

Full Circle

Your best life. Our one purpose.

Message from the CEO

We began 2023 with a force – facing challenges as well as opportunities. While our financial challenges



continue, like health systems across the country, we continue to serve a Mission together that was established more than 150 years ago to transform the health of our communities.

As a non-profit health care system, we must act now to restore our finances and shape our ministry for the future. We are taking numerous steps to do so including assessing the services we provide in light of current and expected future economic factors, working to resize and restructure our organization, continuing to aggressively recruit clinical positions while reducing management and other nonclinical and non-patient facing positions, and working to regionalize and integrate our structure.

Over the last three years, we've proven that Together as One, we can accomplish incredible feats. By way of example, we launched FirstChoice

 **TogetherStrong**
Diversity, Equity & Inclusion

 **TogetherTeam**
Transformational Care Models

 **TogetherCare**
Powered by **Epic**

 **TogetherSafe**
Safety & Zero Harm

 **TogetherLead**
Leadership Development

 **TogetherGrow**
Driving Growth Proactively

in Iowa, our internal staffing agency, and now TogetherTeam in Des Moines, our innovative team-based care model. We have made substantial progress in improving patient and workforce safety. We continue to prepare for additional innovations Together as One, including TogetherCare, powered by Epic.

As we come together to form a stronger MercyOne, we remain

2 [Ambassador program showcases MercyOne careers](#)

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unwavering in the commitment to serve our Mission. This is due to your service – together as more than 18,000 colleagues and care givers. Thank you for sharing your passion with us!

Bob Ritz
MercyOne President and CEO



People

Portfolio

Purpose

Performance

People

Recruitment

Phase three of MercyOne’s Ambassador initiative to recruit new talent to our organization will begin in the new year. The Ambassador campaign leverages the power of social media to showcase careers within MercyOne. Ambassadors have primarily posted to Facebook, Instagram and TikTok, sharing why they love working for MercyOne in a fun, approachable way. In 2023, the campaign is pivoting to feature doctors and residents, especially those active on Twitter. Doctors and residents interested in becoming MercyOne Ambassadors should fill out our [web form](#).



We are pleased to announce **Lindsey Langerud, RN**, has accepted the opportunity to serve in the role of FirstChoice Program Manager for MercyOne. The position will be a member of MercyOne’s nursing leadership team.



One of our MercyOne Ambassadors

Dubuque Medical Center, **Lillian Vorwald**, left, posted about her experience working at MercyOne and shared with her followers how much she loves working here. **Emily Mock** saw the post, applied and accepted a position in our float pool. Emily loves it here and has since referred two of her friends to MercyOne and both have accepted positions with us. Welcome to the team – we are excited to have you!

Performance

Preventable hospital admissions

To reduce preventable hospital admission, MercyOne Population Health Services Organization (PHSO) collaborates with dually enrolled patients to remove both clinical and social barriers to self-management. When identified, patients with multiple chronic conditions pair with a RN High-Risk Health Coach who provides coaching and health education to support patients with self-care management, development of person-centered care plans and facilitate connections with primary care services. Community Health Workers (CHWs) also proactively reach out to dually eligible patients and screening for health-related social needs. Patients who screen positive are connected with community resources

and public assistance programs to address identified needs.

Definition: A metric on our MercyOne Balanced Scorecard is reducing preventable hospitalizations for our dually enrolled patient population. Dually enrolled patients are individuals who qualify for both Medicare and Medicaid benefits. This population primarily includes low-income seniors and people with disabilities. Preventable hospitalizations are inpatient admissions that could be avoided if managed or treated in the outpatient setting. Common examples include urinary tract infections, heart failure, or asthma admissions. Research has shown that dually enrolled patients are more likely to experience a preventable hospitalization than non-dual Medicare patients.

Purpose

For the next several months, we will feature a bite-sized portion of culture content.

Why is Culture important?

Because a strong, healthy workplace culture:

- Moves us toward healing and wholeness as we emerge from the past 2+ years
- Fortifies us as we seek to meet the ongoing challenges we face together
- Helps us recruit and retain our colleagues
- Enables us to advance our Mission, accomplish our priorities and keep our Promise to listen, partner and make it easy



Our Culture



| | | | |
|--|--|--|---|
| Our Mission We, Trinity Health, serve together in the spirit of the Gospel, as a compassionate and transforming healing presence within our communities. | Our Core Values <ul style="list-style-type: none">• Reverence• Commitment to Those Who are Poor• Safety• Justice• Stewardship• Integrity | Our Actions As a Trinity Health colleague, I will: <ul style="list-style-type: none">• Listen to understand.• Learn continuously.• Keep it simple.• Create solutions.• Deliver outstanding service.• Own and speak up for safety.• Expect, embrace and initiate change.• Demonstrate exceptional teamwork.• Trust and assume goodness of intentions.• Hold myself and others accountable for results.• Communicate directly with respect and honesty.• Serve every person with empathy, dignity and compassion.• Champion diversity, equity and inclusion. | Our Promise We Listen. We Partner. We Make it Easy. |
|--|--|--|---|

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Action:
I will own and speak up for safety

PERSONAL REFLECTION

- How do I own and speak up for safety in my work?
- What opportunities do I see in my work environment for improving safety?

TEAM CONVERSATION

- How can we as a team improve both physical and psychological safety?

Examples:

- Be alert and aware of potential safety issues in your work environment and fix, address or report immediately
- Recognize others for good safety practice
- Thank others for speaking up about safety issues
- Create a "safe space" to share worries, concerns or mistakes
- Support each other in self-care and resilience practices (i.e., taking breaks, eating well, hydrating, stretching, walking, breathing, meditating, praying, having fun!)

We'll continue discussing our culture as part of our journey to ONE. We encourage you to talk with your leader about this cultural framework. You can also seek out information at [MercyOne](https://www.mercyone.com), where we continue to update answers to colleague questions. We also encourage you to email MercyOneInfo@mercydesmoines.org at any time so we can listen to your questions and concerns.

Balanced Scorecard

| Purpose | December 2022 | Year End Target |
|---|---------------|-----------------|
| Cultural proficiency training – all colleagues* | ↑ 83% | 85% |
| Racism: A public health crisis – leadership* | ↑ 90% | 95% |
| Preventable hospitalizations (all populations) | ↓ 35.59 | 31.17 |
| Preventable hospitalizations (dually enrolled) | ↓ 107.36 | 132.04 |

*Cultural and Racism Trainings will not include Central Iowa until FY24.

| Performance | December 2022 | Year End Target |
|-----------------------------|---------------|-----------------|
| All cause readmissions* | ↓ 13.5 | 14.4% |
| Operating margin | ↑ -7.2% | 0.50% |
| Primary care membership | ↑ 429,280 | 448,673 |
| OHSA recordable injury rate | ↓ 3.25 | 5.38 |
| Falls with injury rate | ↓ 1.03 | 0.45 |

| People | December 2022 | Year End Target |
|---|---------------|-----------------|
| Likelihood to recommend in Acute Care | ↑ 62.43% | 64.49% |
| Likelihood to recommend in ED | ↑ 57.10% | 60.56% |
| Colleague engagement index | ↑ 3.81** | 3.90 |
| Number of engagement action plans submitted | ↑ 545 | 456 |

**Colleague Engagement Score is from June 2022 survey (baseline). Next survey will be spring 2023.

| Portfolio | December 2022 | Year End Target |
|---|---------------|-----------------|
| Non-hospital/Non-SNF segment annual revenue growth (YTD actual) | ↑ 3.5% | 8.0% |

Key: **On Target** (met target) **Progressing** (above baseline) **Off Target** (below baseline)

↑ We are looking for higher numbers on this metric
↓ We are looking for lower numbers on this metric

MercyOne Balanced Scorecard measures defined

Purpose

- Preventable hospitalizations: AHRQ measure of Ambulatory Care Sensitive Condition (ACSC) inpatient admissions – a defined set of clinical conditions “sensitive” to ambulatory care interventions. Measured monthly (rolling 9 months) for Medicare patients attributed to Trinity Health Medicare ACOs (and for dually-enrolled, who also have Medicaid as a secondary payer). Source is claims data (60-90- day lag) and will be available at Trinity Health and Regional Health Ministry level.
- Racism: A Public Health Crisis –The total percent of managers and above who've completed the course.*
- Cultural Proficiency Training – The total percent of colleagues who've completed the Cultural Proficiency: Our Journey to Health equity course on Pathways or HealthStream.*

*Central Iowa will not be included in FY23.

Performance

- Falls with Injury Rate: The rate of falls with injuries in the acute care environment on a monthly basis per 1,000 patient days utilizing NDNQI definition. IRF measured as number of falls with major injury per 1,000 patient days utilizing CMS definition and national average (#Falls with injury minor or greater/ # adjusted patient days) x 1,000 = Falls with Injury Rate.
- OSHA Recordable Injury Rate: Measured as (number of recordable incidents/FTE productive hours) x 200,000 – excluding recordable incidents related to COVID-19.
- Primary Care Membership: Total number of unique patients seen by medical group primary care providers over the last 36 months. Only includes the following CPT codes: 99204-99205, 99211-99215, 99381-99387, 99391-99397, G0402, G0438, G0439.

- Operating Margin: Measured per the Trinity Health standard as operating income before unusual items divided by operating revenue.
- All Cause Readmissions: Monthly reporting of unplanned all cause readmission to an acute care facility for any reason within 30 days of index discharge. Includes only Medicare Fee for Service beneficiaries.

People

- Total Number of Colleague Engagement Action Plans Submitted: The total number of action plans submitted for work teams with a score below the PG Engagement Score 75th Percentile (4.22).
- Colleague Engagement Indicator Score: Colleague Engagement survey overall score. Note: Scores are collected in the spring of each fiscal year.
- Likelihood to Recommend: MercyOne composite for Acute and ED where percent represents % of top box responses to the "likelihood to/would recommend" survey question. Outpatient services not included in this score.

Portfolio

- Non-Hospital/Non-SNF Segment Annual Revenue Growth: Measured as YTD change in revenue, FY23 compared to FY22 actual; reflects the growth in diversification of our portfolio. Note: This is only measured at the MercyOne System Level, not by each region. Includes business segments: Medical Groups, Urgent Care, Continuing Care excluding SNF, Ambulatory Surgery Centers, Health Plans, Specialty Pharmacy, Population Health and Outreach Labs

More information available at [MercyOne](#)

Interested in Advocacy?

Iowa's legislative session is underway, and as a RHM with more than 17,000 colleagues, we have many opportunities to connect with our legislative representatives. We ask those interested in sharing our MercyOne story and participating in advocacy work to complete [this brief survey](#) by Feb. 15. Mary Cownie, chief of strategy and advocacy, will then follow-up with interested leaders. If you are unable to access the survey, [contact Mary](#).

Who should be advocates for MercyOne?

Lobbyists

- Have existing relationships

Executive Leadership Team

- Top-down knowledge, understand system-wide implications for problems

Colleagues (clinical and non-clinical)

- Know the issues in real time, can share problems from the ground up

Board members

- Have community respect, knowledge and broader community perspective

Diversity, Equity & Inclusion



Advancing Together

Every month Trinity Health offers educational opportunities for MercyOne colleagues to become engaged with and learn more about our commitment and efforts to address systemic racism through an initiative called Advancing Together.

View the next session or watch previous episodes by [visiting the Advancing Together webpage](#).



MLK Symposium

Trinity Health hosted the 2023 Dr. Martin Luther King, Jr. Health Equity Symposium on January 16. View the recording [here](#).

Focused Storytelling

Focused storytelling is based on Our Core Values:

Reverence • Commitment to Those Who are Poor • Safety • Justice • Stewardship • Integrity

Integrity



This is what Integrity looks like ...

Diane, an RN on the Skilled Nursing Unit at MercyOne North Iowa, wins the DAISY award!

Diane exemplifies outstanding compassion for patients every single day. She always wears a smile, offers a helping hand to the aides and is amazing at teaching new skills. She is a great listener to her patients and is simply a joy to be around.

This is what Integrity looks like ...

Often in our line of work, we deal with difficult situations. But, how we handle those, is what is really important. Here is what one colleague said about MercyOne Siouxland colleague **Ashley Burns**:

"I had the opportunity to witness Ashley handling a potentially difficult situation with a very difficult family dynamic in the emergency department. She handled the patient, family and situation with such compassion and professionalism.

She treated the patient with kindness and respect. She also was able to clearly communicate difficult information to the patient and the family in a way that everyone understood and was very transparent and matter of fact with her communication.

She is a wonderful example of how each of us provides personalized care and how we own it!"



Colleague Care Circle

Find resources to help your team navigate challenges at [MercyOne](#)

Reverence

This is what Reverence looks like ...

In December, U.S. News & World Report recognized the MercyOne Dubuque Medical Center as High Performing in Maternity Care (Uncomplicated Pregnancy). Recognized hospitals had to excel on multiple quality metrics that matter to expectant families, including complication rates, C-sections, whether births were scheduled too early in pregnancy, and how successfully each hospital supported breastfeeding.

“We are very proud and excited to receive this designation which recognizes MercyOne Dubuque Medical Center as one of the best hospitals in the U.S. for maternity care. Thank you to our team of experts who ensure every mother, baby and family receives the highest-quality and most personalized care,” said **Kay Takes**, President of MercyOne Eastern Iowa Region. Read more [here](#).



Here is what Reverence looks like ...

The American College of Surgeons Commission on Cancer has announced that MercyOne Des Moines Medical Center has earned a three-year national accreditation.



The Commission on Cancer is a nationally recognized multidisciplinary accreditation program that has developed comprehensive, patient-centered standards for cancer programs.

“By achieving accreditation, our cancer center has demonstrated a commitment to providing the highest-quality cancer care. As a result, patients who entrust their care to our cancer center can be assured that they are receiving the best possible cancer care.”

- **Richard L. Deming, MD**, MercyOne Richard Deming Medical Director.

► New Focused Recognition cards are now available.

MERCYONE Trinity Health

Focused Recognition By doing this you have demonstrated (check all that apply):

I want to recognize [NAME] from [DEPARTMENT] for living our Culture.

Our Core Values

- Reverence
- Commitment to Those Who are Poor
- Safety
- Justice
- Stewardship
- Integrity

Our Actions

- Listen to understand.
- Learn continuously.
- Keep it simple.
- Create solutions.
- Deliver outstanding service.
- Own and speak up for safety.
- Expect, embrace and initiate change.
- Demonstrate exceptional teamwork.
- Trust and assume goodness of intentions.
- Hold myself and others accountable for results.
- Communicate directly with respect and honesty.
- Serve every person with empathy, dignity and compassion.
- Champion diversity, equity and inclusion.

Given by: _____ Date: _____

Thank you for helping us

- LIVE Our Mission
- ACHIEVE Our Vision
- KEEP Our Promise

Commitment to Those Who are Poor



This is what Commitment to Those Who are Poor looks like ...

The **Cheers for Peers Employee Group** at Van Diest Medical Center in Webster City consists of employees who have a passion for making work fun, and who encourage appreciation, respect and teamwork amongst all employees. The focus is to promote employee engagement and recognition, supporting goals for Service Excellence and generating ideas and activities that help to increase employee morale and retention.

Recently the Cheers for Peers Employee Group held a non-perishable goods drive for the Webster City High School Lynx Closet. This food and goods pantry is for Webster City High School students experiencing food insecurity or lack of access to personal hygiene items. Items donated were a variety of granola bars and quick meals like macaroni and cheese or oatmeal, along with feminine products, toothbrushes, deodorants and more.

This is what Commitment to Those Who are Poor looks like ...

MercyOne North Iowa held a coat drive to stock the clothing closet for patients who need winter gear.

Colleagues across the hospital pitched in to collect, launder and distribute gently used or new coats. Internal Medicine resident **Crystal Marshall, MD**, and medical student **Stephanie McMillan** led the effort and we are happy to report the goal of 250 coats was easily met! [View local news coverage](#)



New MercyOne items available!

Find these and more at [MercyOneStore.com](https://www.mercyonestore.com)



Safety

This is what Safety looks like ...

MercyOne Northeast Iowa EMS colleagues were among the recipients of the Red Cross Lifesaving Awards. The Lifesaving Awards celebrate the actions of Red Cross-trained professional responders and health care professionals for extraordinary service in the line of duty.

MercyOne colleagues **Bruce Earnest** and **Laura Staley** received the honor for performing life-saving measures on a pregnant woman before getting her to MercyOne Waterloo Medical Center to have an emergency caesarean section. The woman and her infant recovered at the hospital before being discharged.

Congratulations to Bruce and Laura on this well-deserved honor!



This is what Safety looks like ...

When MercyOne Siouxland Wound Care Director Kelly Kneifl's car broke down, our colleagues in facilities and security jumped to the rescue. Kelly says **Bill Hoss** and **Steve Thornton** went above and beyond to help her get her car started so she could get home safely.

This is what Safety looks like in heart disease research ...

MercyOne Iowa Heart Center cardiologist, **Denise Sorrentino, MD**, performed the first Diamond AF Ablation in Iowa.

[Read more here](#)

Colleagues please:

- Share job opportunities online [MercyOne.org/Careers](https://www.mercyone.org/Careers)
- Leave an Indeed Review

Justice

This is what Justice looks like ...

MercyOne Northeast Iowa colleagues donated more than \$500 to a local elementary school to provide students with necessities, including school supplies, clothes and shoes. Colleagues donate \$5 to wear jeans the first Friday of each month with the dollars going to help a local organization. Waterloo's Irving Elementary School was the recipient of these funds in December.

Irving Elementary School used our donation to help provide necessities for the students and their families. This allows students to be able to come to school at ease and enjoy learning. Thank you to colleagues for meeting a need and promoting the common good within our community.

Stewardship



This what Stewardship looks like ...

MercyOne Iowa Heart Center was included in Becker's 42 Cardiology Firsts in 2022! The service line was recognized for performing Iowa's first implant of a new leadless, retrievable pacemaker to treat patients with certain abnormal heart rhythms. [Read more here.](#)

[▶ Click here to enter to win our giveaway here!](#)



**Share photos.
Win prizes!**

Send a photo and story of how you **Live Your Best Life!**

#MercyOneLYBL



See
something.



Say
something.

It's that simple.

If you see an issue or have a concern,
it's your responsibility to say something.

There are many places to report your concerns:

- Your supervisor
- A high-level manager
- Clinical reporting tools (VOICE or Midas)
- Integrity & Compliance Line
at 866-477-4661 or online at
mycompliancereport.com, access ID: THO
- Your Integrity & Compliance Officer

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Questions? Contact:

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