Q: What evidence of culture change are you seeing?

A: The most significant change we are seeing is the improvement on our Key Results and increasing engagement from among our teams. We see change in the numbers—especially consumer experience which has been relatively flat for years but has now increased more than 15 percentile points. We also hear about the change through powerful stories like these being told across our market ministries which show how colleagues are applying our Cultural Beliefs to impact our Key Results.

This is what Personalize Care and Own It look like to me. Andrea Kluesner was walking down the main corridor by the cafeteria at MercyOne Dubuque Medical Center. She observed an elderly lady teetering, struggling to make the walk. Turns out she was diabetic, hungry, feeling low and needed some immediate assistance to keep her from crisis. Andrea provided nourishment to the visitor, along with a chair and stayed with her until her sugar level came up and she felt safe to carry on with her day. These actions impacted Quality and Consumer Experience. This is what Personalize Care and Own It look like to me. ~ Riley Miller, MercyOne Eastern Iowa

This is what Own It looks like to me. I was one of several people frustrated because it seemed our CDI calls for help with leadership was a run through of slides without focus on the opportunities to improve. Kristina Wertz and Monica Gordon worked with me to ensure our January call was far more productive. We also were able to engage national leaders to better understand our local processes and issues and ultimately secured an agreement to work through a number of challenges with us. This ultimately impacts our Key Result of Sustainable Growth and Efficiency. This is what Own It looks like to me. ~ Dr. Keller, MercyOne Central Iowa

This is what Personalize Care and Own It looks like to me. Physical therapist Brooke Burns was treating one of her patients who mentioned to her she had a referral/order for a hip injection from her doctor in Iowa City. She wanted to have it performed at MercyOne Newton Medical Center so she would not have to drive all the way back to Iowa City for it. She was having difficulties finding the right department and individuals to help her get scheduled with a physician who could perform this in Newton. Brooke went out of her way to help get this patient set up with a pain physician who visits the Specialty Clinic at MercyOne Newton Medical Center. She could have simply ignored the patient’s voiced frustration, but she took it upon herself to help her get in touch with the right people to get this procedure scheduled locally. This ultimately impacts our Key Results of Consumer Experience and Ambulatory Growth. This is what Personalized Care looks like to me. ~ Laurie Conner, MercyOne Newton Medical Center

Of course, these are only a few of the amazing stories we are hearing in huddles, in meetings and around the halls, about big and small ways our colleagues across the state are helping patients to live their best lives and achieve our Key Results. You can see more stories about Innovation and Improve Daily by clicking on PowerofMercyOne.org.

In our work together as one unified MercyOne culture is perhaps the most important initiative for our future. Our goal is to present MercyOne to the markets we serve as One. Our new name is one way to reaffirm the “oneness” we want to have however, we need to support this with the care and serve we provide. With more than 20,000 colleagues serving in more than 500 locations, the only way we can be one is with our special Mission we share and the culture of the service we provide. This is what Be One, Own It, Improve Daily, Personalize Care and Innovate means to me.

Thank you for all you do. It is an honor to serve beside you!

Have a question for Bob? Email sclement@mercydesmoines.org
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. Since we aligned our 5 Key Results, we have made much progress on nearly all measures but there is still much work remaining to achieve our goals. Within 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 Key Results. In February we shared information about Consumer Experience, this month we add a focus on Team Engagement.

Team Engagement

What is it? Team engagement is the commitment each colleague gives each day to help our patients live their best life and help MercyOne succeed. We can also think of team engagement as a way to measure the level of enthusiasm and connection our colleagues feel toward MercyOne. We measure team engagement through surveys sent to all employed colleagues to seek their feedback on what the organization is doing well and what could use improvement. Your feedback is incredibly helpful because it allows us to celebrate our successes (and keep doing more of them) and review our improvement opportunities and make things better. As part of the survey, colleagues are asked questions about whether they plan to stay with MercyOne, whether it is a good place to work, receive care and much more. Our goal is to score better than 75% of similar organizations on these engagement questions. A similar survey with questions specific to providers will also be administered this year in all markets. Colleagues will get one survey or the other, not both. We know how important our volunteers and contractors are to our organization, too and in the future, we look to gather their critical feedback, as well.

Why is it important?
- Our colleagues are our most valuable resource. High team engagement scores illustrate that we are living our values consistently, every day.
- The more connected and proud we all are of our work and our organization, the more likely we are to stay, share our pride with others and choose MercyOne when we need care.
- We are unstoppable when all our colleagues understand their work is meaningful and makes an impact on the lives of our patients, our peers and our Key Results.

How are we doing?
- With the feedback MercyOne received from our recent pulse engagement survey, leaders from across the organization have created and are implementing improvement plans. Please ask your leader to share progress on these plans.
- The post brand launch survey with colleagues indicated a significant improvement in how people feel about our organization
- The next annual survey will begin May 29.

Everyone in our organization can positively impact team engagement. These are some examples:
- A team member asks about how they can help another team member, department or market.
- A manager candidly and genuinely asks for focused feedback during a one-on-one meeting so he/she can customize support for each individual on the team so they can do their best work.
- A manager creates trust within a team by creating an environment where mistakes can be shared openly and used as a learning opportunity.
- An ED supervisor partners with an inpatient unit to do cross group huddles to improve coordinated care and discuss how to improve handoffs.
- A leader hosts a town hall to share updates about the organization and highlight great work being done by colleagues to achieve the Key Results while helping patients and colleagues to live their best life.
- A team works together to solve a problem and improve the consumer or colleague experience.
- An environmental services team member plans a potluck for the environmental services team members and caregivers on the floors she is responsible for so the entire team can get to know each other.
- An experienced nurse mentors a new nurse.
- A team member reads an article about something new in his/her field and shares learnings with the team.

How do you or your team impact Consumer Experience? Email MercyOneCulture@mercydesmoines.org with your story for a chance to win one of five new MercyOne jackets.
**IMPROVING DAILY LEADS TO BETTER CONSUMER EXPERIENCE FOR NORTH IOWA RADIOLOGY PATIENTS**

A team of colleagues at North Iowa sought to improve the experience of Radiology patients as they registered for their appointments. They wanted to reduce the time for patients to register, decrease the wait-time to register and also wanted to address some ergonomics issues which impacted the registration staff.

The group analyzed the problems using the A3 problem solving technique. By carefully understanding the current state and the underlying cause of each of the issues, they were able to make impactful changes to the process and layout of the registration area.

The outcome was to contact patients in advance to complete most of the registration process before the patient arrived for the appointment. They created standard work on the registration process which is performed by a consistent team which has improved the quality in the completed registrations. Now when patients arrive at the appointment, they only need to provide their photo ID, an insurance card and a signature. They redesigned the work space to put everything within reach and to put the colleague registering the patient at the same height as the patient registering.

As a result of their work, the team has reduced non-ergonomic movements by the colleagues from 7 to 0 for each registered patient. The time to register has reduced from 6.5 to 3.1 minutes. Percent of patients waiting to register has gone from 50% to 0%. The target for percent of patients pre-registered was 75% but in the last 2 months, more than 80% of the patients were pre-registered.

These changes have not gone unnoticed by consumers. The Consumer Satisfaction scores for the three registration questions on the Radiology surveys have increased more than 20 percentile points!

**CONSUMER EXPERIENCE**

"WOULD RECOMMEND" AT THE 75TH PERCENTILE BY 2021

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**MERCYONE SIOUXLAND MEDICAL CENTER USES INNOVATIVE CT TECHNOLOGY**

MercyOne Siouxland Medical Center has recently installed an innovative 128-slice CT system offering higher image quality and a dual energy scan mode which helps to better portray tissue types.

The innovative computed tomography technology produces clearer images, resulting in faster and more accurate diagnosis and treatment.

Radiology Manager, Thomas E. Carmichael, says, "Patients now have access to gold standard CT technology at MercyOne Siouxland Medical Center. The speed of this new scan allows us to do more interventional studies in house and do more procedures in less time."

"The contrast is decreased because of how fast this machine is and it is giving us excellent visuals. This allows for a better overall diagnosis for patients," says Marci Pinkerton, MercyOne Siouxland Medical Center lead CT technician.

Not only does the new equipment improve efficiency and patient outcomes in all clinical applications, it is exceeding expectations in cardiology, emergency medicine and oncology.

The machine also reduces radiation exposure to the patient, is accessible and accommodates many different body types.

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**SPA DAY FOR CANCER PATIENTS**

The MercyOne North Iowa Cancer Center launched a new program to provide a pampering retreat for cancer patients. The spa day will be held every other month and is open to anyone currently undergoing treatment, recently completed, or receiving ongoing care in the cancer center. This program is free of charge, and includes education on how to care for your skin during/after treatment, makeup application, and wig care tips. Thirteen women attended the first spa day on Feb. 22.
MERCYONE SIOUXLAND MEDICAL CENTER PERSONALIZES THERAPY TREATMENT FOR PATIENTS WITH PARKINSON’S

MercyOne Siouxland Medical Center therapies are offering Parkinson’s disease patients a chance to move through daily life with confidence.

Several physical and occupational therapists are certified in LSVT-BIG and speech therapists are LSVT-LOUD certified to provide programs specifically designed to help early and mid-stage Parkinson’s patients. The two LSVT programs help patients improve function and slow deterioration through exercise and provide patient empowerment. Treatments are based on the premise that the brain can learn and change neuroplasticity.

Patients, like Terry Fetterman of Anthon, Iowa, who recently completed the four-week LSVT-BIG program, are taught to overcompensate – to take big steps, over exaggerated movements and speak up.

Fetterman says “I can reach and move better after completing this program. I have better balance, I can put on my own jacket, sign my name clearly, do the laundry and unload the dishwasher. It is so satisfying to have these exercises to help improve performance of everyday tasks.”

Therapists are providing personalized care by tailoring tasks to fit each patient’s lifestyle. For example, speech therapists ask patients about a hobby and build therapy on words associated with that interest and then gradually work in sentences on the topic. By the end of four weeks, patients are having full conversations about something they love.

As Parkinson’s patients work through the program, they walk away from this specialized therapy feeling confident and keenly aware they can be self-sufficient.

MERCY IOWA CITY PHYSICIAN RECOGNIZED FOR VOLUNTEER WORK

Fred Ovrom, MD, Internal Medicine, has volunteered for more than 25 years at the Iowa City Free Medical Clinic, providing care to those who have few options. In addition to a busy practice, Dr. Ovrom is also the Medical Director of Mercy Iowa City’s primary care clinic system.

THREE DEPARTMENTS WORK AS ONE TO IMPROVE EMERGENCY ROOM WAIT TIMES

MercyOne Des Moines Medical Center Emergency Care has recently focused on an integrated physician leadership model that delivers optimal performance in the merging of emergency, hospitalist and psychiatric services. The integration of these services allows best practices to be delivered and more effectively manages the emergency room’s turnaround times—which ultimately improves clinical quality, patient experience and the hospital’s throughput.

In addition, the Emergency Department (ED) has implemented a health care improvement Rapid Triage Assessment model, which has required the collective support and integration by their excellent advance practice providers and ED nursing staff.

By focusing on decreasing the time spent waiting for the hospitalist to answer a page, waiting for additional test results or waiting for psychiatry to evaluate the patient in the ED, patient “boarding time” in the ED has been decreased. This more efficient patient flow process has:

- Improved ED “left without being seen” (LWBS) rates in December 2018 (LWBS 0.42 percent) and January 2019 (LWBS 1.04 percent). This is a decrease from 3.36 percent in January 2018.
- Increased availability of care.
- Opened up ED beds and capacity.
- Opened the door for additional inpatient admissions.

Kudos to these three departments – Emergency, Psychiatry and Hospitalist – and their physicians, providers and colleagues for exemplifying Be One to improve our patients’ experience by decreasing their wait times!

MERCYONE SIOUXLAND MEDICAL CENTER COLLEAGUE PERSONALIZES CARE FOR PATIENT IN NEED

A homeless stroke patient, who didn’t have a support system, was in need of a four-wheeled walker to progress to the next stage of recovery outside of rehab. Doug Lacey, a senior physical therapist, purchased a walker for the patient. Lacey also purchased three additional walkers to be used for future patients on the unit.

Lacey’s generosity is a perfect example of Personalized Care and Own It.

MERCYONE MISSION AND VALUES

MISSION STATEMENT
MercyOne serves with fidelity to the Gospel as a compassionate, healing ministry of Jesus Christ to transform the health of our communities.

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.
KOSSUTH REGIONAL MEDICAL CENTER HELPS COMMUNITY COME TOGETHER FOR COUPLES’ LAST WISH

Led by the efforts of a Kossuth Regional Health Center (KRHC) nurse, the community of Algona came together in early February to help a man realize his final wish—to marry his sweetheart of more than 30 years.

Gregory Block of Livermore came to KRHC by ambulance and was admitted to the hospital. He was managing a terminal illness and although he was engaged to his longtime girlfriend, they had not yet gotten married. Valentine’s Day marks the anniversary of their first date, 31 years ago. He shared with KRHC nurse Kelly Rowlet that not getting married was a regret that troubled him.

“He told me that marrying Cynthia was the only thing he wanted to do before he died. So I said, we’re going to make this happen,” said Rowlet.

Three challenges faced the couple. First, they didn’t have a marriage license. To get one required going to the court house for paperwork and making it through the three-day waiting period. Second, mobility was an issue. Greg was physically unable to leave his hospital room. Lastly, time was of the essence and the clock was ticking. Rowlet knew she couldn’t pull off such a feat by herself, so she recruited a few local Valentine’s Day cupids to help.

Deputy Roger Fisher, an officer of the Kossuth County court, helped gather the necessary paperwork. After he explained the situation to the staff in the Kossuth County Court house recorder’s office, Karen Benschoter hopped in the car and delivered the forms to the hospital herself. With the documents signed and notarized, Fisher then called in a favor to Judge Don Courtney. The three-day waiting period was officially waived by the judge. The groom elect’s brother was asked to come and serve as officiant at the wedding.

Meanwhile, Rowlet called Algona’s Hy-Vee to see about a cake. Two small ones were available, and were quickly decorated accordingly for the bride and groom. When the Hy-Vee employee heard about the wedding, she arranged for a bouquet of flowers to accompany the cake, at her own expense. When the bride asked one of the KRHC staff where she could get a hair appointment in town, KRHC colleague Teresa Seifried arranged an appointment and made sure the cost was covered.

The wedding was held in Greg’s hospital room on the morning of Feb. 6, with a few family members in attendance, plus Rowlet and Fisher. The whirlwind of wedding activities had all happened within a matter of 36 hours and every moment counted. Mr. and Mrs. Block had two days together as a married couple before Greg passed on Feb. 8.

“I knew that this community, that these people, would be able to make it happen,” Rowlet said. “It’s a story about community. It’s a story about how love prevails and how people endure. It was my proudest moment as a nurse.”

STROKE COORDINATOR PRESENTS AT INTERNATIONAL STROKE CONFERENCE

Congratulations to Terri Hamm, stroke coordinator, on her poster presentation at the International Stroke Conference 2019. Terri’s poster presentation is formally named “Utilizing A Communication Platform to Improve Stroke Care,” which focuses on the use of Pulsara—an acute care telecommunications app.

In an effort to better streamline incoming stroke patients, MercyOne Des Moines Medical Center implemented 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 personnel update patient information, send images and alert the hospital team before arrival. It provides more accurate communication and more rapid intervention, thus benefiting the patient as it reduces time to treatment.

NEUROLOGY TEAM RECOGNIZED

Congratulations to MercyOne Des Moines Ruan Neurology Care and Bruce Hughes, MD, for receiving the Sylvie Award from the National Multiple Sclerosis (MS) Society – Upper Midwest Chapter! This award recognizes and celebrates the extraordinary dedication by Dr. Hughes and MercyOne Des Moines Ruan Neurology to create a world free of MS.
MERCYONE DUBUQUE MEDICAL CENTER HOSTS SEMINAR FOR COLLEAGUES WHO SUPPORT FAMILIES EXPERIENCING PERINATAL LOSS

MercyOne Dubuque Medical Center was chosen by the National SHARE organization to host a free, two-day workshop for interested nurses, social workers, clergy, physicians and community members. The Sharing and Caring Perinatal Loss Seminar is an 18.28 contact-hour seminar designed to assist anyone working with families during the loss of a baby. Topics included being in the supportive role, providing pertinent education and resources on the needs and rights of bereaved parents, cultural and social diversity and the creation of mementos and memories with their loved one. “MercyOne Dubuque Medical Center is proud to have been selected to host this training, and thankful for the turnout of professionals from many different locations,” said Amy White, MSN, RN, director of maternal child services at MercyOne Dubuque Medical Center. “Professionals from Florida, South Dakota, Missouri, and MercyOne colleagues from Des Moines and Waterloo all came to be a part of this two-day seminar.”

Recognize a Colleague

Think of a teammate who has helped you to personalize care for a patient, help keep a patient from being readmitted to the hospital, improve our finances so we can reinvest in our future or helped to grow our service to consumers outside of the hospital. Use the card below to let them know they made an impact.

MERCYONE CLINTON FUNDRAISER BENEFITS FIREFIGHTERS AND FAMILIES

A hugely successful basket raffle and bake sale fundraiser on Feb. 14 demonstrated the love and support of MercyOne Clinton Medical Center colleagues and visitors for local firefighter heroes. The event raised $3,565 for the families of Lt. Eric Hosette and Firefighter Adam Cain. Lt. Hosette was killed and Cain was severely injured fighting a fire in Clinton in early January.

Medical center departments donated 25 creative baskets and talented bakers provided a wide array of delicious baked goods. Colleagues Shelley Simmons, Pharmacy, Allison Cinadr, Quality, and Jessica Yenney, Human Resources, presented a ceremonial check at the Clinton Fire Department on Feb. 20.
USING TELEHEALTH TO COMBAT NO-SHOW RATES

Joseph Behr, MD at the MercyOne Forest Park Clinic in Mason City has been piloting "Virtual Visits" with a select group of his patients for nearly a year. Using his laptop, a webcam and HIPAA-compliant videoconferencing software, while his patient uses a mobile device, Dr. Behr provides consultative care to patients in their own homes or offices.

While Virtual Care isn’t appropriate for all conditions, there are certain conditions which are good match for this method of care delivery.

"I generally do not evaluate first-time problems virtually," he said. "But, I am comfortable with virtual care for patients' mental health rechecks, Attention Deficient Disorder rechecks and for delivering critical test results."

Behr’s innovative use of virtual care was especially helpful during recent snowstorms which caused many patients to cancel appointments.

According to FierceHealthcare (https://www.fiercehealthcare.com/practices/4-steps-to-cut-down-no-show-appointments-elmont-teaching-health-center) research shows that the no-show rates at outpatient facilities range between 23.1% and 33.6%. No-shows undoubtedly impact clinic operations and our harsh Iowa winters may impact the no-show rate even further.

In advance of the storms in February, Behr reviewed the upcoming patient lists to identify good candidates for a virtual visit. Riley Montagne, a nurse in the clinic, contacted those patients to offer the convenient alternative and several patients accepted. Those patients were able to receive the timely care they needed without having to drive through a massive snowstorm or having to cancel.

Setting up a Virtual Visit is a simple process. Once it’s been confirmed that a patient has a valid email address, a smart phone and access to broadband or cellular network, the scheduler emails the patient a secure link to access the Virtual Visit.

According to the American Telemedicine Association, 35 states passed legislation requiring private insurance coverage for telemedicine. As of January 2019, Iowa requires all private payors to cover telemedicine visits to the same extent as in person visits, although reimbursement for Virtual Visits varies by payor.

Virtual Care is just one aspect of a larger MercyOne strategy for Digital Health, led by Pamela Villacorta, Division Director, Digital and Virtual Health. Other priorities for this year include offering a suite of digital tools to provide radically convenient care for patients and their families, including: improved provider internet search, online self-scheduling and online payment.

Villacorta and Behr say they are actively evaluating how to expand virtual care to more providers. As familiarity grows, providers may find additional ways to use this technology for their patients.

"I only provide virtual care visits with patients I have seen in person previously and with their medical record sitting in front of me," said Behr. "I have chosen to not prescribe narcotics or antibiotics during virtual visits."

"We should continue to think about which patients and problems are appropriate for this type of care," Behr added. "It is so much better for us to provide this service for our patients, than for them to seek out the convenience from someone who doesn't have access to their medical history."

http://www.americantelemed.org/main/policy-page/state-policy-resource-center#V63IF_kr1X4

MERCYONE ON THE ROAD

A semi-trailer with the MercyOne logo is currently making its way across the country. Traveling from Oneonta, New York, to Knoxville, Tennessee, and set to arrive in Dubuque, Iowa, on Mar. 22, the semi-trailers houses a PET/CT unit, which is used by the radiology department for specific types of nuclear medicine scans. The new semi-trailer will replace MercyOne Dubuque Medical Center’s existing mobile unit until the spring of 2020 when a fixed unit will open as part of the new comprehensive cancer center.
MERCY IOWA CITY ACHIEVES CMS 5 STARS FOR THIRD YEAR

Mercy Iowa City has received a top five-star rating from the Centers for Medicare & Medicaid Services (CMS) for a third consecutive year, the only hospital in Iowa to have achieved this distinction, and the only hospital in Johnson County to receive five stars. CMS analyzes hospitals using data on outcomes, patient experience and other factors for its Hospital Compare online rankings to make it easier for patients to review and make decisions about the quality of care available at more than 4,000 Medicare-certified hospitals across the country. The rankings are given as one through five stars, with five being the highest and three being the national average score.

“We are pleased to receive this ranking for the third consecutive year,” said Sean Williams President and CEO of Mercy Iowa City. “This affirmation recognizes the exceptional care patients receive from the physicians and colleagues at Mercy Iowa City.”

MERCYONE DES MOINES MEDICAL CENTER NAMED BLUE DISTINCTION CENTER+ FOR CARDIAC CARE

Wellmark Blue Cross Blue Shield recently designated MercyOne Des Moines Medical Center as a Blue Distinction Center+ under the Blue Distinction Centers for Cardiac Care program. Blue Distinction Centers are nationally designated providers who show expertise in delivering improved patient safety and better health outcomes, based on objective measures that were developed with input from the medical community and leading accreditation and quality organizations.

“We are honored to receive this prestigious recognition for our high quality, cost-effective care,” said Mark Tannenbaum, MD, chief physician executive officer of MercyOne Iowa Heart Center. “Patients are at the center of all that we do, and our reputation for quality underscores this focus.”

Blue Distinction Centers+ for Cardiac Care seek to empower patients with the knowledge and tools to find quality cardiac care. To receive this designation, hospitals must demonstrate expertise in delivering safe and effective cardiac care, focusing on cardiac valve surgery, coronary artery bypass graft, and percutaneous coronary interventions episodes of care while also demonstrating better cost-efficiency compared to their peers.

Quality is key: Only those hospitals that first meet nationally established quality measures for Blue Distinction Centers are considered for designation as a Blue Distinction Centers+.

MADISON COUNTY HEALTH CARE SYSTEM RECEIVES CUSTOMER SERVICE OF THE YEAR AWARD FROM LOCAL CHAMBER OF COMMERCE

Madison County Health Care System (MCHCS) recently received the 2018 Customer Service of the Year Award from the Madison County Chamber of Commerce at the organization’s annual banquet. Chamber officials cited significant recent efforts by MCHCS to improve customer service, offer additional services, programs, and access to care for Madison County citizens, as well as the organization’s vital role in the community. Special emphasis was given to the addition of Urgent Care to the health system in the summer of 2017 to better meet the needs of local residents.

MCHCS recognized a significant need among the community for increased access to acute care at a convenient location and made the needed staffing adjustments to bring this service line to Health Trust Physicians Clinic in Winterset. The addition of Urgent Care allows patients to be seen 12 hours per day during weekdays without an appointment, with additional availability on weekends. In the first year and a half of service, 9,137 patients were seen through the Urgent Care Clinic, averaging almost 21 patients a day. Of those, 686 were new patients to MCHCS.

The chamber also recognized MCHCS for the value they bring to the community as the second largest employer in the county, saying “Because their employees feel supported, motivated, and view their workplace as a positive and caring environment, we as Madison County citizens benefit through their quality care and good customer service.” Additionally, they mentioned that MCHCS had been recognized as a 2018 Top Workplace by the Des Moines Register.

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THE WOUND AND VEIN CENTER AT MERCY IOWA CITY HAS BEEN RECOGNIZED WITH A NATIONAL AWARD FOR CLINICAL EXCELLENCE

The Mercy Iowa City Wound and Vein Center was named a 2018 Healogics President’s Circle Center of Excellence by achieving or exceeding outstanding clinical and operational results in 2018 for at least two consecutive years. The Center achieved:

- A greater than 93% Patient Satisfaction Rate
- A greater than 95% Healing Rate in less than 22 median days to heal

According to Healogics, earning this award demonstrates the Mercy Iowa City Wound and Vein Center’s continued and consistent commitment to patients and a focus on creating an exceptional patient experience.

“Mercy Iowa City’s Wound and Vein Center has continued to increase services and capacity to care for patients since its opening. Last year it grew into a new and larger space within the hospital to serve even more with care and compassion,” said Sean Williams, President and CEO. “In the last year alone, the Center served more than 700 new patients with extraordinary success, improving their quality of life and helping them return to their normal activities.”

The Mercy Wound and Vein Center provides advanced outpatient treatment for chronic and non-healing wounds and is the only facility of its kind in Johnson County and southeast Iowa. An experienced team, cutting-edge treatments, and evidence-based clinical protocols provide superior healing outcomes for difficult to heal wounds. Mercy’s approach includes access to specialists in orthopedic surgery, infectious diseases, podiatry and nutrition. Treatment plans are highly individualized.

LEADERS LAUNCH “MERCYONE MINUTE” VIDEO UPDATES IN NORTHEAST IOWA

To provide further engagement among colleagues in northeast Iowa, Chief Nursing Officer Kelly Richards and Vice President of Operations Ryan Meyer decided to launch the “MercyOne Minute” – a series of short weekly videos that are distributed to all colleagues in their region. In these weekly videos, the leaders provide updates on various MercyOne projects, focus on Key Results and Cultural Beliefs, and share stories of how departments are bringing our Key Results and Cultural Beliefs to life. Videos are approximately two minutes in length, and filmed at various locations throughout the northeast Iowa region.

“This has been a great way to increase awareness and communication for our colleagues,” said Meyer. “We’re proud to feature the wonderful things our colleagues and facilities do to improve health care in our communities!”

FRANKLIN COUNTRY VIEW NURSING FACILITY EARN CMS FIVE-STAR QUALITY RATING

Franklin Country View Nursing Facility has earned a Five-Star Quality Rating from the Center for Medicaid and Medicare Services (CMS). CMS created the Five-Star Quality Rating System to help consumers, their families, and caregivers compare nursing homes more easily and to help identify areas about which you may want to ask questions.

Nursing homes with five stars are considered to have much above average quality. Ratings can be found at medicare.gov/nursinghomecompare.

“I am very proud of all the hard work our team does,” said Franklin Country View Manager, Rachel Heilskov. “It is rewarding to see the CMS rating reflect what I see daily. I congratulate my staff on earning the recognition, and appreciate everything they do for continued quality improvement for our residents and their families.”

Franklin Country View is a 52-bed, intermediate care facility attached to Franklin General Hospital. Accommodations include spacious, semi-private rooms, along with 12 private rooms, each with a private bathroom and shower. In addition to 24-hour professional care, daily life includes emotional support and many meaningful, fun activities.
MITCHELL COUNTY REGIONAL HEALTH CENTER RECOGNIZED BY THE CHARTIS CENTER FOR RURAL HEALTH AS A 2019 TOP 100 CRITICAL ACCESS HOSPITAL

Mitchell County Regional Health Center (MCRHC) in Osage, Iowa, an affiliate of MercyOne, was recently named one of the Top 100 Critical Access Hospitals in the United States by The Chartis Center for Rural Health. Regarded as one of the industry’s most significant designations of performance excellence, the annual Top 100 Critical Access Hospitals award is based upon the results of the Hospital Strength INDEX® from iVantage Health Analytics.

“We are truly honored to be chosen among the nation’s Top 100 Critical Access Hospitals again this year. MCRHC is blessed to have an outstanding group of professionals serving our communities. We consistently strive to be your trusted health care partner for life,” Shelly Russell, MCRHC CEO, said.

Hospitals recognized as a Top 100 facility scored in the top 100 among all Critical Access Hospitals nationally. Now in its ninth year, the INDEX leverages 50 rural-relevant indicators across eight pillars of hospital strength (i.e. Inpatient Market Share, Outpatient Market Share, Cost, Charge, Quality, Outcomes, Patient Perspective and Financial Stability) to determine an overall score for each hospital. Each of the INDEX’s 50 indicators is culled from publicly-available data sources.

“In an era of increased complexity and uncertainty, Top 100 hospitals have established themselves as a bellwether for rural provider performance,” said Michael Topchik, National Leader of The Chartis Center for Rural Health. “Top 100 status is a real indicator of how proactive these hospitals are when it comes to pushing for performance improvement in areas such as quality, outcomes, patient safety, market share and finance.”

VAN DIEST MEDICAL CENTER REDUCES READMISSIONS

In 2018 the Van Diest Medical Center (VDMC) readmissions team participated in the hospital improvement innovation network’s readmission refuel project. Throughout this project they were able to develop a team-based approach to caring for their patients, increase patient engagement, increase physician engagement and develop a collaborative relationship with the clinic and health coach team. VDMC was able to utilize the data they have available to understand which patient populations are at greatest risk of readmission in their facility. They worked together as a team to identify interventions that would potentially reduce the number of patients that come back to the hospital as well as interventions that provided a smoother transition home. Education and communication play a vital role in reducing readmissions as seen by the great use of resources to work towards the goal they set for themselves. Reducing readmissions is not always an easy task as it requires the involvement and coordination of many individuals, departments and systems. The work VDMC is putting forth into reducing readmissions is fantastic! The hospital is proud to say that it has successfully reduced readmissions related to CHF in 2018 by 23 percent compared to 2017 data! The hospital plans to continue its efforts and continuously assess its current process and how it can improve any identified issues that arise.

PARTNERS IN PROGRESS: NEW DYAD LEADERSHIP MODEL INTRODUCED

The critical care units at MercyOne Des Moines Medical Center continue to experience an increased demand for services, a trend expected to continue. To help further strengthen and develop the service line, a new dyad leadership model is being introduced.

By definition, a dyad consists of two elements or parts. The dyad leadership model in health care is essentially a partnership where an administrative or nurse leader is paired with a physician leader, bringing together skills and expertise.

Byron Johnson, DO, FAAP, is now partnered with Administrative Director of Critical Care Services Julie Tuel to co-lead the service line. Through collaboration, research and planning, the two will work together to make patient-centered decisions impacting the short and long-term future of the service line.

“This partnership has demonstrated the ability to drive quality of care and team engagement by bringing together key players in the care delivery model,” said Julie. “Through this collaboration, a new care model has been adopted at MercyOne Des Moines’ critical care units. I look forward to the exciting changes this new dyad relationship will create.”

Plans call for the dyad leadership model to be implemented in other service lines and areas throughout the organization. These partnerships are expected to yield considerable dividends in terms of clinical quality and patient outcomes.
SUSTAINABLE GROWTH AND EFFICIENCY KEY RESULTS

Our Sustainable Growth and Efficiency Key Result of operating margin through January is $37.4M (2.3%). This is a $24.9M improvement over last year at this time which was very positive. We continue to be below our budget by $29.2M. Closing the gap will require all of us to focus our efforts of both growing and finding efficiencies. These are some efforts underway:

- The newly formed MercyOne Eastern Iowa leadership team developed a first draft of goals for a new regional strategic plan, including service line evaluation, growth and expense reduction strategies.
- MercyOne Central Iowa is focusing on growth strategies in the ICU and the newly established PCU.
- MercyOne Central Iowa will be adding capacity to provide daily dialysis for acute and chronic patients by repurposing a current space to minimize startup costs.
- Consultants from Trinity Health, UnityPoint and Pathology Associates are working together with the partners to identify potential cost savings/revenue enhancement opportunities at United Clinical Laboratories.
- MercyOne North Iowa is investigating the potential for an ER residency program. They are validating if increased IME and GME revenues could cover the increased cost of the program. In the long term, a residency program could be a solution to high costs and physician shortages in the ER’s across North Iowa.
- MercyOne Western Iowa developed a strategic growth plan for Dunes Medical Lab.
- MercyOne Northeast Iowa is evaluating implementation of an office product formulary. We are working with Trinity to modify the formulary for Northeast Iowa with less items to increase standardization and reduce expense.
- MercyOne Northeast Iowa identified a location in Waterloo to relocate linen operations from the warehouse. Relocating the linen will reduce transportation hours by approximately 38%, increase efficiency and address issues with current storage conditions at warehouse.
- MercyOne finance and supply chain teams are actively preparing for the People Soft go-live for the Trinity sites on July 1st. Teams are preparing for changes to the approval process and evaluating ordering patterns.

Innovate

What do Bill Gates and Jeff Bezos have in common? Besides founding two of the most iconic tech companies in history, these tech titans have both turned their focus on solving problems in healthcare. In this issue, you can read about the Breakthrough Technologies that Gates believes will profoundly impact our health and an update on the Amazon/Berkshire Hathaway/JPMorgan Health Partnership.

MIT Technology Review’s list of 2019 Breakthrough Technologies

The MIT Technology Review’s list of 2019 Breakthrough Technologies has been announced. This year’s list was curated by Bill Gates and half of the breakthroughs on this list are healthcare-related. Bill Gates on 2019’s five breakthrough healthcare technologies (https://medcitynews.com/2019/03/bill-gates-on-2019s-five-breakthrough-healthcare-technologies/)

Haven: The health care-focused partnership between Amazon, JP Morgan Chase and Berkshire Hathaway

The health care-focused partnership between Amazon, JP Morgan Chase and Berkshire Hathaway was announced in Jan 2018. The partnership’s primary goal is to rethink how to deliver care to its combined 1.2 million employees. The joint partnership’s name was announced last week: Amazon’s joint health-care venture finally has a name: Haven (https://www.cnbc.com/2019/03/06/amazon-jp-morgan-berkshire-hathaway-health-care-venture-named-haven.html)