meetings covered a range of topics from the Police Assisted Addiction and Recovery Initiative to a discussion on the Law Enforcement Arrest Division (LEAD). The panel also answered a number of questions about syringe service programs, the role of police in legislative efforts in framing policy and paraphernalia laws. The panel also took time to address extensive questions from both audiences.