We were impressed and encouraged by the excitement we saw in our colleagues about coming together and for our Vision.

- We saw a lot of colleagues Being One in selfies and celebrations in North Iowa and Iowa City. We also learned about how huddle boards are being updated to incorporate our Key Results and Cultural Beliefs which help us all to advance culture change.
- We saw people sharing recognition cards and personalizing care in Siouxland.
- We heard about how colleagues like Mark Wall are Owning It in Northeast Iowa through his work to make online urgent care scheduling available; and read about how colleagues from across the state like Danielle Own It “by explaining every step of a CT exam in terms that are simple and easy to understand for each individual patient” helping our Key Result of Consumer Experience.
- We saw colleagues in Eastern Iowa proudly wearing MercyOne shirts and stickers showing how they were improving that day.
- We heard about how teams and individuals are Innovating to revolutionize health in Central Iowa when rounding.

In summary what we learned on our visits is this MercyOne team of more than 20,000 colleagues moving in ONE direction is absolutely unstoppable. This is just the beginning and the momentum will continue as all 20,000 of us work as ONE.

Thank you for all you do to personalize excellent care for those we serve every day. The work you are doing is incredible. You are helping our patients to live their best life and positively impacting our Key Results.
Our Key Results give us a way to focus our work and measure our performance and progress towards our vision to set the standard for a personalized and radically convenient system of health services. Much work remains to achieve our goals, but since we aligned on our 5 Key Results we have made progress on nearly all measures.

Beginning with this newsletter all of our more than 20,000 colleagues will see the results of our work monthly. Local versions of this scorecard are also available, and you will begin to see the local Key Results scorecard in your local communications.

Impacting the Key Results begins with understanding what they are, and how you can positively impact them! In each newsletter you will see a deep dive on one of the one of the Key Results.

**Consumer Experience**

What is it? After a consumer receives care at one of our care locations they receive a survey asking several questions including if the person would recommend our services to their family, friends or others. Our consumer experience score combines care received at hospitals, emergency departments (ED) and clinic location types.

**Why is it important?**

- Our values call us to show reverence and compassion to all those we serve. This measure indicates if our patients feel they received personalized and compassionate care.
- Our consumer experience score also helps us to see if we are progressing in our vision to provide personalized and radically convenient care.
- When patients feel like they can recommend us to others they are more likely to continue their care with MercyOne which helps improve their outcomes.

**How are we doing?**

- All six markets have shown improvement for likelihood to recommend over their FY18 baseline.
- Significant progress has been made in the Emergency Department (ED) and clinic or ambulatory settings and extensive work continues to improve the acute care experience, where overall results have shown some inconsistencies.

Everyone in our organization can positively impact a consumer’s experience. These are some examples:

- A nurse previews the next step in a patient’s care with him or her and says something positive about the care team they will meet when they arrive.
- When a provider recommends a consumer go to the ED, calling ahead with a report to support triage, improve consumer perception of personalized care and improve patient outcomes.
- A member of the security team transports a patient’s family member to their car on a cold and icy day.

**How do you or your team impact consumer experience?**

Email MHNCulture@mercydesmoines.org with your story for a chance to win one of five new MercyOne jackets.
MercyOne Siouxland Medical Center Therapy Patients Have a Doggone Good Time

MercyOne Siouxland Medical Center patients have been connecting with Jimi, the therapy dog, over the last month during physical therapy sessions. This interaction between patient and canine has helped patients get through tough therapy sessions with a little fun and games.

Patients throw or kick the ball for Jimi, all the while working on natural movements, balance work, stretching and weight distribution. Jimi, of course, is happy to retrieve and repeat.

Jimi, his handler Jane, and MercyOne Siouxland Medical Center physical therapists, are providing Personalize Care.

MercyOne Des Moines Cancer Center Adds Survivorship Coordinator

MercyOne Des Moines Cancer Center is committed to improving survival and quality of life for cancer patients and recently added a full-time survivorship coordinator to further fulfill this mission. Peggy Reed, who has worked at MercyOne Des Moines Medical Center in various roles for nearly three decades, began her role as survivorship coordinator in November 2018.

In Peggy’s new role, she develops continuing care plans for those who have completed cancer treatment and serves as a resource to patients and their families in their ongoing journeys. Care plans consist of guidelines for monitoring and maintaining a patient’s health, including a personalized treatment summary and information about recommended follow-up visits, treatments and tests. Care plans also provide details on available support networks and resources which can contribute to a survivor’s long-term wellbeing.

Care plans are presented to patients by Peggy or by one of the cancer center’s nurse navigators or another medical provider in a face-to-face setting when possible and are sent to each patient’s primary care provider to ensure the continuum of care.

Survivorship programs are becoming more common at cancer centers across the country and are a required element for a center to receive accreditation from the American College of Surgeons Commission on Cancer.
MERCYONE MEDICAL CENTERS IN DES MOINES AND SIOUXLAND HONOR ORGAN DONORS AND FAMILIES WITH WALK OF RESPECT

It was 1:00 a.m., as MercyOne Des Moines Medical Center colleagues began making their way to the East Tower. House Supervisor Trish Bolander had worked with a family when their daughter was first admitted to the Neuro Trauma Main Intensive Care Unit (NTMICU). Now, it was time to say goodbye. Their daughter was leaving this life all too soon—as an organ donor. She was providing hope for a better quality of life for those receiving her selfless gifts.

When the family appeared in the hallway leading to surgery, they saw something unexpected. The hallway was full of medical center colleagues. Numbering 100, they represented many departments and demonstrated MercyOne’s values. As one, through their presence, they showed respect for the donor, her family and their colleagues in critical care. Together they provided personalized care, by focusing on the immediate needs of the patient and family.

The act of compassion was developed by critical care colleagues, Pastoral Care, Administrative Director of Critical Care Julie Tuel and the Iowa Donor Network (IDN). Beginning Feb. 1, the Walk of Respect became a standard part of critical care at MercyOne Des Moines Medical Center. In instances where an organ donor will be making his or her final trip to surgery, a chime will sound, and an overhead message will say, “All available hospital colleagues, please join in the Walk of Respect in the East Tower, Level 1.” Colleagues will have five minutes before the walk begins, and all are invited to participate. A chaplain from Pastoral Care will also light a dedicated electronic candle in Our Lady of Mercy Chapel to signify an organ donation is being received.

“MercyOne Des Moines Medical Center’s NTMICU cares for the most organ donors in Iowa,” said Tuel. “Our dedicated staff provides excellent care to save a life. When that isn’t possible, they work with the family and Iowa Donor Network to try to improve another life.” Tuel says the Walk of Respect honors the patient and family at the time a donation is given. It helps provide closure and turns the focus to the good that comes from transplantation. Bolander added, “This act of kindness to the family and donor definitely has a healing effect.”

MERCYONE DUBUQUE MEDICAL CENTER PLANS COUNTRY’S FIRST BEREAVEMENT SUITE

MercyOne Dubuque Medical Center is building the country’s first birthing and bereavement suite. The suite will provide a comfortable, private room for parents and their families to grieve for infants who were stillborn or died shortly after birth. The space will include home-like furniture, a private bathroom, dimmable lighting, an electric fireplace and calming colors that promote peace, serenity and healing.

The medical center is working to raise $175,000 to renovate an area in the birth center and has already received generous support from donors. Nonprofit organization No Foot Too Small presented a $50,000 check to the team for the suite. The Mercy Service Club, whose mission is to help children in the medical center’s care, presented a $25,000 check and plans to match another $25,000.

MercyOne Siouxland Medical Center held the first “Walk of Respect” in October, 2018. Additional walks have been coordinated where colleagues are invited to report to the ICU when the patient is ready to move from their room and transfer to surgery. Colleagues wait in silence to show support for the patient’s gift, the family’s loss and the colleague’s emotional support as we are all One.
DONATED QUILTS BENEFIT NICU PATIENTS

On Monday, Jan. 7, the Covered Bridge Quilters donated their 10,000th quilt to MercyOne Children’s Hospital’s Neonatal Intensive Care Unit (NICU). They presented the quilts to NICU Child Life Specialist Rania Robb. The group started making quilts for NICU babies 23 years ago when Luella Fairholm’s (second from right) grandson was a baby in the NICU. Since then, the group has averaged 700-900 quilts each year. During the visit, Rania shared how the quilts mean a lot to the families of NICU babies because they symbolize someone is thinking of them and what they are going through. Some of the quilters shared stories of how NICU families had sent thank you notes or contacted them over the years to let them know how much the quilts are appreciated.

NEW CARE-A-VAN SERVICE PROVIDES FREE TRANSPORTATION TO PATIENTS IN NORTHEAST IOWA

MercyOne Waterloo Foundation was recently awarded $86,000 from the Otto Schoitz Foundation to replace the vehicles used for the region’s Care-A-Van service. Care-A-Van provides free transportation for patients receiving care at MercyOne hospitals or clinics in the Waterloo and Cedar Falls area.

“We’re very thankful to the Otto Schoitz Foundation for this generous gift,” says Joe Surma, Coordinator of Annual and Planned Gifts for MercyOne Waterloo Foundation. “The money enabled us to purchase three new vans.”

The Care-A-Van service serves nearly 3,000 patients each year.

“Without this service, many patients would not be able to receive the health care services they need,” says Bev Degenhardt, Manager of Volunteer Services at MercyOne Waterloo Medical Center and MercyOne Cedar Falls Medical Center. “Many patients rely on friends and family, which can be inconvenient or financially burdensome. Our volunteer drivers are able to provide patients with the added benefit of camaraderie and support.”

Not only are the vans a blessing to the patients we serve, but also to our dedicated volunteer drivers! One driver says, “What a wonderful asset the new vans are to our consumers. The vans are comfortable and convenient and they are a wonderful addition to the hospital fleet. The new branding on the vans is also very eye catching!”

Thank you to Dan Deery Motor Company and Signs By Tomorrow for their sponsorship of the new vans that will help us better serve our patients and communities!

“This is what Innovate means to me. MercyOne Siouxland Medical Center is pleased to be using telepsychiatry as a way to better serve patients and families in our emergency department. The technology-enabled, face-to-face interaction makes care more convenient and accessible.

Dr. Faisal Tai says, “the whole team is there when I'm visiting the patient, so everyone knows what I'm talking about. Everyone knows what the treatment plan is and this makes it much easier to follow up on the treatment plan.”

This innovation positively impacts Consumer Experience because patients say their top priority is having their needs heard and met fast.”

Lea, MercyOne Siouxland Medical Center
NEWTON PRESIDENT DONATES WEDDING DRESS FOR INFANT GOWNS

MercyOne Newton Medical Center President Laurie Conner has shared a piece of her past to honor families going through difficult times. Laurie recently donated her wedding dress to be made into infant gowns for babies who are stillborn, or who pass away shortly after birth, and whose parents wish to have them baptized.

The idea to bless grieving parents was one that had been in Laurie’s heart for the past year. “I had researched ways that wedding dresses can be repurposed and discovered this option,” she said. “Having not been able to carry my own children to term, and with no one to pass the dress on to, this was a cause I felt personally connected to.”

Using her own custom patterns, Newton seamstress Judy Swenson crafted more than a dozen tiny gowns and pantsuits from the beautiful satin and lace dress Conner had worn during her 1990 wedding. The outfits have been donated to the neonatal intensive care unit at MercyOne Des Moines Medical Center. The custom pieces were so beautiful, and the gesture so profound, that Kathy Goetz, Vice Present of Women’s & Children’s Services, is hoping to build upon this program by soliciting volunteer seamstresses and women who would like to donate their wedding dresses.

“I was so very touched by Laurie’s donation,” Goetz said. “It truly exemplifies our cultural belief of ‘personalized care.’ Laurie understands the grief families experience at times of loss, and her gift demonstrates the compassion and empathy that are our MercyOne values. Our team was so moved by this act of love.”

CLINICS MAKE RAPID PROGRESS IN MEDICARE ANNUAL WELLNESS VISITS AT MERCYONE SIOUXLAND MEDICAL CENTER

Medicare Annual Wellness Visits (AWVs) are designed as yearly visits between providers and their patients to review preventive health topics. The intent of these visits is to design personalized health care plans for patients 65 and older. Beginning in 2017, MercyOne Siouxland Medical Center began focusing on and encouraging providers to complete AWVs as a main priority. Since then Epic trainers, coding teams and clinic leadership have supported providers and clinic nurses to increase AWVs. The medical center is leading the way and quickly approaching the yearly goal. MercyOne Siouxland clinics have gone from an average of 281 AWVs per month to 644 AWVs per month. A number of colleagues have worked hard to advance this work and are within reach of the goal! Congratulations!

“This is what Innovate means to me. In an effort to better streamline incoming stroke patients, MercyOne Des Moines Medical Center implemented an acute care telecommunications app called Pulsara. The app puts an end to a game of telephone, as Pulsara unifies the entire stroke team to one HIPAA-compliant database. Pulsara lets EMS update patient information, send pictures and alert the team at the hospital before they arrive. It provides more accurate communication and more rapid intervention, thus benefiting the patient as it reduces time to treatment. This innovation improves Team Engagement, Consumer Experience and the Quality of patient outcomes. This is what innovate means to me.”

Teri, MercyOne Des Moines Medical Center
MERCYONE’S DES MOINES MEDICAL CENTER AND IOWA HEART CENTER EARN DISTINGUISHED THREE-STAR RATING

MercyOne's Des Moines Medical Center and Iowa Heart Center have earned a distinguished three-star rating from The Society of Thoracic Surgeons (STS) for its patient care and outcomes in isolated aortic valve replacement (AVR) surgery. The three-star rating, which denotes the highest category of quality, places MercyOne Iowa Heart Center among the elite for AVR surgery in the United States and Canada.

The STS star rating system is one of the most sophisticated and highly regarded overall measures of quality in health care, rating the benchmarked outcomes of cardiothoracic surgery programs in the United States and Canada. The star rating is calculated using a combination of quality measures for specific procedures performed by an STS Adult Cardiac Surgery Database participant.

"We are honored to be recognized as being in the top three percent of hospitals in the nation for excellence in aortic valve replacement," said David Hockmuth, MD, cardiothoracic surgeon and Medical Director of Cardiothoracic Surgery at MercyOne Des Moines Medical Center and Iowa Heart Center. "This is really a testament not only to the surgeons and advanced practice clinicians hard work, but also to the strong communication and teamwork across multiple hospital departments that take care of these patients and administrative support to provide this great service to fellow Iowans near and far.

Historically, approximately four to eight percent of participants receive the three-star rating for isolated AVR surgery. The latest analysis of data for AVR surgery covers a three-year period, from July 2015 to June 2018.

MERCYONE CENTRAL IOWA WELCOMES CHEST, INFECTIOUS DISEASES AND CRITICAL CARE ASSOCIATES

MercyOne Central Iowa welcomed Chest, Infectious Diseases & Critical Care Associates, P.C. (CIC Associates), on Jan. 1, 2019. Pulmonary services (including critical care) and infectious disease services will remain at the current MercyOne Clive Health Plaza clinic.

CIC Associates' providers have been closely integrated with MercyOne, providing services at MercyOne facilities for many years. Services provided by pulmonary/critical care and infectious disease providers will continue as in the past, both at the clinic and in the inpatient setting. Current patients should experience a near-seamless transition.

CIC providers who transitioned to MercyOne Central Iowa Clinics employment include:

**Pulmonary Services:**
Maxwell Cosmic, MD, Christopher Donatelli, MD, Neil Horning, MD, Bryon Johnson, DO, Aarti Narayan, MD, Shrey Velani, MD, Blair Westerly, MD, Bradley Wilcox, DO, Michael Witte, DO, Angela Beckel, ARNP, Beth Borden, ARNP, Rachael Doty, ARNP, Kelli Gear, ARNP, Jonathan Smith, NP-C, Marcie Wilson, ARNP

**Infectious Disease Services:**
Aneesa Afroze, MD, Rima El-Herte, MD, Michele Granada, MD, Casey Rice, MD, Ravi Vermuri, MD, Cindy Taylor, ARNP

**Expanding access for consumers**

- MercyOne Clinton started performing sclerotherapy in mid-January. Sixty patients were on the wait list for therapy.
- MercyOne Clinton Home Medical Equipment completed a mastectomy promotion resulting in growth since October.
- MercyOne North Iowa is expanding its schedule for cardiology to see more patients per day and is focusing on outreach growth.
- Telemedicine pilot for virtual visits at MercyOne Forest Park expanded to MercyOne Women's Health Center in January and began billing insurance at that time.
- MercyOne Siouxland received a new contract with Wells Blue Bunny for occupational health services.
- MercyOne Central Iowa Clinics has implemented open access appointment schedules for all new primary care providers and is reviewing existing provider schedules in order to optimize physician scheduling and create easy access for more patients.

Ambulatory Growth

3.4 MILLION NON INPATIENT ENCOUNTERS GENERATING REVENUE

Quality

ALL CAUSE UNPLANNED 30-DAY READMISSION RATE 14.8%
Exciting changes are in progress at the MercyOne Siouxland Heart and Vascular Center. The new name and addition of the word ‘vascular’ indicates the launch of our integrated, comprehensive service line. It is meant to signify the interconnection of all services within vascular, cardiology and cardiothoracic surgery programs. Led by a group of highly talented physician leaders, MercyOne Siouxland Medical Center is now able to deliver a level of service that is unprecedented in our area.

With the addition of vascular surgeon Chad Laurich, MD, to Midlands Clinic in July 2018, we have already started our resurgence. Dr. Laurich excels in both the OR and cath lab where he utilizes endovascular techniques to bring minimally invasive solutions to complex vascular problems. Dr. Laurich will be one of the leaders in developing programs around the new Hybrid OR.

Stilianos Efstratiadis, MD has been named the Medical Director of Cardiology. Dr. Efstratiadis is an interventional cardiologist with an incredible track record and energy that he will bring to the program. Having done over 10,000 procedures throughout his career, he will cover hospital rounds, outpatient clinics in Sioux City, and surrounding communities and be a leader in the cath lab. Dr. Efstratiadis started Feb. 11, 2019.

Salman Mehboob, MD, interventional cardiologist, started in December 2018 as the interim Medical Director of Cardiology and consultant. Dr. Mehboob, has had a tremendous impact and is rebuilding the clinical committees and outreach programs, while reengineering clinic throughput and operations. Dr. Mehboob will remain in the role of Medical Director of Cardiology until duties transition to Dr. Efstratiadis. Dr. Mehboob is trained in Transcatheter Valve (TAVR) procedures and will be helping to launch this program utilizing the new Hybrid OR.

On Feb. 24, Giovanni Ciuffo, MD, started as the Medical Director of Cardiothoracic Surgery. Dr. Ciuffo is a talented surgeon who trained in Italy and has practiced in New York and Ohio. Dr. Ciuffo is also trained in TAVR procedures and will also be a leader in the TAVR program development. Complimenting Dr. Ciuffo, will be James Spann, MD, CardioThoracic surgeon who will complete the medical center’s surgical program. Dr. Spann also does vascular surgery.

In support of these programs, Amy Lynde, NP, will join the cardiology program. Amy previously worked as a cardiac ICU nurse prior to working as an NP in an outpatient clinic in Fort Collins, CO.

Theresa Conlon, NP, has been with MercyOne Siouxland Medical Center for over 15 years and was most recently serving as an NP in the interventional radiology program. Her role in the cardiac surgery program will be an integral part of the service and will be crucial to getting Dr. Ciuffo acclimated to the program.

Additionally, plans are underway to expand the clinic of Glenn Edwards, MD, in Dakota Dunes, SD. Dr. Edwards, also an interventional cardiologist, joined the medical center in July of 2018 and is also trained in TAVR procedures. Dr. Edwards’ practice has experienced tremendous growth and will be moving to a new location in the coming months. The additional location is expected to offer expanded access and attract a new consumer base to the service line.

“<This is what Personalize Care looks like to me. The hospital had a patient who was expecting a long inpatient/skilled stay. This patient was morbidly obese and expressed a desire to change his eating habits while in the hospital. The food and nutrition manager took time to meet with the patient, talk about healthy eating habits and designed a special meal plan for him. The patient lost 50 pounds while in the hospital and was able to significantly reduce his risk of readmission.”

Tiffany, Adair County Health System, An affiliate of MercyOne
The Culture work over the past six months has been impactful! We have made incredible progress since the gathering in Des Moines of 800 leaders to completion of Culture Workshops for almost all 20,000+ colleagues.

The momentum will continue with these statewide next steps:

- Communication to colleagues about changes made based on input during pulse surveys and during culture workshops – March
- Fun inclusion of Key Results in huddles – March
- People leaders (supervisors, managers, directors, senior and executive leaders) will be encouraged to complete a self-assessment on application of culture tools and beliefs – early March
- Culture workstreams made up of members from across the state are working to integrate our Mission, Vision, Values, Key Results, Cultural Beliefs and Culture Tools in existing processes, templates and daily work. These pieces of the integration work will be completed soon:
  - Agendas – early March
  - New colleague orientation – March
  - Assessment of current reward and recognition, performance management and recruitment processes to determine culture integration – end of March
- Input sessions with culture cabinet, facilitators and market presidents on additional ways to continue embedding the culture work into our everyday work
- Planning for Phase 3 of Culture integration is underway, and the recommendation will be presented March 11th

Thank you for all you are doing to Be ONE, Personalize Care, Own It! Improve Daily and Innovate. Together we are positively impacting our Key Results of Consumer Experience, Team Engagement, Quality, Sustainable Growth and Efficiency and Ambulatory Growth.

The MercyOne Clear Lake Family Medicine team celebrating our Cultural Beliefs.

See more by visiting MercyOne North Iowa’s Facebook page.