

Full Circle

Your best life. Our one purpose.

Message from the CEO

March was a big month of celebrations with Easter, St. Patrick's Day, Spring Break and March Madness. Also celebrated at MercyOne were Doctors' Day, Patient Safety Week and all month long, **Women's History Month!** We are experiencing a higher level of energy as days get longer and temps start to trend warmer.



Additionally, **March 1 marked one year since we officially welcomed Genesis Health System as a member of our MercyOne Family** – what a great addition of quality clinical care and amazing people. We are now the largest, and leading, system of health services to Iowans and surrounding regions because of our 22,500 colleagues and 2,700 doctors and providers.

As MercyOne colleagues know from our own transition into

Trinity Health, these big changes can take time, and it's not always easy. Change never is. Over the last year with Genesis, and the last four years with the pandemic, we have gotten to know each other better through the changes while holding fast to our commitment to fulfill our Mission. We will continue to transform our care system combining our skills while learning and growing to expand our circle of care and assist our patients and communities in living their best lives. And we will do all of this together as One.

As we inch closer to important milestones such as bringing our Genesis colleagues into our Microsoft365 environment (email, SharePoint, etc.), we also look forward to the unveiling of a new name and brand for Genesis. This is an exciting time, and I hope it will drive home our true Oneness, because as you know, together, we are stronger as one!

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I look forward to continuing our work to enhance access to personalized and convenient care across the state of Iowa and the surrounding regions. It is both an honor and privilege to serve with each of you.

Bob Ritz
MercyOne President and CEO



Colleagues please:

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



People

Portfolio

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People



Congratulations to our Pediatrics, Emergency Management and EMS teams, who received the **Iowa Pediatric Emergency Assessment and Care designation**. There are only four other hospitals in the state to achieve this designation!

New board members

Three new members added to MercyOne Siouxland Foundation Board of Directors. Help us welcome:

- William Bass with Ho-Chunk
- Jon Saylor with Central Bank
- Grant Wetz with Bomgaars

Nurses recognized as 2024 Great Iowa Nurses

MercyOne proudly announces 18 of our nurses from our owned and managed medical centers are among the 108 Iowa nurses recognized as 2024 Great Iowa Nurses. [Read the news release.](#)

- **Anna Anderson,**
VanDiest Medical Center
- **Lisa Andresen,**
Genesis Medical Center, Davenport
- **Steven Barnhart,**
Genesis Medical Center, Davenport
- **Kristen Ernsperger,**
MercyOne, Des Moines
- **Jacquelyn Hart,**
MercyOne, Des Moines
- **Maggie Kettwick,**
MercyOne, Des Moines
- **Elizabeth Knief,**
MercyOne, Waterloo
- **Kristen Loffswold,**
MercyOne, Siouxland
- **Makayla Nims,**
MercyOne, Des Moines
- **Christina Peterson,**
VanDiest Medical Center
- **Andrea Queen,**
MercyOne, Siouxland
- **Elizabeth Rogers,**
MercyOne Bluebell Road Family Medicine, Cedar Falls
- **Brenda K Rummel,**
MercyOne, Des Moines
- **Bridget Saffold,**
MercyOne, Northeast Iowa
- **Heather Scott,**
MercyOne, Des Moines
- **Anna Schaub,**
MercyOne, Dubuque
- **Charity Verbrugge,**
Palo Alto County Health System
- **Carly Whitcomb,**
Genesis Medical Center, Davenport

MercyOne Elkader Medical Center President, **Brooke Kensinger** and Kossuth Regional Health Center CEO, **Dar Elbert**, were named to Becker's Hospital Review's 110 Rural Hospital and Health System CEOs to Know in 2024. [Learn more.](#)



Spirit Days

Many of our locations hold Spirit Days on Fridays. In March, our colleagues wore green to celebrate St. Patrick's Day. Check out photos from across our Ministry!



Purpose

MercyOne opens new location in Waukee

MercyOne Waukee Pediatrics Care celebrated its new location, 350 E. Hickman Road, with a ribbon cutting including MercyOne colleagues, local dignitaries and community leaders on March 29.



“MercyOne is proud to be a part of the vibrant and growing community of Waukee,” said **Jennifer Olson, DO**, president MercyOne Medical Group.

“Our team is eager to meet all the health care needs of residents in Waukee and the surrounding area. MercyOne Waukee Pediatrics Care offers essential care young Iowans need.”



Performance



Revolutionary Nursing Practice TogetherTeam Virtual Connected Care™ comes to MercyOne Dubuque Medical Center

MercyOne Dubuque Medical Center rolled out a care delivery model to address the nursing workforce crisis, improve care delivery, increase job satisfaction and create career pathways for nurses at any stage of their career. [Learn more about TogetherTeam Virtual Connected Care™.](#)

MercyOne Des Moines Medical Center has been recognized as one of the 250 top hospitals in the country by Healthgrades as part of its annual "America's Best Hospitals Awards." This distinction places MercyOne Des Moines Medical Center in the top 5% of 4,500 hospitals nationwide assessed for superior clinical performance, as measured by Healthgrades. MercyOne Des Moines Medical Center is the only hospital in Iowa to be recognized by Healthgrades. [Read the news release.](#)

MercyOne Dubuque, Des Moines and North Iowa Medical Centers were recognized by Newsweek as America's Best-In-State Hospitals 2024! [Learn more about the designation.](#)

Portfolio

| Purpose | | Feb. '24 | YE Target |
|--|---|-------------|--------------|
| Total DEI Plan Completion | ↑ | 71% | 100% |
| Preventable hospitalizations (dually enrolled) | ↑ | \$8,356,325 | \$11,343,055 |

| Performance | | Feb. '24 | YE Target |
|-------------------------------|---|----------|-----------|
| Operating Cash Flow Margin | ↑ | 4.95% | 1.52% |
| Access to Care | ↑ | 96.86% | 97.20% |
| Falls with injury rate | ↓ | 0.96 | 0.90 |
| OSHA Recordable Injury Rate** | ↓ | 5.76 | 5.88 |

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

| People | | Feb. '24 | YE Target |
|--|---|------------------------|-----------|
| Voluntary Turnover | ↓ | 18.30% | 22.0% |
| Colleague Engagement Index* | ↑ | Measured in Spring '24 | 3.5 |
| Likelihood to Recommend in Acute Care | ↑ | 63.34% | 64.43% |
| Likelihood to Recommend in the ED | ↑ | 60.07% | 63.02% |
| Likelihood to Recommend in Medical Group | ↑ | 92.45% | 93.09% |

FY24 Scorecard Footnotes

***Colleague Engagement Index:** The Colleague Engagement Index will be a baseline setting year for MercyOne as the organization begins to transition to Trinity Health's StandOut platform in the Spring of 2024. Data will not be available until Spring 2024 after MercyOne's pulse survey.

****OSHA Data:** The following sites include clinic data in their OSHA reporting: Centerville, Cedar Falls, Clinton, Elkader, Mason City, New Hampton, Oelwein, Primghar and Waterloo.

MercyOne Balanced Scorecard measures defined

Health Equity Plans (Diversity, Equity and Inclusion)

- Measures our commitment to advance health and racial equity where those we serve have a just and fair opportunity to be as healthy as possible. Progress toward completion of the Health Equity plan will be measured quarterly:
- **By Q1 End:** Hospitals will develop a Health Equity Team AND Identify 1 person to complete the AHA Health Equity Assessment (25%)
 - **By Q2 End:** The local Health Equity Team will gather all available DEI, SOGI, RACI data to better understand disparities in their market. AND Hospitals will complete the AHA Health Equity Assessment. (38%)
 - **By Q3 End:** The Health Equity team will select 1 or 2 disparities to address for their hospital and create a comprehensive, attainable plan to address the identified health disparities. (18.5%)
 - **By Q4 End:** Begin implementation of the Health Disparity plans. (18.5%)
 - Critical Access Hospitals will only be required to complete the AHA Survey

Community Impact Improvement

- Measures our commitment to promote optimal health for people experiencing poverty and other vulnerabilities in our communities by addressing patient social needs, building community capacity and dismantling racism
- IRS defines community benefit (CB) as programs or activities that provide treatment and/or promote health and healing as a response to identified community needs to improve access or increase the public health of the community.
 - **Community Impact Improvement** = CB categories (financial contributions, CB operations, community building, community health improvement) + External Grants/Philanthropy received + CHWs in Clinically Integrated Network
 - Measured monthly
 - Source is CBISA, self-reported grants received and CHW increase in CINS
 - National Health Ministries and Continuing Care are excluded from this measure
 - This Measure Excludes Genesis in FY24

Operating Cash Flow Margin

- Measures reflects operational and financial performance that drives cash flow needed to re-invest in the organization, setting us on our path to achieve long-term financial sustainability.
- Operating Cash Flow / Operating Revenue
 - Operating Revenue = Net Patient Service Revenue + Other Operating Revenue
 - Operating Cash Flow = Operating Income + Depreciation + Interest

Access to Care

- Measures our ability to accept new business, within the parameters of when patients want to be seen. Represents the organic growth of our business.
- Satisfactory Access Rate
 - Rolling 6 month average % of Patients Able to Appoint in Primary Care within their preferred timeframe,
 - Measured by Press Ganey Fusion Top Box Score for the question "Routine appt/ check-up as soon as needed"

OSHA Recordable Injury Rate (RIR)

- Reflects the number of serious injuries to our colleagues on a monthly basis supporting our journey to Zero Harm
- Measured as (number of recordable incidents/FTE productive hours) x 200,000 - excluding recordable incidents related to COVID-19
 - Measured on rolling 12 months
 - Measured monthly as MercyOne roll up, also by ministry and able to drill into specific injury type on the TogetherSafe dashboard

Falls with Injury Rate

- This measure reflects the rate of falls with injuries in the acute care environment on a monthly basis supporting our journey to Zero Harm
- Acute Inpatients Measured as number of falls with injury minor or greater per 1,000 patient days utilizing NDNQI definition
 - Measured on rolling 6 months
 - Measured monthly as MercyOne roll up, also by ministry and RHM
 - IRF measured as number of falls with major injury per 1,000 patient days utilizing CMS definition and national average

Colleague Voluntary Turnover

- Measures how well our organization retains our colleagues
- Maintain baseline for voluntary turnover
 - Calculated as the percent of colleagues that voluntarily leave the organization during the reporting period, annualized.
 - Measured monthly on a six-month rolling basis, annualized
 - Excludes providers, temps, and interns.

Likelihood To Recommend – Acute, ED and Medical Group

- Measures a patient's Likelihood to Recommend our services and allows for benchmarking performance within Trinity Health
- LTR Acute-Top Box response to "Would you recommend this hospital to your friends and family"
 - LTR ED-Top Box response to "Likelihood of you recommending our Emergency Department to others"
 - LTR MG-Top Box response to "Would you recommend this provider's office to your family and friends"



(L-R) State Representative, Pat Grassley, Bob Ritz, MercyOne President and CEO, Dr. Jennifer Olson, President of MercyOne Medical Group, Heather Campbell, MercyOne VP Managing Counsel

Speaker of the House and State Representative Pat Grassley spoke with MercyOne leaders on various challenges affecting the health care industry in Iowa. We thanked him for his leadership and continued support of MercyOne and our colleagues across the state.

In March, MercyOne leaders and board members from across the region were fortunate to hear from Senator Charles Grassley (representing entire state) and Representative Ashley Hinson (Northeast IA) regarding updates from Washington DC, and action on Capitol Hill. We were able to have a question and answer regarding health care priorities that our industry has been monitoring for years and in some cases, decades - like Medicare! We were able to cover issues such as:

- Change Healthcare and the recent cyberattack, along with the impact to MercyOne.
- Medicare Advantage and recent challenges we have experienced with these plans in terms of delays and denials.
- Medicare physician fee payment cuts and encouraging them to reverse these (we made progress on this one!)
- 340B and encouraging action to hold pharmaceutical companies accountable for those who are choosing not to participate in the programs.
- Last but not least, and most important, our people.

We shared the challenges we have with building and growing our pathways, and how workplace violence has exacerbated this issue. We look forward to continuing to work with all members of the delegation to continue fighting for MercyOne, our health care needs and the Iowans we serve.

MercyOne providers and leaders attended [Iowa Hospital Association](#) Hospital Day on the Hill. They used this opportunity to build relations with legislators and fellow advocates while making a difference in health care policies affecting the communities and patients Iowa hospitals serve.



Senator Amy Sinclair, President of the Iowa Senate, and Lillian Dittrick, President of MercyOne Population Health



Shankar Raman, MercyOne Colon and Rectal Surgeon, and Jennifer Konfrst, Minority Leader Representative

Happy Women's History Month!

More than half of all Trinity Health (and MercyOne) colleagues 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, we're recognizing women who are serving across the Ministry. We hope you enjoy getting acquainted and learning more about some of the women at MercyOne 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.



Jessica Griffin
Certified Medical Assistant
Central Iowa Women's Center
MercyOne

Which Core Value is significant to you and why?

Commitment to Those Who are Experiencing Poverty and Justice. As a member of the LGBTQ community, I have faced adversity and prejudice in the community and healthcare settings. It is my responsibility and privilege to treat all patients with respect and dignity and show them that MercyOne is a place of belonging and acceptance to all walks of life no matter income, race, religion, nationality, or sexual orientation.

What is inclusive leadership to you and why is it important?

Inclusive leadership is acknowledging each of my coworkers as the individuals they are and their contributions to the MercyOne team; from the custodian caring for the building to the doctors giving life-saving care, we each play an important role and MercyOne would not survive without any of us.

Inclusiveness is also acknowledging my fellow employees and patients in the LGBTQ community and the barriers they face in healthcare and the world at large. Acknowledging their views and barriers and showing them that MercyOne is an inclusive place and safe space is inclusive leadership to me.

How do you demonstrate inclusive leadership?

I speak to and interact with all my coworkers as much as possible on a daily basis and get to know them and their situations. We are a unique mix of cultures, backgrounds, experiences, and talents.



Jacquie Easley McGhee
Division Director,
Health Equity, Diversity, and Inclusion
MercyOne

Which Core Value is significant to you and why?

Reverence is the sum total of all the Core Values as it represents the mission of the women who founded our organization. Their legacy compels us to heal the broken, advocate for the voiceless, call out injustice, and pray for peace in our streets and throughout the world.

What is inclusive leadership to you and why is it important?

Inclusive leaders ensure all team members feel a sense of belonging and value. These leaders also empower their colleagues to achieve their full potential.

How do you demonstrate inclusive leadership?

I try to emulate every day the words of Micah 6:8: Do justly, to love mercy, and to walk humbly with God. As a servant leader, I've strived to be a good listener, encourage collaboration among internal and external partners, and support a safe space for all individuals. As a result, MercyOne is building trusting relationships that have resulted in reducing disparities in health outcomes in our vulnerable patient populations.

[Find all Our Core Values here](#)

Focused storytelling is based on Our Core Values:

Reverence • Commitment to Those Experiencing Poverty • Safety • Justice • Stewardship • Integrity

Integrity

This is what Integrity looks like:

Brad Hedlund of Sioux City was in heart failure and unsure of his future when he came to **MercyOne Siouxland Heart and Vascular Center** for a second opinion on his condition. The team at MercyOne determined he was the perfect candidate and was approved for Cardiac Contractility Modulation (CCM) Therapy. "Everybody at MercyOne was so upbeat. They told me, 'We can help you,'" Brad said. On March 1, 2024, Brad was the first patient at MercyOne Siouxland to have the CCM Therapy Procedure, which involves a minimally invasive, implantable device called the Optimizer that delivers CCM therapy. Similar to the size of a pacemaker, it improves heart contractions, allowing more oxygen-rich blood to reach the body.

Mohammad El Baba, MD, an electrophysiologist, and his team performed the procedure. "It's so rewarding when



you see a problem in a patient, and you're the one to fix it," said Dr. El Baba. Two weeks after the procedure, Brad said his quality of life had drastically improved, "I feel better than I have in years. I see a future I couldn't imagine before I got the CCM procedure."

Commitment to Those Experiencing Poverty

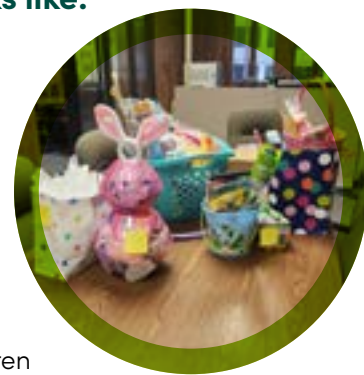
This is what Commitment to Those Experiencing Poverty looks like:

Every year, MercyOne Internal Medicine provider, **Lazaro Rabang, MD**, takes a trip to the Philippines to visit family. During this time, he also shares his knowledge, skills and experience with local health care givers and students in support of quality health care.

Prior to the trip, he organized donations of medical supplies to support local caregivers in the Philippines. Dr. Rabang also partnered with Far Eastern University in Manila, contributing toward financial aid given to students. Thank you, Dr. Rabang, for your commitment to MercyOne's Mission to transform health care within our communities locally and abroad. Your knowledge and financial assistance will help shape the next generation of medical professions.

This is what Commitment to Those Experiencing Poverty looks like:

Upon learning a colleague at MercyOne Siouxland Medical Center had rent paid through the MercyOne Siouxland Foundation's Spirit of Mercy fund, **Jennifer Haugen**, Foundation Coordinator, asked what more could be done to help.



She learned the colleague's children also needed clothing and other items. Jennifer shared the situation with fellow colleagues during a morning huddle, at which time, six colleagues from different departments volunteered to buy items for the children. When colleagues reach out to help one another, either through contributing to the Spirit of Mercy fund, or personal support, the colleague in need is always so grateful and humbled by the help.

Reverence



This is what Reverence looks like:


MercyOne Children's Hospital colleagues arranged for personalized Valentine cards, with a goal of spreading love and kindness to MercyOne colleagues in Des Moines. Colleagues were invited to address and write individual messages to other MercyOne colleagues. More than 1,000 Valentines were delivered on Feb. 14.

This is what Reverence looks like:

Labor and delivery nurse, **Madeline Maloney, RN**, of MercyOne Dubuque Medical Center received a unique gift this Valentine's Day. She came in for her shift to learn a couple had named their newborn Madeline in honor of her. The couple never forgot the compassionate care and comfort they received from Maloney in 2022, when their daughter was stillborn. While every colleague at MercyOne was exceptional during the experience, the parents say Maloney's kindness and calming nature had a tremendous impact on them during their grief. "It's so fulfilling getting to see somebody go through something so hard and then come back and get to see them smiling, happy and just filled with the joy and anticipation of bringing a new life into the world," Maloney said. "That was so special."



This is what Reverence looks like:



When **Carrie Bailey**, manager of Genesis Cardiac Surgery, heard a commotion near the Genesis Heart Institute atrium, she stepped out of her clinic office to see if she could help. She discovered a very upset patient who didn't have shoes, and thus, couldn't get on a bus to go home. Without a second thought, Carrie immediately took off her own shoes -- her favorite black boots -- and gave them to the woman. "The patient needed shoes," Carrie said. "I asked her what size shoes she wore. She wore size 8, so I gave her my own shoes because she was in so much distress, and I wanted to help her get home."

Medical Group

Happy National Doctors' Day to the physicians who generously share their time and expertise and to the patients whose lives they change!

Thank you for your faithfulness in navigating an ever-changing healthcare landscape. Your unwavering commitment to improving the health of our communities while serving your patients in our hospitals, Medical Groups, emergency departments, and clinically integrated networks, while also supporting our clinical teams, and engaging in initiatives across our health system. [Read the memo.](#)



Safety

This is what Safety looks like:

It's a call you never want to get, but as soon as our MercyOne teams in the Des Moines metro got the call on January 4 of a school shooting in Perry, Iowa, they quickly pivoted in mass casualty incident (MCI) operations. Everyone in the hospital plays a role in MCI, which is why we routinely practice for these incidents. Every one of our colleagues excelled in their role on that January day, allowing MercyOne to focus on emergency care for the patients from Perry. Our hearts go out to Perry as we continue to pray for recovery in their community. Thank you to the MercyOne teams for their strong show of support to our communities and patients.

This is what Safety looks like:

MercyOne Medical Group presented the Lamp Award to colleagues of **Genesis Valley Fair Physical Therapy** who shifted quickly to relocate their clinic when they had an extensive plumbing problem in their location. Thanks for delivering outstanding patient experience! [Learn more](#) about the process.

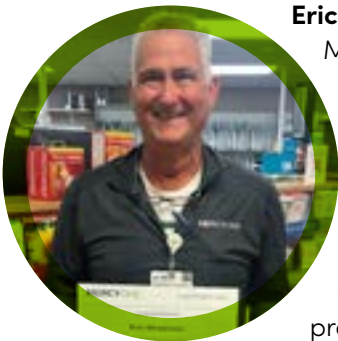
Stewardship

This is what Stewardship looks like:

Alyssa Boziel, Clinical & Professional Development at **MercyOne Dubuque Medical Center**, has done an incredible job building and expanding their high school internship program giving local Dubuque high school students the opportunity to explore multiple areas in the health care industry, encourage the next generation to consider careers in health care and address workforce shortages in the medical field. [Learn more.](#)

Justice

This is what Justice looks like to me:



Eric Strathman, pharmacist at MercyOne Cascade Family Medicine, is nothing short of remarkable. He consistently goes above and beyond to ensure the well-being of his pharmacy patients and their families. His compassion and unwavering commitment to providing the best care shine through in every interaction. "He treats

our family and especially our 92-year-old mom with the best care. She had a visit at the clinic, and Eric came over from the pharmacy, knelt on the floor and spoke to her at eye level to make sure she could hear him. Of course, he did it with a smile that would make anyone's day!" Eric's

genuine concern for the people he serves extends beyond the call of duty, making him a true asset to our Cascade community and a true example of what it means to be an exceptional health care provider!



Medical Necessity

Care provided must be medically necessary in order to be paid. More importantly, medical necessity may be tied to patient safety concerns! This Tip Sheet is a guide for our clinical professionals and providers to ensure the documentation exists to support payment and establish a clear and accurate medical record.

- Medicare defines a service or item as medically necessary if it is reasonable and necessary for the diagnosis and treatment of illness or injury. The Medicare Local Coverage Determination and/or National Coverage Determination for a service or item determines medical necessity.
- Providers should consider medical necessity as both patient specific and time specific.
- When submitting claims for payment, it is the diagnosis codes reported with the service that tells the payer “why” a service was performed. The diagnosis reported can be the determining factor in supporting or not supporting the medical necessity of the procedure.
- Not all payers have the same interpretations of medical necessity.

Procedures and use of medical devices: documentation support

- Clinical Indications: Clearly state and list: Diseases, Diagnostic
- Results, Symptoms
- Clinical Profile: Applicable Classification or Stages, Past Medical History and Physical Exam (Exam details are evidence of face-to-face encounters required by Medicare in many instances.)
- Other Comorbidities
- Anatomical Findings – e.g. Coronary Artery Disease, Severe Aortic Valve Calcification, neurological findings, pulmonary findings
- Adjunct Devices (previous procedures) – e.g. stenting, angioplasty

- Applicable Profiles – e.g. hemodynamic findings
- Surgical Candidacy and Risks – compare risks and benefits of procedures under consideration
- Document Discussions with the Patient and Family
- Document the follow up visit with clear statements and data demonstrating the benefits and success of the procedure or use of a device.
- Review documentation to ensure it is specific to the patient and has additional facts and data if a template is used for part of the EMR.

Thank you for all that you do to support medical necessity. Peer-to-peer discussions, chart reviews, teaching residents, working with new providers, reaching out to your coders, coding auditors or Integrity & Compliance team with questions, serve to protect our patients and organization. Your documentation assists in avoiding claim denials and provides the evidence required when denials are appealed.

Medical necessity documentation, or lack of it, is one of the most common reasons for claims denials in simple terms, for insurers to not pay us for our services when we’ve billed them.

If you think we are billing for a service that is not medically necessary or that we haven’t shown the necessity in the medical record, speak up! Tell your supervisor or call the **Integrity and Compliance Line** at 866-477-4661.

Elizabeth Skinner

VP, Integrity & Compliance

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