

# Full Circle

Your best life. Our one purpose.

## Message from the CEO

In March, we officially welcomed Genesis Health System, headquartered in Davenport, into our MercyOne family. The [news](#) follows a September announcement that MercyOne and Genesis signed a letter of intent to develop a strategic partnership. With the March 1 closing, all interests and operations of Genesis became part of MercyOne.



To our new Genesis colleagues, welcome! We are delighted you are here, and we look forward to getting to know more about each other. As we all work together to become One Regional Health Ministry (RHM) under Trinity Health, we will strengthen our shared mission and circle of care. Through combined skills and learning, we will expand how we assist each patient, their families and our communities to live their best life.

We also continue our restructuring work, as multiple RHM-wide leaders have been named. The restructuring section of the plan relates to regionalizing and integrating certain functions and organizational structures to align MercyOne as an RHM and as a member of Trinity Health. We continue to work closely with Trinity Health to design and implement this structure. Visit the People section to view the list of new leaders.

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.

Together, we are stronger as one.

Bob Ritz  
MercyOne President and CEO

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**Colleagues please:**

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



People

Portfolio

Purpose

Performance

## People

### Leader retirements

**Jack Dusenbery**, MercyOne Northeast Iowa President, and **Rod Schlader**, MercyOne North Iowa President, will be retiring from MercyOne. Jack's last day will be April 28, and Rod's last day will be announced at a later date. We are partnering with Rod and Jack over the next few weeks to ensure smooth transitions of leadership responsibilities. We thank them for their dedicated service to our Mission and wish them the best!

**Laurie Conner**, MercyOne Newton Medical Center president, has decided to retire April 28, after nearly 15 years of service at MercyOne. We are very happy for Laurie and grateful for her incredible leadership; yet, we are also sorry to see her leave our team at MercyOne. She has achieved numerous accomplishments in her roles at MercyOne.

### RHM-wide Leaders named

We are pleased to share the following leaders have been named as we progress in creating a more unified and integrated MercyOne.

These roles are reflective of MercyOne's new operating model as we work to integrate as a regional health ministry (RHM) of Trinity Health while also looking for opportunities to regionalize our leadership structure for a more integrated and efficient structure to serve MercyOne.

**Kevin Cassatt** has been named Regional Director of **Pharmacy**, **Teri Reiff** as Regional Director of **Laboratory** and **Susan Eckels** as Regional Director of **Imaging** for MercyOne.

After serving in the role as interim, **Brad Whipple** has been named Chief Operating Officer for the **MercyOne Medical Group**.

**Chad Kelley** has been named Chief Operating Officer at **MercyOne Newton Medical Center**. Chad has most recently served as Director of Operations at MercyOne Newton Medical Center for the past five years.

**Shannon Cofield**, President of MercyOne Central Iowa Foundation, will be expanding her role to serve as Vice President of **Philanthropy** for MercyOne. She has served in her current position since 2016.

**Keith Vollstedt**, MD, FACS, has officially accepted the role of chief medical officer (CMO) for **MercyOne Western Iowa**. Dr. Vollstedt has served in the role on an interim basis since October 2022 and has been instrumental in continuing to foster great relationships with our medical staff.

**Mike Trachta's** role has expanded to Vice President, **Rural Hospitals and Regional Operations**. This is an expansion of his current leadership position to include Regional **Laboratory** and **Imaging**. He will officially assume the role on July 1.

**Roger McMahan** has been named Regional Director of **Physician Recruitment**. Roger has served as the Market Director for Physician Employment Services at MercyOne Des Moines Medical Center since January 2002.

**Joy Putney** has been named Regional Director of **Informatics** for MercyOne. Joy has been with MercyOne for 12 years and most recently served as the Director of Clinical Informatics at MercyOne Des Moines Medical Center.

We are excited for these leaders to begin work within the functional structures and look forward to rebalancing, evolving and strengthening MercyOne's future!

Find more information on [MercyOne](#).

## People

### Recruitment

MercyOne recently welcomed 10 new ambassadors. View their profiles [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](#).

### March 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 March Winners!



**Keila Frein:**  
Iowa Wild Jersey

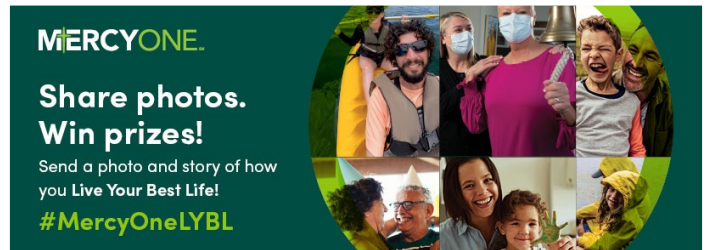


**Taylor Huber:**  
LYBL T-Shirt



**Kristie Mckinzie:**  
LYBL T-Shirt

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

A promotional graphic for the MercyOne LYBL giveaway. It features the MercyOne logo at the top left, followed by the text "Share photos. Win prizes!" and "Send a photo and story of how you Live Your Best Life!" with the hashtag #MercyOneLYBL. The background is a collage of various photos showing people in different settings, including a man in a vest, a woman in a pink shirt, and a group of people.

## Purpose

### The following story from a MercyOne Community Health Worker highlights colleagues taking responsibility and positively influencing a patient's experience:

I recently spoke to a patient who expressed how happy he was to find his current MercyOne Primary Care Provider, **Kimberly Bauman, DO**. He stated that he has had a lot of experience with other providers over the years and it has been difficult to find a provider as caring and thorough as she is.

Upon going over his Annual Wellness Visit (AWV), including depression screening, forms, he expressed feeling depressed, as he is caring for his wife with Alzheimer's Disease. He mentioned his difficulty in caring for his wife and experiencing pain in his hips and knees.

I asked him if I could have a social worker contact him to discuss additional help that may be available for him and his wife. He agreed and thanked me for my help. He then expressed how he remembered talking to me last year and that it was the best hour of his day.

- Marcia McGrew, CMA

Thank you, Marcia and Dr. Bauman, for living out our Mission!

## Portfolio



Newsweek and Statista Inc., a leading statistics portal and industry ranking provider, recognized **MercyOne Dubuque Medical Center** as one of the world’s best hospitals on March 1.

“We are very proud to be included on Newsweek’s 2023 list of World’s Best Hospitals for the second consecutive year,” said Kay Takes, president, MercyOne Dubuque and the Eastern Iowa Region. “We have a very talented and collaborative team and a wonderful culture of excellence that puts the patient at the center of all that we do. Our physicians and colleagues are constantly raising the bar on our own high standards in service to our great community.”

Check out the [news release](#) to learn more!



## Our Trinity Health 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

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



### Our Vision


We will be the most trusted health partner for life.



### Our Actions

As a Trinity Health colleague, I will:

- 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.

More culture resources at [MercyOne](#)

# Balanced Scorecard

Purpose	February 2023	Year End Target
Cultural proficiency training – all colleagues*	↑ 84%	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	February 2023	Year End Target
All cause readmissions*	↓ 12.7	14.4%
Operating margin	↑ -7.9%	0.5%
Primary care membership	↑ 442,131	448,673
OHSA recordable injury rate	↓ 5.39	5.38
Falls with injury rate	↓ 0.84	0.45

People	February 2023	Year End Target
Likelihood to recommend in Acute Care	↑ 62.78%	64.49%
Likelihood to recommend in ED	↑ 59.14%	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	February 2023	Year End Target
Non-hospital/Non-SNF segment annual revenue growth (YTD actual)	↑ 4.6%	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 Senate unanimously passes REH licensure bill

The Iowa Senate unanimously passed the amended [rural emergency licensure](#) bill establishing the new hospital designation.

Rural hospitals choosing to opt in to the new category will continue to furnish emergency department services, observation care and, if a hospital chooses, other specified outpatient medical and health services. Services rendered must not exceed an annual per-patient average of 24 hours. For eliminating inpatient care, rural

emergency hospitals will be paid the applicable Outpatient Prospective Payment System rate plus 5% and a monthly facility payment.

MercyOne is pleased to have worked closely with Senator Charles Grassley at the federal level for initial passage of this law, followed by this as a continued priority to pass at the state level to ensure Iowa hospitals could choose this as an option if best for its community and health care needs.

## Diversity, Equity & Inclusion

Questions on DEI?

Contact [Jacquie Easley](#), MercyOne

### Women's History Month

More than half of all Trinity Health colleagues (including MercyOne) are women, and these women serve in various roles helping to fulfill our Mission of being a compassionate and transforming healing presence within our communities.

In honor of women's history month, Trinity Health is recognizing women who are serving across the Ministry. We hope you enjoy getting acquainted and learning more about some of the women at Trinity Health who are leading at all levels – whether a leader by title or a leader through actions. We are proud to share their stories in this series.

In honor of women's history month, Trinity Health is proudly recognizing women who are serving across the Ministry, including MercyOne's **Eboni Sayonkon**. Eboni is a PHSO Community Health Worker in Western Iowa.



### Why is Diversity, Equity and Inclusion important in your work?

Diversity, Equity and Inclusion are important in my work because God created us all in His image. Therefore, I believe it is important that we treat one another as if we are brothers and sisters in Christ no matter what our walk or journey in life may look like.

### In what ways do you mentor or encourage your women colleagues?

I consider my job as a Community Health Worker my ministry, and I encourage my colleagues to remember what we do is not just a job. What we do matters. What we do changes lives and what we do brings healing in the name of Jesus Christ. I find it vital to acknowledge achievements because I believe it reminds my colleagues of their purpose and encourages excellence.

### How do you share your time, talent, and treasures outside of your workspace (volunteer opportunities, charitable organizations, non-profit, grassroots, etc.)?

Ministry is an important part of my life. I serve my local church by volunteering in the youth ministry and providing children's sermons during our worship service. I serve as a supply pulpit Lay Minister but aspire to pastor a local church. My first volunteer opportunity for 2023 involved collaborating as a Community Health Worker with area businesses to provide winter coats, hats and gloves to individuals in our community. I have also volunteered to assist with activities organized by Unity in the Community which is a community partnership with local law enforcement that promotes unity, peace, hope, love and prayer.

# 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 ...

No matter where he is, MercyOne Primghar Medical Center colleague **Norm Rath** always has a smile and a positive attitude! His colleagues describe him as an all-around great guy! Norm works in our maintenance department but helps throughout the hospital wherever he is needed. Recently, our full time maintenance employee was out of town and our radiology room had a leak in the ceiling. Norm came in on his day off, figured out the problem, found a solution and rerouted the leak until someone could come do a more permanent fix. His work helped ensure our radiology equipment did not get wet or ruined.

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

Our colleagues provide exceptional care every day to not only our patients but to one another as well. We celebrate each another for our accomplishments and are there for one another in our struggles. Recently one of our colleagues at MercyOne Siouxland Medical Center was having a hard time. When **Lacey LaScala, Deb Poljansek** and **Shanna Mueggenberg** found out, they jumped right into action to support the colleague – getting them signed up for assistance and making sure they and their family had a place to stay.



## Commitment to Those Who are Poor



### This is what Commitment to the Poor looks like ...

MercyOne Newton Foundation received a Theisen's More For Your Community grant in the amount of \$500 to purchase supplies that are used by occupational and physical therapists when providing services to pediatric patients. These items play an integral role in helping children develop motor, sensory, visual, attention and decision-making skills so they can be successful and more independent in their homes and schools. MercyOne Newton greatly appreciates Theisen's partnership in ensuring that the medical center has the most current tools to provide therapy services to some of our most important patients. Shown in the photo with a variety of the therapy supplies are occupational therapist Jennifer Howell and physical therapist Janece Schmitz.

## Reverence

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

Over the winter, **MercyOne Oelwein Medical Center's emergency department** added an additional feature to care for behavioral health patients. Patients receiving telepsychiatry connect with board-certified experts – doctors or nurse practitioners with advanced training to treat mental disorders. Behavioral health care is a critical part of emergency care, which is why it is available anytime, 24/7/365.

### MercyOne surgeons receive FACS designation

Congratulations to three MercyOne surgeons for recently being inducted as fellows of the American College of Surgeons (ACS)! **Omer Ismail, MD, Ulises Garza, MD, and Joseph Losh, DO**, attended the 2022 FACS designation ceremony in San Diego for the annual American College of Surgeons Clinical Congress.



The letters FACS (Fellow, American College of Surgeons) mean that the surgeon's education, training, professional qualifications, surgical competence and ethical conduct have passed a rigorous evaluation, and have been found to be consistent with the high standards established and demanded by the ACS. Thank you to our three newest FACS for your dedication in upholding the standards of clinical and personal excellence established by the college, and extending those standards to our patients' care.

## Justice

### Genesis Ambulance Donates Rig to Ukraine

An ambulance that helped save lives in the Quad Cities for more than six years is now helping injured soldiers and civilians on the frontlines of the Russo-Ukrainian War.

Genesis Ambulance donated the retired rig to United States Ambulances for Ukraine. The life-saving gift traveled more than 5,000 miles to war-torn Kyiv and was immediately put into service to evacuate the wounded.

"An ambulance at the end of its life here can mean the difference between life and death for somebody in Ukraine," said Adam Haut, Genesis ambulance director. "When the Ukraine conflict kicked off, at no point did our Genesis staff think we would have a hand in supporting those very vital efforts. This was just one way we could be in this together with a population in need." [Watch the video to learn more!](#)





## Safety



### Genesis Hospice Named One of the Nation's Best

Genesis Hospice earned a national award for ranking in the top 5 percent for hospice quality performance.

The Hospice "Quality Excellence Award"; from HomeCare HomeBase recognizes agencies performing at 100 percent in all seven quality measures defined by Centers for Medicare & Medicaid Services.

"This recognition illustrates the high level of quality care and compassionate service patients and their families receive when partnering with Genesis Hospice," said Glen Roebuck, Genesis executive director of home, outpatient and senior services. "We are privileged and honored to serve our community through this health care ministry."

### This is what Safety looks like ...

The Lynch family of Mason City was one of five families celebrating a New Year's baby this year at **MercyOne North Iowa**. Find out how they are familiar with that particular birth date, and why they are thankful for exceptional OB and NICU care at MercyOne. [Read the details here.](#)

## Stewardship

### This what Stewardship looks like ...

Oelwein High School and Northeast Iowa Community College students are learning valuable emergency medical services (EMS) skills. MercyOne partnered to create the course, not only to teach students, but also to strengthen Iowa's health care workforce pipeline.



Oelwein Husky EMT students, from left to right: Lily Pint, Olivia Armstead, Sydney Rahe, Emma Hovatter.  
Photo credit: Tim Meaney, instructor

**Colleague  
Care  
Circle**

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