Q: What role does MercyOne’s strategic plan play in our journey to becoming One?

A: Last year, we created a bold Vision “to set the standard for a personalized and radically convenient system of health services.” The Vision is the centerpiece of our new strategic plan. All of the initiatives in our strategic plan are designed to advance this vision. At the same time, we have faced considerable challenges in our industry. Yet, working together, we have demonstrated the ability to address these challenges effectively.

MercyOne’s first system-wide strategic plan was developed to achieve our Key Results and advance our Vision. The framework of this plan began with our foundational elements: Mission, Vision, Values and Cultural Beliefs. From these building blocks, our colleagues across the state developed 6 strategic focus areas under which each of our 14 system strategies resides. The final product resulted in a dynamic plan representing the ideas, insights and priorities of more than 500 colleagues, physician partners, functional experts and leaders from across MercyOne.

The strategic plan, which was completed this winter, is coming to life. Work is in progress on 9 of the 14 system-wide strategies, and the remaining strategies are set to kick off this summer. Each market president and statewide functional leader serves as a MercyOne champion for a strategy. Key accountability leaders with functional expertise are partnering with the MercyOne champions to move each strategy forward. All strategies will have cross-functional/cross-market teams who are close to the work who will provide direction and recommendations to inform the best approach to achieve the full potential of each strategy.

For instance, our strategy to improve referral management is being led by President Karl Keeler from MercyOne Central Iowa, along with two physicians serving as key accountability leaders: Dr. Carreon (Des Moines) and Dr. Sims (Waterloo). We recently held a summit with representatives from across the state who are involved with or connected to our referral management programs. This group discussed which action plans need to be developed in order to advance this strategy. From here, we will engage more colleagues from across the state to lead and participate in these tactical work streams. It is very exciting to see our colleagues from across the state come together to Own It! and Be One.

The ongoing implementation of our strategic plan will require a focus on our Cultural Beliefs and Key Results and will amplify the impact of our move to unify our brand and face the market as ONE. We are grateful for the excellent and personalized care each of you provide every day to our consumers and each other. Together, we are on the path to transform the health of our communities while advancing our vision.

Have a question for Bob?
Email MercyOneInfo@mercydesmoines.org
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. Since we aligned our five Key Results, we have made significant progress on nearly all measures, but work remains to achieve our goals. Within this newsletter, all of our more than 20,000 colleagues will see the results of our work. 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.

Impacting our Key Results begins with understanding what they are and how you can positively impact them! In each newsletter, you will see a deep dive into one of the Key Results. So far we’ve shared Consumer Experience and shared information about Team Engagement; this month, we add a focus on Quality.

Quality
What is it?
As part of our vision to keep people well—not just get them well—our Quality Key Result measures our readmission rates, or the percentage of people who come back to our hospitals within 30 days after being discharged.

We focus on acute myocardial infarction, heart failure, pneumonia, chronic obstructive pulmonary disease (COPD) and total knee/hip arthroscopy patients. Readmissions can be for any reason. Planned follow-ups do not count as readmissions.

Why is it important?
• Personalized, compassionate and quality care helps us avoid preventable patient visits and readmissions.
• Low readmission rates help Sustainable Growth and Efficiency. Preventing readmissions saves money for our payers. Medicare pays back some of its savings when hospitals keep readmission rates low. Medicare also fines hospitals with high readmission rates.

How are we doing?
• We are proud to say our current readmission rate is even lower than our Key Result of 14.8%. This is a wonderful achievement which benefits the patients we serve and highlights the personalized excellent healthcare and education we provide our patients.
• Our readmission rates decreased for the second consecutive month. Decreases are good because we want low readmission rates.
• Four of our five regions have already reduced readmission rates to levels below their year-end goals. Our challenge is to keep up the good work for three more months.
• MercyOne still has room to improve. We can lower readmission rates further by preventing COPD and heart failure readmissions.

Everyone in our organization can positively impact Quality. These are some examples:
• A respiratory therapist and provider work together to brainstorm ways to reduce common causes of readmission.
• A provider calls relevant outpatient care teams before discharging a patient for input on the discharge plan and to notify them of immediate follow-up needed.
• A marketing communications colleague partners with our pulmonologists to develop patient education materials that discuss COPD and ways to treat it.
• A laboratory supervisor and provider discuss a patient's clinical testing needs based on the symptoms. They focus on the right tests at the right time for this patient, reducing unnecessary testing and achieving an accurate diagnosis and positive treatment outcome.

How do you or your team impact Quality?
Email MercyOneCulture@mercydesmoines.org with your story for a chance to win one of five new MercyOne jackets.
**FLEECE BLANKETS**

Patients from infants to the elderly will benefit from special fleece blankets made by 120 children and members of St. Peter Lutheran Church in Grimes. The group made 253 blankets that will be shared at MercyOne Des Moines and MercyOne West Des Moines medical centers. In the six years of the church’s Fleece Blanket Sunday program, MercyOne has received more than 800 blankets to provide comfort for patients.

**MERCYONE WATERLOO BIRTH CENTER EXCEEDS NEW MOM EXPECTATIONS WITH NEWBORN PHOTOGRAPHY**

In looking at consumer preference and the innovations emerging in photography, MercyOne partnered with popular local photographers for hospital newborn photography. Cedar Valley Birth Photography offers a modern lifestyle approach to newborn photography for patients, and it captures those first precious moments before going home. The photographers provide a “fresh-48” photo session in the first two days of a child’s life, and a short video can be added. Check out these precious moments captured last month—and wait for it—the beautiful surprise at the end! Cedar Valley Birth Photography’s strong social media presence has helped broaden our organic reach, and MercyOne is proud to collaborate with such an influential and talented vendor.

**MERCYONE SIOUXLAND MEDICAL CENTER CELEBRATES ORGAN DONORS**

MercyOne Siouxland Medical Center and the Iowa Donor Network held a flag-raising ceremony Monday, April 1, to raise awareness about organ donation.

The ceremony honored all individuals whose lives have been touched by organ, eye and tissue donation.

 Speakers included a transplant recipient and her family and other families who have made the choice to donate their loved ones’ organs.
FUTURE READY: MERCYONE CENTRAL IOWA LAUNCHES NEW PATIENT CARE TECHNICIAN IN TRAINING PROGRAM

While low unemployment may be good for job seekers, a tight labor market can create challenges for employers. However, through a little innovation and a lot of collaboration, colleagues at MercyOne Central Iowa came up with a new way to attract some of the toughest talent to find: direct-care workers.

Filling a gap
The growing number of aging Iowans, and those with disabilities, are living longer lives and requiring care at a level the state has not seen. Today’s 75,000 direct-care workers in Iowa are highly sought after, with an estimated 95,000 needed over the next decade. It would seem reasonable for educational programs to be made available to meet the growing demand, but that’s not the case. A steady reduction of such programs has created a local recruitment gap for this vital role.

Colleagues representing departments across MercyOne Central Iowa—including clinical resources, nursing education, human resources, public relations and marketing—came together with Mercy College of Health Sciences to create something new: the Patient Care Technician (PCT) in Training program.

Through the PCT in Training program, participants receive paid education and training, while earning an income and receiving benefits. In all, the program provides 120 hours of combined classroom, skills lab and clinical hours, as well as time dedicated to assisting clinical staff members at MercyOne Des Moines Medical Center as they provide acute patient care. Upon successful completion of program requirements, participants are eligible for promotion to a patient care technician position.

Looking at it long-term
The innovative program looks to expand the number of PCTs by addressing barriers and transforming hiring. An example is making same day job offers. Currently, the largest number of PCTs at MercyOne Des Moines and West Des Moines Medical Centers are nursing students—a group which tends to have frequent turnover and/or reduced hours. To help ensure candidates coming into the PCT in Training program were more likely to stay long-term, marketing efforts targeted career-minded young adults, experienced individuals who have been in the workforce and may not be satisfied with their current path, and those who seek an opportunity to help others and find reward in demonstrating caring and compassion to those in need.

To reach desired candidates, a recruitment fair was held. A strategic social media campaign was also used to reach the target audiences, referring those interested to a dedicated web page for additional information and a link to apply: MercyOne.org/desmoines/pctprogram. The first cohort started April 1 with a second to begin April 29. Each session is designed to accommodate up to 20 participants.

This is what Be One looks like to me. Human resources colleagues from across the state partnered so visitors at the Kirkwood Community College career fair in Cedar Rapids could learn about careers from three MercyOne markets: MercyOne Northeast Iowa, MercyOne Clinton and MercyOne North Iowa.

This impacted our Key Result of Team Engagement.
ROMKEY NAMED TO “FORTY UNDER 40” LIST

Matt Romkey, vice president of enrollment and external engagement for Mercy College of Health Sciences, was recently named to the Des Moines Business Record’s 2019 “Forty under 40” list. The business leaders honored are under the age of 40 and have demonstrated impressive career achievements and deep community involvement. Honorees were selected by past award winners. Since the Business Record began the list in 2000, 800 individuals have been honored.

Romkey joined Mercy College in 2017. Prior to that, he spent several years raising funds and awareness for children’s hospitals throughout Iowa, Michigan and Florida. During that time, he was responsible for raising nearly $50 million.

“I am honored to be considered and for the opportunity to represent Mercy College of Health Sciences. This recognition is an acknowledgment of the many recent accomplishments that have taken place at the college,” says Romkey. “I’m proud to be a conduit to celebrate and elevate these achievements.”

Matt and his wife, Hilary, are parents of twin boys, with another baby on the way. “I continually strive to be more present with my family. By being actively engaged in philanthropy and volunteerism in the Des Moines community, I know I’m making a better place for my family and others,” he says. “Leading by example for my family, peers and colleagues is rewarding, and watching our work make an impact is even more fulfilling.”

RECOGNITION FOR TEAM-BASED CARE

Mike Farley, PharmD, clinical pharmacy specialist at Mercy Iowa City and clinical assistant professor at the University of Iowa College of Pharmacy, is the first clinical pharmacist anywhere to be awarded the “Fellow” designation in the Society of Hospital Medicine (SHM).

Dr. Farley and Martin Izakovic, MD, CMO, medical director of the hospitalist program, presented a poster illustrating patient and outcome-oriented research at the end of March at the annual SHM national meeting in Washington, DC. Dr. Farley works closely with Mercy’s hospitalist program as part of its hallmark multidisciplinary approach to caring for patients.

About Dr. Farley, Donald Letendre, PharmD, dean and professor of the university’s College of Pharmacy, said, “We are very cognizant of all that Mike brings to the table as a practitioner, educator and scholar. We are most grateful for the amazing environment at Mercy in which he can bring his talents to the fore,” regarding collaboration, inter-professionalism and team-based care with a prime focus on medication reconciliation.

MERCYONE CLINTON WINS IHC AWARD OF EXCELLENCE


MERCYONE FOUNDATIONS IN NORTHEAST IOWA RECOGNIZED FOR 2018 CAMPAIGN

The Cedar Valley United Way recognized MercyOne Cedar Falls Foundation and MercyOne Waterloo Foundation with the 2018 Creative Campaign Award at its recent Breakfast of Champions event which recognizes top individuals and companies for their efforts. The foundations’ "Under the Big Top" theme brought in donors to play games and spin a wheel for prizes donated by area businesses. Once the donors turned in their pledge forms, they also qualified for additional gifts and grand prizes.
**Advancing Our Digital Health Strategy**

The MercyOne Digital Health Advisory Board will be established by May 7. The purpose of this group will be to lead the successful prioritization, evaluation and adoption of digital tools across our organization. The Digital Health Advisory Board will be comprised of clinicians, IT, quality, finance, revenue cycle, legal, compliance, credentialing, marketing, legislative advocacy, payor relations, ACO, clinician enterprise, operations, HR, market/affiliate leadership. All regions will be represented.

Part of our digital strategy is supporting and elevating innovation across the organization. One way we are doing that is by highlighting innovation in our industry. This month’s innovation articles focus on new channels of communication with patients while they are outside of the health care setting and provider telehealth engagement trends at MercyOne and across the US.

**Amazon Alexa is now HIPAA-compliant**

On April 5, Amazon announced that its smart speaker, Alexa, can now support HIPAA-compliant services. This development can open another channel for care teams to communicate with patients when they are outside of the health setting and can help patients—especially those with visual or physical disabilities—to better manage their health.

**Provider Telehealth Engagement**

Telehealth company, American Well, recently published its “Telehealth Index: 2019 Physician Survey.”

Among the findings: physician telehealth adoption and willingness to use telehealth is increasing rapidly. Also among the findings is a strong correlation between specialists who reported burnout and a high interest in telehealth.

Many of the conclusions in the American Well survey were echoed in the MercyOne Provider Telehealth Engagement survey that was distributed in February 2019.

The objective of the MercyOne Provider Telehealth Engagement Survey was to gauge interest in providing telehealth services to patients and understanding general opinions and perceptions about telehealth. High-level results across Western, North Iowa and Central Iowa (Northeast Iowa’s survey is ending May 3) include:

- About 50% of providers were interested in learning more about providing telehealth services.
- 66 providers across surveyed markets were “willing to provide virtual urgent care services during the normal workday” and 51 providers were “willing to provide virtual urgent care afterhours.”

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**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 WOMEN’S NIGHT OUT CATERS TO SIOUXLAND WOMEN, HELPS CHILD ADVOCACY CENTER

The annual MercyOne Women’s Night Out, held March 28 in Sioux City, brought laughter and fun to more than 900 Siouxland women.

At the event, women were able to shop, learn about health screenings and enjoy dinner and entertainment by comedienne Amy Barnes.

For the first time, MercyOne Women’s Night Out included the unveiling of the “Beautiful Inside and Out” makeover winner, Robyn Mellang.

Mellang, a MercyOne occupational therapist, received free beauty services and new style options from local vendors as well as health screenings from the MercyOne Occupational Health team.

The event generated $76,000 in revenue. Proceeds from Women’s Night Out benefited the MercyOne Siouxland Child Advocacy Center.

Makeover winner, Robyn Mellang, reveals her new look to the audience and her family.
MERCYONE DUBUQUE MEDICAL CENTER’S EFFORTS AGAINST OPIOIDS HELP POLICE OFFICER

MercyOne Dubuque and its foundation recently received a heartfelt thank you from the Dubuque Police Department.

As reported by the Telegraph Herald, KCRG-TV9 and other news outlets, when conducting the search of a home with drugs, an officer was exposed to an unknown powdery substance, samples of which are being tested at the state laboratory. The officer began to lose consciousness, and fellow officers needed to use Narcan nasal spray to revive him. He was further treated and tested at MercyOne, and the officer was able to return home.

MercyOne Dubuque has been a national leader in the fight against opioids and has trained more than 600 individuals, including law enforcement, on the proper use of Narcan, as well as distributed Narcan rescue kits at no cost. MercyOne Health Foundation granted $20,000 to the hospital for the distribution of these kits, including those used by law enforcement.

MERCYONE DES MOINES MEDICAL CENTER PROUD SPONSOR OF “MENTAL HEALTH: MIND MATTERS” EXHIBITION

As a leader in behavioral health care services in central Iowa, MercyOne Des Moines Medical Center is proud to be a sponsor of the exhibition “Mental Health: Mind Matters.” The internationally touring exhibit about behavioral illness is on display at the Science Center of Iowa through April 28.

The exhibit is interactive and allows attendees to experience some symptoms of behavioral illnesses and addiction. Recently, MercyOne Des Moines hosted a discussion on overcoming addiction at the Science Center.

MERCYONE NORTHEAST IOWA DONATING MEDICAL SUPPLIES TO COUNTRIES IN NEED

MercyOne Northeast Iowa is donating medical supplies no longer in use to MATTER, a nonprofit organization that works with health care systems and manufacturers to provide medical equipment and supplies to some of the hardest to reach corners of the world. So far, MATTER has worked in 63 countries around the globe to help outfit hospitals and clinics with resources.

MercyOne Northeast Iowa is partnering with UnityPoint Allen Hospital, which also participates in the program, to decrease shipping costs. MercyOne Northeast Iowa anticipates sending a pallet of materials several times each month.

For more information or if you have something you would like to donate, contact Maggi Mills at margaret.mills@mercyhealth.com.

This is what Personalize Care and Be One looks like to me. The MercyOne Siouxland Heart and Vascular Center STEMI team worked at an unbelievable pace to help a visitor to Sioux City have a tremendous outcome to a health complication.

The patient, a 77-year-old man, was experiencing discomfort while attending the NAIA Women’s Basketball Tournament March 11 at the Tyson Center in Sioux City. The patient, who was from out of town, went to the MercyOne First Aid Station at the Tyson Center, where Siouxland paramedics evaluated him, performed a 12-lead EKG and then transported the man to the MercyOne Siouxland Emergency Department (ED).

The MercyOne Heart and Vascular Center cath lab team was alerted but was working with Dr. Laurich on a patient. A second cath team was called in to assist Dr. Efstratiadis with the Tyson Center patient. This all occurred between 6 p.m. (when the patient first experienced symptoms) and 6:30 p.m. (when first responders were called for transport).

The patient arrived in the ED at 6:40 p.m. and was evaluated by Dr. Vande Zande. Dr. Efstratiadis and the cath lab team were able to balloon and stent the patient’s two blocked arteries by 7:09 p.m. The man was released from the hospital two days later with a fantastic outcome. The team’s rapid personalized care and teamwork meant the patient had a positive outcome, which impacts our Key Results of Quality and Consumer Experience.
Leadership Updates

MATTHEW JOHNSON, DPT, MHA, NAMED PRESIDENT OF MERCYONE CENTERVILLE MEDICAL CENTER

Matthew Johnson, DPT, MHA, has been selected as president of MercyOne Centerville Medical Center. Johnson has extensive leadership experience with operational, quality, financial and strategic initiatives, most recently serving as chief executive officer and president of UnityPoint Health/Cherokee Regional Medical Center in Cherokee, Iowa. In this role, Johnson led the organization in achieving record operating income and expanding the 25-bed critical access hospital’s service lines to include orthopedics, cataracts and behavioral telehealth. Johnson’s first day was April 15.

Ann Young, who did a tremendous job serving as interim president for the medical center, returned to her role as director of health care experience upon Johnson’s arrival.

TIMOTHY AHLERS NAMED CEO OF GUTTENBERG MUNICIPAL HOSPITAL AND CLINICS

Timothy Ahlers has been selected as the new chief executive officer of Guttenberg Municipal Hospital and Clinics (GMHC). Ahlers has a Master of Health Administration degree and Master of Business Administration degree from the University of Iowa. Ahlers comes to GMHC with vast experience in health care administration, including positions as hospital CEO, CFO and COO and administrative roles in multispecialty group practices and a long-term care facility.

Ahlers assumed his role as CEO April 22.

COLLEEN WALTERS, CHIEF MISSION OFFICER, ACCEPTS NEW ROLE IN FLORIDA

Colleen Walters, chief mission officer for MercyOne, has accepted a new position as vice president of mission and ethics at BayCare Health System in Clearwater, Florida, effective May 10.

Walters joined MercyOne in 2016, previously serving as vice president of mission integration for the Iowa Region with Trinity Health. In that time, she integrated and developed a MercyOne–based Mission Effectiveness Plan to reinforce the special Mission we serve across MercyOne. She also organized a MercyOne Mission Council to help unify and standardize our focus on Mission and strengthen our devotion to our Values.

Thank you, Colleen, for your many accomplishments with MercyOne and your support of our colleagues.

A search has begun and we expect to announce a new leader soon to fill this important role in our organization.

WELCOME JUDY ANDRONOWITZ TO IOWA CITY LEADERSHIP TEAM

Judy Andronowitz, MA, joined Mercy Iowa City, an affiliate of MercyOne, as the chief operating officer for Mercy Clinics/Mercy Iowa City in April. She was previously vice president of operations for Centegra Physician Care, a division of Centegra Health System (CHS) based in Illinois. Serving with CHS for several years, Andronowitz also held the role of vice president of quality, performance improvement and technology and began her career there in security, HIPAA compliance and nursing support services.

SCOTT CURTIS NAMED VICE PRESIDENT OF NETWORK DEVELOPMENT IN NORTH IOWA

Scott Curtis has accepted the role of vice president of network development. Curtis has been the hospital administrator at Kossuth Regional Health Center (KRHC) in Algona for nearly 20 years and has been serving part-time as interim VP of network development at MercyOne North Iowa for the last year.

During his tenure at KRHC, Curtis led many key improvements and initiatives, including the hospital’s three-story addition, new Bancroft Clinic and an updated emergency room. Curtis will serve as interim leader at KRHC during the search for a permanent chief executive officer.