

Full Circle

Your best life. Our one purpose.

Message from the CEO

On behalf of the MercyOne Board of Directors and the leadership team, thank you for making the holiday season



merry and bright. Each of you have done so much for our communities this year, and we thank you.

Our MercyOne family has faced adversity; yet, each of you have been unwavering in your commitment to our Mission. As we have shared, COVID-19, inflation and staffing shortages have had a prolonged impact on the health care industry's financial well-being. While MercyOne remains strongly positioned to serve our Mission, we have sustained operating losses since February 2022 and must focus on how we can restore a strong financial footing as we enter the new year.

This will require both growth and a rebalance of our costs to our revenue. To achieve this we will be required to pull together as a regional health ministry to chart a new course. It is an opportunity to ensure we are in the best position to

As we come together to form a stronger MercyOne, we remain unwavering in the commitment to serve our Mission.

serve those who seek and need our care. We have a three-year plan in place, which includes tactics such as an Emergence Team and the Volume Optimization Accelerator (VOA) Growth Huddles to ensure we are focused on our transformation.

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

We wish you a very Merry Christmas and happy holiday season filled with good health and joy!

Bob Ritz
MercyOne President and CEO

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Colleagues please:

- Share job opportunities online MercyOne.org/Careers
- Leave an Indeed Review



People

Portfolio

Purpose

Performance

People

Kelly Richards, DNP, RN, entered the role of MercyOne’s interim regional chief nursing officer. The position will be a member of the MercyOne Executive Leadership Team as we continue integrating to become ONE with Trinity Health. Kelly is also continuing her role as CNO in Northeast Iowa, which she has held since 2016, and where she is respected for leading with a compassionate, open door approach. Welcome, Kelly!



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 [email Tessa Trout to learn more.](#)

MERCYONE.

Thank you, **MercyOne** ambassadors!

 Kelly Kline Central Iowa	 Tami Fairbanks Central Iowa	 Salina Khamdyrath Central Iowa	 Mariah Rinehart Central Iowa	 Rose House Eastern Iowa
 Cara Knuth Eastern Iowa	 Hillary Menke Eastern Iowa	 Nicole Stahls Northeast Iowa	 Roxanne Mitchell North Iowa	 Mary Jane Mortensen-Dillavou Western Iowa

Learn more about becoming an ambassador at [MercyOne.org](#)

Join us in celebrating your 10 new MercyOne Ambassadors! When you see an ambassador, thank them for supporting our mission through their incredible work!

Live Your Best Life

How are you living your best life during the holidays? Show us, and remember to use #mercyonelybl, and you could win our next prize package! Congratulations to our December winners!



Sara Bucknam
UNI basketball tickets

“My best life is helping others achieve their best lives by teaching group fitness classes in Mason City. I encourage and empower women to get fit, strong, and to love themselves. My classes are a micro community of determined women who want to improve their health. I actually have several MercyOne employees who take my classes! I absolutely love what I do and love working out with the women in my classes. I turn 48 years old next month, and I teach 7 different fitness classes a week - from dance fitness, to strength training, to cardio kickboxing, to Pilates. I am NOT slowing down anytime soon!”



Timothy Krebs
Iowa Wild Autographed Jersey

Father-son duo Timothy and Kaden live their best lives together watching hockey. Timothy says, “My son Kaden was born 12 weeks early at Mercy. Ever since that day he has taught me so much about life. He has Autism and is a huge Iowa Wild and Minnesota Wild fan. He has taught me to look at the good in life... Being his father brings me so much joy and happiness...” Enjoy wearing your autographed jersey the next time you take Kaden to cheer on the [Iowa Wild!](#)

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



Alex Nguyen
MercyOne Live Your Best Life T-shirt

“We spent the first month of Maverick’s life in the MercyOne NICU after he was born 6 weeks early. Now we enjoy being on the golf course, playing at the park, eating food, watching the cyclones, and spending time with our friends! He is 9 months old and full of smiles and giggles!”



Kalli Ganzler
MercyOne Live Your Best Life T-shirt

Mom Kalli says little Eleanor loves being outside! It’s too cold for outdoor walks and tummy time now, but we couldn’t keep this smiley story to ourselves! “Eleanor was born 6.5 weeks early and spent her first 4 weeks (to the day) at the MercyOne NICU in Des Moines. Since then she has done amazing and is definitely living her best life! ... #MercyOneLYBL”

MERCYONE.
Share photos. Win prizes!
Send a photo and story of how you Live Your Best Life!
#MercyOneLYBL

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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You should know ...

- All five elements (Mission, Vision, Core Values, Actions, Promise) make up our culture, stronger together than on their own.
- We are who we say we are. This is simply **the next evolution of our culture framework**, designed to flex and endure over time.
- Thousands of colleagues live our culture every day, inspiring the Actions defined within our framework.

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 [Mercy One](#) including [UPDATED Colleague Frequently Asked Questions \(updated 12.15.22\)](#). Skip ahead to questions 17-21 for answers to new questions on health savings accounts, health initiative accounts and tuition reimbursement.

Performance

The power of yes

We continue to seek suggestions on ways we can grow and rebalance our ministry. One idea involves “the power of yes”. Bob Ritz, MercyOne president and CEO, in December asked colleagues to work together to find a way to say “yes” to three more patient transfer requests each day. Saying “yes” to just three more per day makes us that much stronger while also serving our mission to care for patients who need our healing presence.

Non-clinical colleagues can also strengthen MercyOne through the power of “yes”! Ask yourself, or another colleague:

- What problem am I/are we trying to solve?
- What is causing _____ to happen?
- What should be happening?
- What change is needed to solve the problem?
- What is the next step?

Once you’ve identified a problem, its cause and a plan to fix it, don’t be surprised if your solution involves the power of yes!

Remember, the only bad idea is the one not shared. Please bring all ideas forward!

Portfolio

Urgent Care transition update

MercyOne transitioned management of urgent care clinics in [Ankeny](#), Clive, Indianola and South Des Moines to our partner, Premier Health, on December 12, completing a key priority tied to improving our financial performance and bringing more patients into the MercyOne circle of care.

Currently our [Ankeny](#) and [South Des Moines](#) urgent care locations are by virtual visit-only to best serve patients while also experiencing staffing challenges. This temporary solution is a great example of finding a way to say “yes” to continue delivering care.

MERCY ONE Sick or injured: where should I go?

 Primary Care Intended for non-urgent issues, routine and preventive care, and treatment of ongoing health needs	 Urgent Care Designed to evaluate and treat minor illnesses or minor injuries	 Emergency Care Should be sought anytime a condition is life-threatening
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While our system is strained, it’s especially important to educate patients on how to choose the right level of care for their needs. You can help by [clicking the image above and then sharing our Facebook post](#) on your personal social media.

[MercyOne urgent care clinics move to virtual-only visits as patient loads spike](#)



Questions about this transition work? Contact **Brad Whipple**, Medical Group System Director of Operations.

Balanced Scorecard

Purpose	November 2022	YE Target
Cultural proficiency training – all colleagues*	↑ 83%	85%
Racism: A public health crisis – leadership*	↑ 90%	95%
Preventable hospitalizations (all populations)	↓ 36.67	31.17
Preventable hospitalizations (dually enrolled)	↓ 112.76	132.04

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

Performance	November 2022	YE Target
All cause readmissions	↓ 10.1	14.8%
Operating margin	↑ -7.3%	0.50%
Primary care membership	↑ 425,805	448,673
OHSA recordable injury rate	↓ 5.33	5.38
Falls with injury rate	↓ 1.12	0.45

People	November 2022	YE Target
Likelihood to recommend in Acute Care	↑ 62.31%	64.49%
Likelihood to recommend in ED	↑ 56.51%	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	November 2022	YE Target
Non-hospital/Non-SNF segment annual revenue growth (YTD actual)	↑ \$271,990	\$755,674

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](#)

2023 Preview

MercyOne leaders have outlined 2023 legislative priorities, keeping in mind action steps, and also anticipating what issues might be raised by the governor, legislators and other organizations.

In the broadest sense, our objectives as advocates are to:

- Influence health policy at all levels of government
- Inform and persuade policymakers through relationship-building so they understand the needs of Iowa's health care industry
- Educate lawmakers on regulatory burdens affecting MercyOne and propose solutions lawmakers can influence

MercyOne 2023 Legislative Agenda

Leading Priorities

- Healthcare Workforce
- Medical Malpractice
- Statewide Provider Tax (Medicaid)
- Rural Emergency Hospital Designation (REH)

Supporting Priorities

- Certificate of Need (CON)
- Mental Health



MercyOne Chief of Staff **Mary Cownie** is our advocacy leader and our single point of contact for all MercyOne outreach to state and federal leaders. She will provide regular updates as sessions begins in January. If you have questions about this work, [contact Mary](#).

Colleague recognized by Congresswoman Hinson

Congresswoman Ashley Hinson recognized MercyOne nurse and military veteran **Christina Schauer** on the House Floor, calling her courage "unmatched". [Click the image to watch this short clip.](#)

Christina is the director of clinical and professional development at MercyOne Dubuque. She is also a champion of Military and Veterans Health Care, raising awareness of veterans' unique medical needs to ensure every MercyOne patient is served with empathy, dignity and compassion. Thank you, Congresswoman Hinson, for highlighting Christina's dedication and service to others!



MercyOne leader recognized for serving others

We celebrate MercyOne's division director of Diversity, Health Equity and Inclusion **Jacquie Easley McGhee**, who received the inaugural Corporate Citizen of the Year Award during the Des Moines Branch of the NAACP's 46th Annual Freedom Fund Banquet.

Easley McGhee was recognized for her efforts in community outreach, including initiatives to bring critical health information to the African-American community and awareness of the maternal health disparities of women of color.

Thank you, Jacquie, for upholding MercyOne's commitment to serve all who need healing within our ministry. Congratulations!



Victoria Henderson Weber, NAACP Des Moines Branch president; Jacquie Easley McGhee; Nick Peterson, NAACP Des Moines Branch vice president

Colleague Care Circle

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

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](#).



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 ...

Please join us in congratulating MercyOne Des Moines Medical Center colleague, **Jeff Brock**, PharmD, MBA, BCPS AC-ID on passing the Board of Pharmacy Specialties exam for Infectious Diseases. Dr. Brock is now one of only 10 Board Certified Infectious Disease Pharmacists in Iowa. Congrats, Dr. Brock! We are proud to have you as our very own MercyOne Infectious Disease Pharmacy Specialist! [Learn more about Dr. Brock here.](#)



This is what Integrity looks like ...

Three MercyOne Central Iowa locations have received American Heart Association outpatient program achievement awards! Congratulations and thank you for bringing to life our vision to be the most trusted health partner. [Read the full press release here.](#)

This is what Integrity looks like ...

For the third time in less than a year, MercyOne Siouxland Medical Center's **Jennifer Perera** was presented with the Daisy Award for Extraordinary Nurses. She was nominated and won in April, August and September of 2022.



"I am at a loss for words and gratitude for all the patients' paths that I have been able to cross," Jennifer said. "It's an honor to have had an impact on their lives when they needed me most. I can be their voice when they need a strong advocate, a healing hand to help them mend and an ear for concerns or just to chat. I am thankful and blessed to be a part of this amazing MercyOne family!"

[Read the stories behind her nominations.](#)

Reverence

Here is what Reverence looks like to me ...

Carol from MercyOne North Iowa Critical Care Unit often builds such meaningful connections with families that out in the community, you will hear people shout, "Hi, Critical Care Carol!" On this particular day, she came in on her day off to spend time with a family on the one-year anniversary of their mother's passing. They reminisced about how Carol gave one of the daughters a ride back to her hotel the night her mother died. They talked about how meeting Carol had been a bright spot for them during a very difficult time. Due to her nomination, Carol received a check for \$400 as part of North Iowa's Colleague Recognition Award program.



This is what Reverence looks like to me ...

In 2014, when Cheryl Meller was only 25 weeks pregnant, the last thing she expected was to go into labor. After an emergency cesarean section at MercyOne Waterloo Birth Center, her son Wyatt was born weighing only 1 pound 10 ounces.

"I'll never forget the exceptional care we received from the doctors and nurses," Meller said. "From the nurse who held my hand in the operating room as I whispered that I was scared to the many nurses who stopped into my room after I got out of recovery – they would tell me everything was going to be OK. They were so sincere and compassionate. I believed them and with all my heart, I knew Wyatt was going to be OK."

On Nov. 17, 2017 – three years since Wyatt's discharge day – the family dropped off its first basket of board books at the MercyOne Waterloo Birth Center, and the Warrior Wyatt Lending Library was born. Now, each year, the family collects and donates books to the library.

This is what Reverence looks like to me ...

MercyOne Newton's senior leadership team, led by president **Laurie Conner** (second from right), donned hairnets and gloves to personally serve up a homestyle Thanksgiving meal to colleagues as a gesture of appreciation. MercyOne colleagues deliver outstanding service every day of the year, and we thank you for being here to support our mission as a healing presence within our community.



This is what Reverence looks like to me ...

It's a simple message but one **Victor** hopes will make an impact: remember to smile today. No matter where he's stationed in MercyOne Siouxland, you'll find Victor with his paint cart, his sign and a smile. He says he believes spreading positivity, kindness and generosity to others creates a good atmosphere for our colleagues and patients.

"I want people to know that joy and happiness lies within all of us. I hope it makes them smile."

Thank you for bringing a smile to our circle of care!



[Family's generosity enshrined in library's creation](#)

Commitment to Those Who are Poor



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



Candy Wagenknecht, Ashley Byrd and Dezi Stratton were chosen as Recognition Rockstars from a pool of more than 320 submissions! The MercyOne Clinton Medical Center colleagues were nominated for going above and beyond to ensure a patient, who had no money or form of transportation, received their life-saving insulin. From covering the co-pay until the patient could pay for it, to driving to pick it up, this team takes patient-centered care to the next level.

Each quarter, MercyOne Eastern Iowa recognizes the most impactful Focused Recognitions submitted throughout the previous quarter. Congratulations, Candy, Ashley and Dezi and thank you for living this core value! You are Clinton's Rockstar



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

Tami Fairbanks and Chris Larson, members of the Quality department at MercyOne Newton Medical Center, proudly accepted the Achievement in Improving Community Service Integration award at the recent Iowa Healthcare Collaborative Conference. Tami and Chris's presentation focused on MercyOne Newton's community health worker and the resources she provides to individuals in need who present to our Emergency Department.

Focused Recognition

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

I want to recognize from for living our Culture.

Given by: _____ Date: _____

Our Core Values

<input type="checkbox"/> Reverence	<input type="checkbox"/> Justice
<input type="checkbox"/> Commitment to Those Who are Poor	<input type="checkbox"/> Stewardship
<input type="checkbox"/> Safety	<input type="checkbox"/> Integrity

Our Actions

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

Thank you for helping us

LIVE Our Mission

ACHIEVE Our Vision

KEEP Our Promise

► **New Focused Recognition cards are now available.**

Safety

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

Congratulations to MercyOne Iowa Heart Center for being a top five enroller in the landmark BEST-CLI trial which was recently published in the [New England Journal of Medicine](#). The international research study aimed at figuring out the best treatment for people with peripheral arterial disease (PAD) – also known as poor blood flow, and associated with Critical Limb Ischemia (CLI).

Vascular surgeon **David Chew**, MD, was a primary author on the abstract and Interventional Cardiologist **David McAllister**, DO, was the primary investigator. Sub-investigators included Dr. Chew, **Dr. Kuestner**, **Dr. Borremeo**, **Dr. Ebaugh**, **Dr. Ghali**, **Dr. Atul Chawla**, Bryan Foster, PA, **Laura Nelson**, PA-C, **Jacoby Stieler**, ARNP and **Caitlyn Arey**, ARNP. **Donna Prouty**, RN, was the primary study coordinator from 2014-2022. Congratulations to the entire MercyOne Iowa Heart Center research team for your efforts and bringing research to Iowa!



This is what Safety looks like in Dubuque ...

[Watch the news coverage on KWWL.](#)

MercyOne Dubuque Medical Center is Iowa’s first hospital recognized for readiness to provide emergency care for children. The recognition comes from the new Iowa Pediatric Emergency Assessment and Care Recognition Program.

“We are proud to be first in the state to receive this important recognition, validating our longstanding commitment to excellent pediatric emergency care in the region,” said **Kay Takes**, president, MercyOne Dubuque and the Eastern Iowa Region.

MercyOne Dubuque piloted the program, which will soon be offered to all 117 Iowa hospitals. To be recognized, hospitals are evaluated on equipment, training and support of pediatric patients and their families.

[Learn how treating pediatric medical emergencies requires special attention](#), as explained by MercyOne Dubuque’s chief nursing officer to the Telegraph Herald.



Trinity Health Microsoft Authenticator App deployment – Action needed by Jan. 15

Beginning Jan. 16, the Microsoft Authenticator Mobile App will be a required tool to secure Trinity Health systems. All colleagues and Medical Staff using Trinity Health technology will need to download and install the Microsoft Authenticator Mobile App onto their mobile devices. [Learn more information here >](#)

Justice

This is what Justice looks like to me...

Resident physicians from [MercyOne Northeast Iowa](#) fostered new relationships during a round of Medical Jeopardy hosted by the Iowa Academy of Family Physicians during a recent conference. The Waterloo Wizards, comprised of **Dr. Daniel Oswald** (PGY-2), **Dr. Aralis Fuentes Martinez** (PGY-1) and **Dr. Felix Kurilov** (PGY-3), lost during double jeopardy when they bet it all on how to spell sphygmomanometer.

Doctors enjoyed the camaraderie and the opportunity to connect with family practice physicians and fellow residents.



Sphygmomanometer, a device used to measure blood pressure (also called a blood pressure monitor)

Stewardship

This what Stewardship looks like to me ...

Dr. Tarec Elajami, cardiologist with [MercyOne North Iowa Heart Center](#) in Mason City, is now seeing patients at Floyd County Medical Center in Charles City! "I enjoy my visits to Charles City because patients are very kind, and I feel a strong sense of community," said Dr. Elajami. "There is a high prevalence of cardiovascular disease in the area, and I aim to provide excellent cardiovascular care."

See the full news release about this exciting expansion to Floyd County here > [MercyOne expands cardiology to Floyd County North Iowa, Iowa \(IA\), MercyOne North Iowa](#)

This is what Stewardship looks like ...

MercyOne is experiencing growth in the number of MRIs performed at Cedar Falls Medical Center after installing new equipment which scans faster and in greater detail. The technology upgrade was supported in part by the MercyOne Cedar Falls Foundation, which raised \$270,000 this year, including \$20,000 through the 34th annual Festival of Trees. The MRI upgrade directly benefits patients.

"We've been able to give patients 15 or 20 minutes back in their day while improving the images doctors need to diagnose or rule out medical conditions and personalize a treatment plan," said **Brenda Kriz**, MRI supervisor.



In addition, patients who are claustrophobic, uncomfortable in confined spaces or previously had trouble receiving an MRI due to obesity benefit from the new, more open design.

Integrity & Compliance Awareness Campaign

December 2022

Make System Access a No-Brainer!

Why are MercyOne colleagues given access to Trinity Health information systems?

The answer to that question is a no-brainer: So that we can do our jobs, of course! First and foremost, doing our jobs means delivering quality patient care to every patient, every day, as well as meeting business needs for our organization.

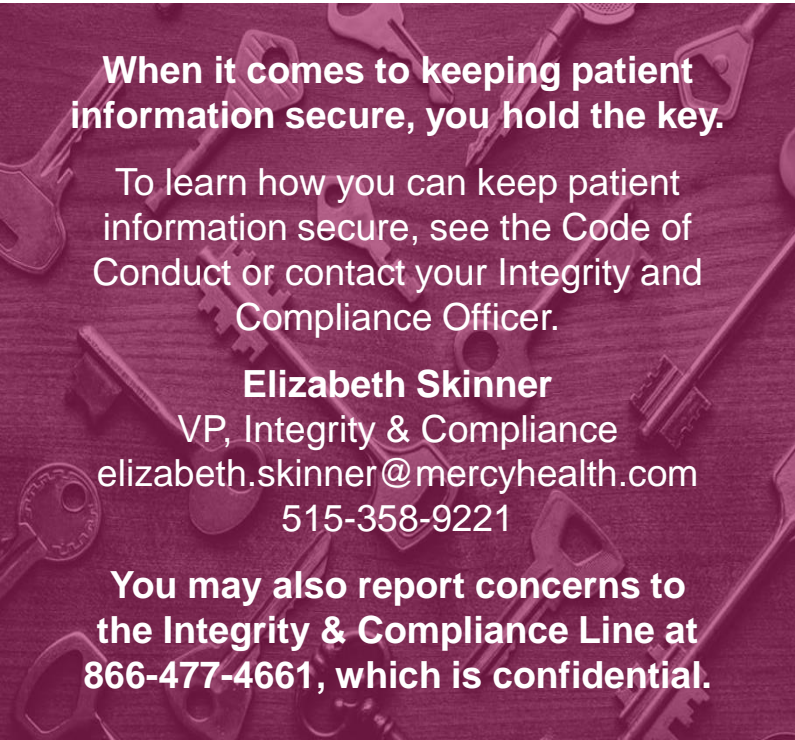
System access privileges give a MercyOne colleague the ability to read, write, modify or communicate patient information and business data. Whether we're running a report for the Marketing department or uploading an x-ray to a patient's file, our system access is necessary to keep the organization humming. And with system access privileges comes personal accountability and responsibility.

Patients who come to MercyOne trust that their health-related information will be used appropriately and that MercyOne colleagues will respect their privacy and dignity.

Every MercyOne colleague with system access privileges is accountable for each access to patient and business confidential information they make every day. They are also responsible for ensuring they access only the information needed to get the job done. Every colleague signs the mandatory Trinity Health Confidentiality and Network Access Agreement and commits to following Trinity Health and MercyOne privacy and security procedures around the use of patient and business confidential information. This includes reporting any concern the colleague may have about potential violations of privacy and security to their manager or Privacy Official.

No matter how well-intentioned a colleague may be, accessing patient information that the colleague does not need to do their job is a privacy and security violation. The consequences of unauthorized or inappropriate use of system access privileges can be quite serious, including termination of employment and possible civil (monetary) and criminal (prison) penalties imposed both by state and federal regulatory agencies.

The reason MercyOne colleagues have system access privileges may be a "no-brainer," but the accountability and responsibility that goes with that privilege requires us to be vigilant and respectful of every patient's information, every place, every day.

A background image for the bottom right section showing several keys of various shapes and sizes scattered on a wooden surface. The image is overlaid with a semi-transparent purple/maroon color.

When it comes to keeping patient information secure, you hold the key.

To learn how you can keep patient information secure, see the Code of Conduct or contact your Integrity and Compliance Officer.

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.

December Case Study: Inappropriate Access/Security

An attacker sent a malicious phishing email to multiple organizations, including a Trinity Health Ministry. A highly respected colleague was tricked into opening an attachment within the malicious phishing email and entered her Trinity Health username and password to view the document. After the colleague accidentally provided her username and password to the attacker, the attacker used the credentials to access the colleague's Outlook email box.

Discussion Questions/Points

What are the potential impacts of the attacker accessing the email box?

- The attacker potentially viewed a large amount of PHI that was stored in an email attachment within the mailbox. This inappropriate access to PHI was considered a HIPAA violation and required Trinity Health to report the incident to the U.S. Department of Health & Human Services Office of Civil Rights and to the patients whose information was compromised.
- Trinity Health was forced to focus significant funds and resources to research, analyze, report, and communicate information regarding the security incident. These funds could have otherwise been used to serve patients and focus on our mission.
- Our reputation as a trusted health partner for life has been tainted in the local community (and to a certain degree, the national community) due to news coverage of the event.

How can you prevent this from happening in the future?

- Pause and take time to evaluate suspicious email messages for phishing warning signs. Pay special attention to emails that include the 'external warning' banner.
- Never click on links, open attachments, or enter your credentials if the message is from an unknown source. When in doubt, confirm the origin of messages before clicking.
- Do not store PHI in your mailbox for longer than needed. Save PHI to secure file locations and delete associated emails (including deleting from the "deleted items" folder).
- Report suspicious messages using the Outlook "Report Message" Button. The Enterprise Information Security team will promptly analyze it for malicious characteristics.

