

# Full Circle

Your best life. Our one purpose.

## Message from the CEO

February is a month of multiple recognitions and celebrations - including Black History Month, Heart Month and the beginning of Lent. Throughout the month, we have shared content educating and recognizing colleagues and providers for their contributions in these areas. We also celebrated advancements in medical malpractice reform in Iowa to help recruit and retain health care providers to our great state.



While we celebrate these advancements and many others, we remain focused on our initiatives to regain financial health across our ministry. Unfortunately, the past months have not shown financial performance improvement making our work to rebalance, resize and restructure a heightened priority.

To ensure we can strengthen our Mission as a non-profit health system, we must change, and sometimes this means making difficult decisions as well as creating new opportunities. Our Cultural framework including our Mission, Vision and Core Values will continue to guide each decision we face.

We will continue to share updates with you as we advance this work. As you have questions, please connect with your leader or send them to [MercyOneInfo@mercydesmoines.org](mailto:MercyOneInfo@mercydesmoines.org) for follow-up.

Thank you for your commitment to our Mission and support to our organization. It is truly a pleasure to serve with each of you.

Bob Ritz  
MercyOne President and CEO

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**Colleagues please:**

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



People

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## People

### MercyOne Central Iowa leadership announced



**Mike Wegner** has accepted a combined role as regional chief operating officer and Central Iowa president after serving on an interim basis for the past 11 months.



After serving as interim chief operating officer for Central Iowa as well as regional chief medical executive since February 2022, **Hijinio Carreon, DO**, has accepted the opportunity to serve as both regional chief medical officer for MercyOne and chief operating officer for Central Iowa.

**MercyOne Clinton Medical Center** welcomed their new Chief Operating Officer and Chief Nursing Officer **Mellissa Wood** to the team!

Mellissa, who joined our organization on Jan. 30, also assumed oversight for the operations of the medical group, in addition to her new role as COO/CNO of the MercyOne Clinton Medical Center.

[Join us in welcoming Mellissa on LinkedIn!](#)

### Four MercyOne leaders recognized nationally as rural CEOs to know

MercyOne is proud to share four CEO's of MercyOne member hospitals are being recognized as 80 Rural Hospital CEOs to Know by Becker's Hospital Review. MercyOne CEOs earning recognition include:

- **Dar Elbert** of Kossuth Regional Health Center in Algona
- **Veronica Fuhs** of Monroe County Hospital & Clinics in Albia, and Davis County Hospital in Bloomfield
- **Brooke Kensinger** of MercyOne Elkader Medical Center
- **Linn Block** of Manning Regional Healthcare Center

"We are extremely proud of our health care leaders serving the Algona, Albia, Elkader and Manning areas. Each CEO knows the health needs of their communities and are devoted to delivering that care. Their leadership helps their medical centers thrive during a challenging time in health care."

Mike Trachta, MercyOne Vice President of Network Affiliates

## People

### Recruitment

MercyOne is currently welcoming 10 new ambassadors – watch for their profiles in next month’s edition of Full Circle!

Meet our current ambassadors [here](#) and give them a follow on your favorite social media account!

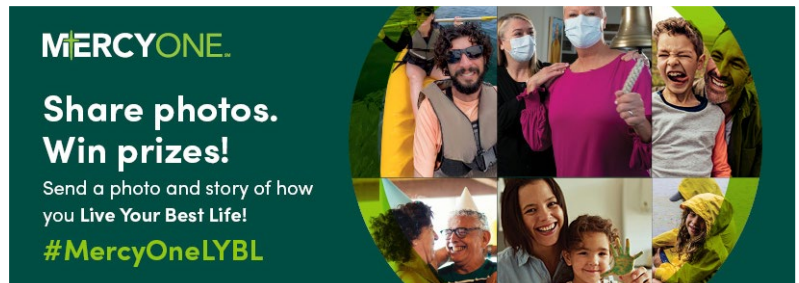
Interested in becoming a [MercyOne Ambassador](#)? Apply now by completing our [online questionnaire](#).

### February Live Your Best Life Winners

How are you living your best life? Show us, and remember to use #MercyOneLYBL, and you could win our next prize package! Congratulations to our February Winners!

- **Heather Greiner** – UNI Men’s Basketball game tickets
- **Amanda Fletcher** – UNI Men’s Basketball game tickets
- **Denise Scheibel** – UNI Men’s Basketball game tickets
- **Emily Kriegel** – Iowa Wild – two shirts, certificate for game
- **Beth McFadden** – Live Your Best Life T-shirt

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



## Purpose

**Lori Reece, RN**, shares how High Risk Health Coaches connect the dots to improve patient outcomes and prevent readmissions.

Every day, as we make calls to high risk patients, we are able to prevent something that could be detrimental. One recent ‘catch’ involved a senior woman with congestive heart failure, living alone with help from her siblings.

After her discharge following a heart procedure, I couldn’t reach her. Concerned, I called the patient’s brother on her contact list. He told me his sister is not able to manage her own medications. Together we talked through his sister’s medication list and that’s when we discovered the patient did not get the medicine she needs to keep fluid off her heart. The brother was very concerned and quickly arranged to get it to his sister right away.

In our conversation, he was able to understand the importance of her medications and that if she does not have what she needs, she is at risk for becoming ill again, resulting in a return to the hospital.

So many patients do not have medical knowledge and do not understand the importance of medications and follow up appointments, etc. As we call and talk to them, we can explain these things to them, and, hopefully, prevent readmissions in the future.

## Portfolio

### MercyOne launches state-wide heart care campaign

In February, MercyOne launched a successful heart care campaign: Heal hearts. It's what we do! The state-wide marketing and communications campaign shines a light on the incredible work our care teams do every day at MercyOne to help prevent, care for and treat heart disease.

We heard the incredible stories of patients like Barney, Hollie, Greg who are so thankful for the incredible lifesaving care our MercyOne colleagues gave them.

They also shared how they are now living their best lives because of it.

MercyOne also hosted reunion events across the system in February, reuniting patients with the care teams and providers who helped to save their lives. Each of you make that life-saving impact on patients we are privileged to serve and their families. Thank you for all you do.

Billboards



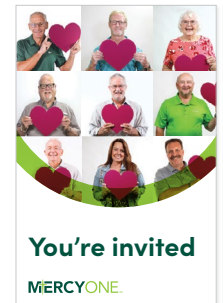
Digital display



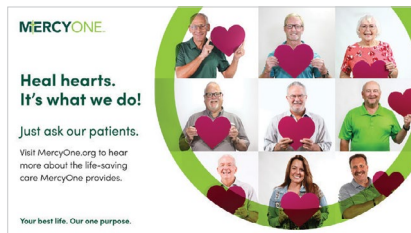
Print ad



Event invite



Screensaver/eScreen



Referral card



Email header



Retractable banner



Social carousel



MercyOne Des Moines Medical Center has received a Blue Distinction® Center+ for Cardiac Care designation from Wellmark Blue Cross and Blue Shield as part of the [Blue Distinction Specialty Care program](#). Blue Distinction Centers are nationally designated providers that have proven to deliver quality care with safe practices that lead to better health outcomes for patients.



## Portfolio

**Van Diest Family Health Clinic (VDFHC)**, a MercyOne affiliate in Webster City, is pleased to offer a shared care model of pre-natal and obstetrical care. Family practice physicians **Nikki Ehn, MD**, and **Elise Duwe, MD, PhD**, with VDFHC, have collaborated with three physicians at Boone County Family Medicine North, **Rienera Sivesind, MD**, **Lindsey Hay, MD**, and **Kate Linkenmeyer, MD**, to provide this coordinated care. Patients will receive most prenatal care at VDFHC until 36 weeks, when Boone County physicians will assume care of the patients. Deliveries will be performed at Boone County Hospital. Moms and babies will then transition back to VDFHC for postpartum and well-child care with their primary care physician.

A true collaboration, all physicians involved in this care model are excited to offer this opportunity for expectant mothers and are committed to working together to provide a convenient, patient-centered experience.



## Colleague Care Circle

Find resources to help your team navigate challenges at [MercyOne](https://www.mercyone.com)

## Wear the MercyOne brand New items available on the MercyOne Store

Find items at [MercyOneStore.com](https://www.mercyonestore.com)



# Balanced Scorecard

Purpose	January 2023	Year End Target
Cultural proficiency training – all colleagues*	↑ 83%	85%
Racism: A public health crisis – leadership*	↑ 91%	95%
Preventable hospitalizations (all populations)	↓ 35.69	31.17
Preventable hospitalizations (dually enrolled)	↓ 107.36	132.04

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

Performance	January 2023	Year End Target
All cause readmissions*	↓ 12.7	14.4%
Operating margin	↑ -7.4%	0.5%
Primary care membership	↑ 437,349	448,673
OHSA recordable injury rate	↓ 5.36	5.38
Falls with injury rate	↓ 0.98	0.45

People	January 2023	Year End Target
Likelihood to recommend in Acute Care	↑ 61.15%	64.49%
Likelihood to recommend in ED	↑ 57.85%	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	January 2023	Year End Target
Non-hospital/Non-SNF segment annual revenue growth (YTD actual)	↑ 4.1%	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

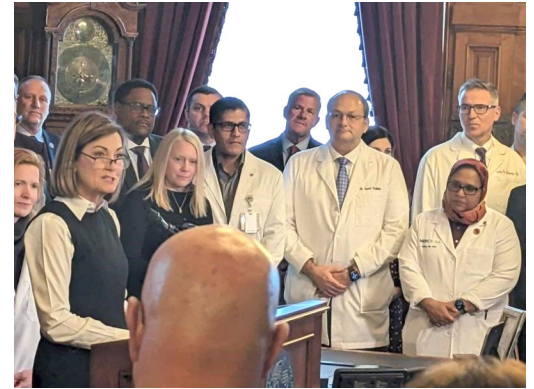
- Non-Hospital/Non-SNF Segment Annual Revenue Growth: Measured as YTD change in revenue, FY23 compared to FY22 actual; reflects the growth in diversification of our portfolio. Note: This is only measured at the MercyOne System Level, not by each region. Includes business segments: Medical Groups, Urgent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

More information available at [MercyOne](#)

## Iowa House and Senate Pass Tort Reform

MercyOne is excited to share the news of Medical Tort Reform passing in the Full Iowa House and Senate. This important initiative has been many years in the making, and we are grateful to every single physician, provider, medical society and friend of medicine for their grassroots advocacy to help make this possible.

We encourage all of you to take a moment and reach out to your legislators who voted to support this bill and extend your thanks. You can find their contact information via the [Iowa Legislator look up tool](#).



## Diversity, Equity & Inclusion

### Black History Month

Celebrating Black History Month is part of who we are as ONE – we will continue to shape MercyOne as an organization committed to improving diversity, inclusion and health equity. Our Diversity, Equity and Inclusion Council has been hard at work ensuring we recognize and celebrate all of our colleagues and patients. We appreciate our MercyOne family's commitment to help us advance the organization to be a welcome and more diverse organization. – Bob Ritz, MercyOne president and CEO

#### DO YOU KNOW?

- [The Origins of Black History Month](#)
- [The Man Behind Black History Month](#)
- [Black History Month 2023: Facts, Origins, and More](#)
- [Eleven Black Women Who Changed History](#)

### Advancing Together

Advancing Together is a monthly educational webinar series for colleagues to become engaged with and learn more about Trinity Health's commitment and efforts to address systemic racism.



**Mark your calendars for March's webinar, March 9, 11 a.m.–noon**

### [The \(Mis\)use of Race and Ethnicity in Clinical Measurement](#)

In this webinar, participants will:

- Discuss the explicit inclusion of corrections/adjustments for race and ethnicity in clinical tools and algorithms
- Understand the potential for implicit racial and ethnic bias in clinical tools/algorithms
- Highlight race-based differences in direct clinical measurement and the risk of inequity

### Celebrate Women's History Month; Share Your Story

During March, Diversity, Equity, and Inclusion's email series "The More You Know" will honor Women's History Month. Each week it will feature the stories of Trinity Health and MercyOne's female leaders. Those who lead by title or through action.

We welcome submissions or nominations from all colleagues. We aim to encourage and empower female leaders through the sharing of these stories. While they may not be a formal leader in title, their words and actions make them an example that all can emulate.

To share your story, [complete the form](#) by Tuesday, March 7. You may also share this opportunity with a woman whose leadership inspires you. Please direct questions to [Claire Ofiara](#).

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 ...

Ten MercyOne nurses in Waterloo and Cedar Falls are experiencing their first winter – a huge adjustment from their home climates in the Philippines and parts of Africa, mainly Nigeria, where 80 degrees feels cold to them!

To help them prepare, **Lindsey Nelson** and other MercyOne colleagues gathered the nurses and their spouses together in the fall for a comprehensive presentation on winter safety, everything from understanding weather alerts, wind chill and winter driving, to staying warm at home and dressing for function versus fashion. They left with some winter essentials such as a windshield scraper and a blanket, plus a kit to dress up a snowman and some hot cocoa.

When a blizzard arrived around Christmas, colleagues offered helpful reminders and reassurance, demonstrating exceptional teamwork.

### This is what Integrity looks like ...

Ann, a patient who spent time in the North Iowa Critical Care Unit, stopped by to celebrate her birthday and say thank you for saving her life. We are so glad to see her happy and healthy again! [View Ann's birthday post.](#)

## Commitment to Those Who are Poor



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

Kids who come to the MercyOne Siouxland Child Advocacy Center will be more comfortable thanks to a big donation from MercyOne colleague **Deb Steecker** and her mom.

The duo created and dropped off more than 16 blankets. Deb says her mom wanted to help make a difference, no matter how small, in these kids' lives.

“This is a really special cause that is close to our hearts. To be able to provide a little bit of comfort to these kids going through this situation, means a lot to us,” said Deb.



## Reverence



Abby Naber-Helle

### This is what Reverence looks like ...

Congratulations to **Abby Naber-Helle, RN**, at MercyOne Dyersville, **Lael Aspenson, RN**, at MercyOne Elkader for their recent recognition by the 2023 Great Iowa Nurses program.



Lael Aspenson

Each year the program honors Iowa nurses for their significant contributions to the nursing profession. Recipients are awarded based on their excellent service to patients, leadership, and mentoring or serving as a role model. Read the [Dyersville](#) and [Elkader](#) news releases to find out more about our winners!



Sandy Phillips

### MercyOne Adel family physician honored

For the third year in a row, **Susan Donahue, DO**, MercyOne Adel Family Medicine, has been voted Favorite Medical Doctor, Dallas County in Iowa Living magazine's Residents Choice Poll. Congratulations, Dr. Donahue!



### Megan Ficek, a nurse at MercyOne North Iowa, receives Daisy Award

From a patient of Megan's: "Megan was our nurse during the delivery of our baby at MercyOne North Iowa, and she became our saving grace, our coach and our biggest cheerleader. In the middle of our chaos, she was our guide. She even participated in some of our phone calls to family! We will forever hold the doctors and Megan in our hearts for being there for us and are eternally grateful for their compassion and dedication to their profession."

## Justice

### This is what Justice looks like ...

Our MercyOne colleagues are helping to keep Western Iowa warm! **Eboni Sayonkon**, MercyOne Western Iowa community health worker (holding the fushia snow pants) along with MercyOne Singing Hills Family Medicine colleagues took part in the third annual coat drive to benefit kids in Woodbury County. The group helped fill MercyOne's box to the rim!





## Safety



### Stroke Center recognized as only Advanced Thrombectomy certification in Iowa

As the area's leader in stroke, MercyOne Des Moines Medical Center is Iowa's only hospital to receive [Advanced Thrombectomy Capable Stroke Center certification](#) from The Joint Commission.

This certification is recognized nationwide as a symbol of quality that reflects MercyOne's commitment to meeting certain high performance standards in stroke care. Congratulations to the Stroke Center team!

### MercyOne Des Moines Trauma Center recertified

Congratulations to MercyOne Des Moines Medical Center Trauma Center on the recent reverification as a Level II Adult and Pediatric Trauma Center by the Verification, Review and Consultation Program of the American College of Surgeons. This honor has been in place since 1995. The recertification is good for three years and demonstrates the MercyOne trauma center colleagues' dedication to providing the highest quality trauma care for all injured patients.

## Stewardship

### This what Stewardship looks like ...

**MercyOne Northeast Iowa** is able to expand child care offerings for its employees thanks to funding from the state of Iowa.

[MercyOne Waterloo Medical Center has received \\$108,000 through the Child Care Business Incentive Grant Program](#) to help cover part of MercyOne colleagues' child care expenses. The Child Care Business Incentive Grant Program, funded through Iowa Workforce Development and the Iowa Department of Health and Human Services, helps employers offer or expand child care options to their employees.

MercyOne has partnered with Friendship Village's on-site child care facility, [It Takes a Village](#), to offer MercyOne colleagues a caring, safe and convenient space for their children to learn and play.

### This what Stewardship looks like ...

The **Van Diest Medical Center Auxiliary** successfully completed their first Sweetheart Box Fundraiser prior to Valentine's Day this year. Auxiliary members and friends, along with several departments throughout the hospital, prepared and donated nearly 35 themed boxes for the event. A silent auction took place and the highest bidders at the close of the fundraiser claimed their special sweetheart boxes.



An extremely successful fundraiser for its first year, the event brought in over \$3,000. Proceeds from Auxiliary fundraisers are used to support patient care needs throughout the hospital.

## The costs of compliance violations

The financial consequences of health care regulatory non compliance can be devastating. A major compliance violation that results in exclusion from government health care programs can even put a health care organization out of business. At minimum, the penalties range from hefty fines and legal fees to reputational damage and the resulting loss of business. For example, intentional HIPAA violations can cost a company millions of dollars, along with criminal charges for guilty individuals. Neglect, even if unintentional, can still cost thousands of dollars' worth of fines on top of employee termination and sanctions. It might not be immediate, but if we are fined for non compliance issues, this will negatively impact our available resources to buy

equipment or increase staffing.

But the costs go beyond just dollars. Non compliance with health care regulations leaves MercyOne at risk for financial losses, security breaches, license revocations, business disruptions, erosion of trust, and a damaged reputation. Furthermore, if we were to land in the news for a fine or penalty, it will begin to erode trust both by patients and potential employees.

The cascading effect of non compliance also affects the quality of care we provide to our patients. When you follow poor practices and procedures, it leads to an increase in patient care issues. If your facility is not complying with regulations and standards, the impact will eventually be felt by the very patients you



### Elizabeth Skinner

VP, Integrity & Compliance  
elizabeth.skinner@mercyhealth.com  
515-358-9221

You may also report concerns to the Integrity & Compliance Line at 866-477-4661, which is confidential.



promise to serve. MercyOne needs every colleague to be a compliance champion. Be sure to read your Code of Conduct annually, keep up on relevant policies, and learn the laws and regulations that affect your work. Contact your Integrity and Compliance Officer if you have any questions.

## Live your best life.

### Share photos. Win prizes!

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

1. Share on social media with #MercyOneLYBL and tag MercyOne
2. Make sure your post privacy is set to public for a chance to win!



Social not your thing? Visit [MercyOne.org/bestlife](https://www.mercyone.org/bestlife) to enter the contest.

