

FullCircle

Your best life. Our one purpose.

Message from the CEO

As we are in Mother Nature's greatest season of change, MercyOne also continues our season of change.



We are advancing our integration journey as a fully aligned regional health ministry of Trinity Health.

Work to introduce and build understanding of our new culture framework is underway and will continue as leaders, physicians and colleagues gain familiarity.

Additionally, integration is also advancing to finalize our strategic plan. MercyOne's strategic pillars now align with Trinity Health's to become Purpose, People, Performance and Portfolio. We are finalizing MercyOne's strategic promise statement and will then advance to confirm strategies for the next three to five years. We are proud to have received feedback from more than 300 leaders on this work.

We have also adopted the Balanced Scorecard to showcase our ministry's performance. Similar to prior years, MercyOne as a system and our

regions have identified key metrics to measure. Beginning this fiscal year (FY23), we will use a Balanced Scorecard to report our performance with 12 key measures identified. The balanced scorecard measures ladder into Trinity Health's and MercyOne's strategic pillars.

We are also advancing the integration of teams and resources across MercyOne. Performance Excellence and Revenue Cycle teams are some of the first teams advancing towards an integrated region-wide structure, similar to our marketing and communications team. Additionally, the medical group is moving towards a united operating model to allow for a more consistent and improved patient experience.

While there is much momentum forward, MercyOne also experienced a setback in our Central Iowa region due to the recent CommonSpirit IT cybersecurity event. While repairing the IT was out of our team's control, the team rapidly came together through the incident command structure to ensure patient care was impacted as little as possible. The resiliency and commitment was truly phenomenal. Our team continues to

<u>2</u>	<u>Retention from a colleague's point of view</u>
<hr/>	
<u>9</u>	<u>Vascular surgery simulation lab</u>
<hr/>	
<u>11</u>	<u>Affiliate hospital earns AHA award</u>
<hr/>	
CONTENTS	
<u>Strategic Plan</u>	2
<u>Balanced Scorecard</u>	6
<u>Health Advocacy Update</u>	7
<u>Diversity, Equity & Inclusion</u>	8
<u>Focused Storytelling</u>	9
<u>Integrity & Compliance</u>	14

collaborate with CommonSpirit to ensure all IT systems are safely brought back online.

Thank you for your continued support of our special ministry. It is truly an honor to serve with you.

Bob Ritz
MercyOne President and CEO



People

Portfolio

Purpose

Performance

People

New colleague recruitment

We celebrate the success of MercyOne's Virtual Career Fair, which resulted in more than 140 applicants in just five days! As our human resource professionals conduct interviews, we're asking MercyOne colleagues who work in other departments to think of ways you can reach and motivate a new workforce. Whether it's sharing content from a MercyOne ambassador on social media, posting a job review on Indeed, sharing hot job postings with your friends, or simply using word of mouth to grow our one inspired team, you can make a difference.



Retention from a colleague's point of view

Human resource professionals recently visited the intensive care unit at MercyOne Waterloo Medical Center to discuss recruitment and retention. Nurse **Janna Behrendsen** felt compelled to highlight the leadership qualities she sees in her manager, **Nikki Haan**. Janna credits Nikki for retaining an inspired team through effective leadership, giving 10 specific examples which we've summarized here.

- Provides focused feedback
- Supports colleagues' needs for work/life balance by moving them to a day or night shift, and in doing so, retaining the colleague and improving morale
- Communicates directly, building trust through authenticity
- Owns her words and behaviors and mistakes in front of colleagues, building trust and supporting our core value of Safety
- Looks inward and improves daily
- Practices Stewardship, remaining accountable to support others in the circle of care
- Values Justice above attention, pursuing the greater good for patients, colleagues and MercyOne
- Values integrity, holding colleagues accountable to quality standards
- Reminds colleagues of their commitment to their patients and peers
- Chooses to Be One with the clinical nurse specialist to provide consistency to colleagues

People

Live Your Best Life

Whether you're working hard to maintain good health, have recently overcome a health event or just started a family, we want to share the joy of your story. You might even win a "Best Life" prize package! Congratulations to our October winners!



Julie Paup, Cedar Falls – Two tickets to University of Northern Iowa Football

Julie was a MercyOne patient when she was diagnosed with stage 4 lung cancer. She shares, "My fabulous doctor at the cancer center was always looking for the newest treatments. Six years later, I am cancer free and a four-year employee of MercyOne! I am truly 'Living My Best Life!'" [Hear Julie tell her incredible journey on the MercyOne podcast: Your Best Life.](#)

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



Janice Fitkin, Cedar Falls – Two tickets to University of Northern Iowa Football

Janice worked 40 years for MercyOne where she "had the wonderful privilege of working with many amazing and compassionate people." Janice has spent the last several years continuing to serve MercyOne as a volunteer. "Anyone who knows me knows that I love to travel. I love the outdoors. My doctors and their staff help me do just that. Thank you MercyOne!"



Jacque Verbick, Mt. Ayr – MercyOne Live Your Best Life T-shirt

Jacque visited the MercyOne booth during her family's visit to the Iowa State Fair! Jacque shared a photo on Facebook as her daughter Kymree got an up-close look at a MercyOne ambulance.

A promotional graphic with a dark green background. On the left, the text reads: "MERCYONE. Share photos. Win prizes! Send a photo and story of how you Live Your Best Life! #MercyOneLYBL". On the right, there is a collage of circular images showing various people smiling and interacting, including a man in a life vest, a woman in a pink shirt, a man in a white shirt, and a woman in a yellow raincoat.

People

Hospital Heroes

Seven MercyOne colleagues from across the state of Iowa were recognized with “Hospital Heroes” awards –more than half of all heroes named this year by the Iowa Hospital Association! The Iowa Hospital Heroes Awards recognize outstanding hospital employees who go above and beyond the call of duty with no expectation of award or recognition. Our colleagues include:

- **Michelle Arensdorf, RN**, Community Education/Wellness Coordinator, MercyOne Dubuque Medical Center
- **Michele Dikkers, DO**, Primary Care Physician at MercyOne affiliate Guttenberg Municipal Hospital & Clinics
- **David Eilers**, Division Director, Performance Excellence, MercyOne Central Iowa
- **Diane Probasco, BSN, RN, RN-BC**, Chief Nursing Officer, MercyOne Central Iowa
- **Kelly Richards, DNP, RN**, Senior Vice President Patient Care/Chief Nursing Officer, MercyOne Northeast Iowa
- **Douglas Summerfield, MD, MPH**, Medical Director, MercyOne North Iowa Medical Center Critical Care Unit
- **Larry Volz, MD**, General/Trauma Surgeon, MercyOne Siouxland Medical Center/ Midlands Clinic



In addition to thanking our colleagues and providers for their many contributions, MercyOne President and CEO Bob Ritz said, “What is even more gratifying is to know they are representative of the thousands of MercyOne colleagues who also work each and every day to provide compassionate care to patients and families. These heroes are living examples of how we help each person live their best life across MercyOne. We are both proud and appreciative of the special service they provide.”

[Area medical leader honored by IHA](#)

Purpose

Becoming ONE Regional Health Ministry

Integration steering continues in more than 30 areas, including those touching patient care. Moving to a single, unified medical group is a priority. Planning is also underway for a MercyOne Cardiac Service Line, our first integration of a key service line as a regional health ministry. We will continue to share updates on each integration team’s work in the MercyOne Update e-newsletter, published Mondays at 4 p.m. You can also find answers to Colleague Frequently Asked Questions at [MercyOne](#).

Portfolio

MediGold MercyOne Medicare Plan

We are excited to announce the launch of MediGold MercyOne Medicare Plan, the newly re-branded name for the MediGold health plan in Iowa. This new venture holds great promise to broaden MercyOne's mission and impact to Medicare patients.

Join us in celebration by sharing this information with family, friends and neighbors. Send them this link to help them [begin learning about the MediGold MercyOne Medicare Plan](#) that's right for them. Your loved ones can also [use the prescription drug price estimating tool](#) – very helpful as people becoming Medicare-eligible make choices and budgets for next year's health care, medical insurance and prescription drug spending.

Strategic partnership

Due diligence is underway as the next step following the Letter of Intent between MercyOne and Genesis Health System for Genesis to become a fully integrated system within MercyOne. Genesis is a mission-driven health system providing care in the Quad Cities area of Eastern Iowa and into Western Illinois. Nothing changes for colleagues or patients during this phase of the process, which could be completed in the first quarter of the new calendar year.

Performance

Performance improvement

To restore our financial well-being, MercyOne continues to advance our performance improvement plan. Since 2020, MercyOne has experienced operational losses from patient care services. These losses have been significant and require us to act to sustain our Mission. We are continuing our work to rebalance resources to today's new economies of health care and appreciate every act of stewardship.

Performance Excellence integration

Building on the momentum from current integration work with Trinity Health, MercyOne is changing how we organize and lead Performance Excellence. MercyOne President and CEO Bob Ritz announced all current Performance Excellence colleagues from across MercyOne will become one team to more effectively align Performance Excellence resources to the most important work in front us - including integration efforts, strategic initiatives, operational initiatives, safety, etc.

Not much will change for MercyOne Performance Excellence colleagues in the near-term as changes are finalized. Looking ahead 90 days, Mr. Ritz expects to have a new Performance Excellence leader in place.

To learn more about this integration, [contact our Trinity Health partner Kathy Schumacher.](#)

Balanced Scorecard

Purpose	September 2022	YE Target
Cultural proficiency training – all colleagues*	↑ 81%	95%
Racism: A public health crisis – leadership*	↑ 90%	95%
Preventable hospitalizations (all populations)	↓ 35.28	31.17
Preventable hospitalizations (dually enrolled)	↓ 117.96	132.04

*Cultural and Racism trainings will not include Central and Northeast Iowa until FY24

Performance	September 2022	YE Target
All cause readmissions	↓ 13.0%	14.8%
Operating margin	↑ -6.1%	0.50%
Primary care membership	↑ 417,523	511,350
OSHA recordable injury rate*	↓ 5.20	5.38
Falls with injury rate	↓ 0.76	0.45

* Due to challenges with the September financial close process, the productive hour denominator for the OSHA RIR calculation is not available yet. August actuals are used as a placeholder. Number will likely change.

People	September 2022	YE Target
Likelihood to recommend in Acute Care	↑ 63.4%	54.8%
Likelihood to recommend in ED	↑ 61.1%	59.5%
Colleague engagement index	↑ 3.81**	3.90
Number of engagement action plans submitted	↑ Plans due 10/28	

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

Portfolio	August 2022	YE Target
Non-hospital/Non-SNF segment annual revenue growth (YTD actual)	↑ \$107,068***	\$755,674

***Due to challenges with the September financial close process, an updated Non-Hospital/Non-SNF Revenue Growth number is not available yet.

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: Agency for Healthcare Research and Quality's measure of Ambulatory Care Sensitive Condition inpatient admissions for Medicare patients attributed to the MercyOne PHSO.
- 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 and NEI will not be included until FY24

Performance

- Falls with Injury Rate per 1,000 Patient Days: The rate of falls with injuries in the acute care environment on a monthly basis per 1,000 patient days.
- 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 24 months.
- Operating Margin: Operating margin measured per the Trinity Health Standard as the revenue we bring in minus the cost to deliver

our services. Generating growth is important to funding our future.

- All Cause Readmissions: Monthly reporting of unplanned all cause readmission to an acute care facility 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.

More information available at [MercyOne](#)

Congressional Townhalls

Townhall topics

Townhall topics include Medicare cuts, workforce shortages, workplace violence, 340B, Rural Emergency Hospital designation, immigration and telehealth. All of these issues are critical to improving and stabilizing our current environment along with the environment for our colleagues.

This October, MercyOne leaders held congressional townhall discussions with Senator Charles Grassley, Congressman Randy Feenstra and Congresswoman Ashley Hinson. We invited statewide leaders along with those from the policymakers' respective districts, covering key issues that have been affecting MercyOne for many months, if not years. These issues have been further compounded by COVID-19 along with our current financial environment.

Advocacy progress often times feels incremental, as it is. It cannot be underestimated how important it is

for our Iowa representatives to hear our collective healthcare voice, sometimes over and over and over. Why? Because they work for us, and we can help inform their decisions (their votes) in Washington, D.C. As we transition under Trinity, an exciting new opportunity will be through their eAdvocacy platform. This will make it much easier for you all to communicate with our Iowa representatives on key issues like the above. We appreciate your engagement, and please continue to flag key issues or regulatory barriers with Mary Cownie at mcownie@mercydesmoines.org.

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!



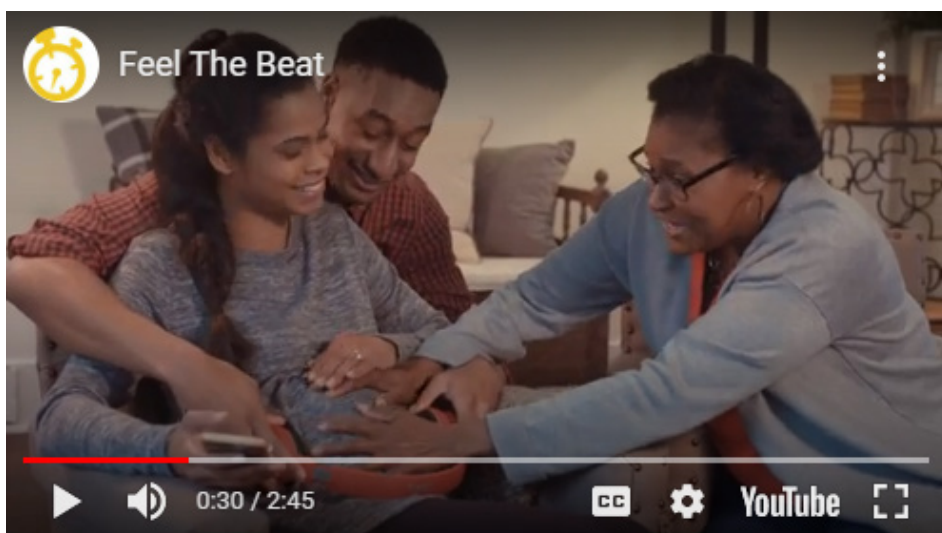
Social not your thing? Visit [MercyOne.org/bestlife](https://www.MercyOne.org/bestlife) to enter the contest.



Pregnancy and Infant Loss Awareness Month

As health providers, consider your role in influencing this health disparity: Black women have more than double the rate of stillbirths compared to white women. Stillbirth, as defined by the CDC, means losing a baby at or after 20 weeks of pregnancy – at least halfway through a full-term pregnancy. The CDC goes on to say access to quality health care, the mother’s health conditions before pregnancy, socioeconomic status and even stress could contribute to the health disparity.

One way the stillbirth rate is reversing in Iowa is through Count the Kicks, a campaign created in 2008 by five Iowa women who suffered stillbirth or infant loss. Count the Kicks helps pregnant women detect possible problems in the third trimester so they can seek medical care quickly. In the first 10 years of the Count the Kicks campaign, they report Iowa’s stillbirth rate decreased nearly 32%. [The Count the Kicks app is free](#) and available in 12 languages.



This is what Reverence looks like ...

MercyOne was honored to bring together families who have lost a baby.

In Central Iowa, nearly 100 families gathered for MercyOne’s 23rd annual Walk to Remember.

In North Iowa and Northeast Iowa, MercyOne’s Wave of Light ceremonies supported and celebrated the love between parents and children lost too soon. The global movement recognizes and honors those who experienced loss due to miscarriage, ectopic pregnancy, stillbirth, Sudden Infant Death Syndrome or infant loss.

Held on Pregnancy and Infant Loss Remembrance Day, a Wave of Light happens when ceremony attendees light their candles at the designated time and let them burn for one hour. As flames go out in one time zone, they are illuminated in the next time zone, creating a worldwide ripple of light.

Thank you to everyone involved for showing compassion and allowing families to grieve with dignity.

[Waterloo takes part in international wave of light celebration](#)

[MercyOne hosts ‘Walk to Remember’](#)

Our Mission

We, MercyOne, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Our Vision

As a mission-driven innovative health organization, we will become the national leader in improving the health of our communities and each person we serve. We will be the most trusted health partner for life.



Our Core Values

REVERENCE

We honor the sacredness and dignity of every person.

COMMITMENT TO THOSE WHO ARE POOR

We stand with and serve those who are poor, especially the most vulnerable.

SAFETY

We embrace a culture that prevents harm and nurtures a healing, safe environment for all.

JUSTICE

We foster right relationships to promote the common good, including sustainability of Earth.

STEWARDSHIP

We honor our heritage and hold ourselves accountable for the human, financial and natural resources entrusted to our care.

INTEGRITY

We are faithful to who we say we are.



Focused storytelling is based on Our Core Values:

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

Commitment to Those Who Are Poor



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

A huge shout out to MercyOne Iowa Heart Center physicians **Dr. James Ebaugh** from vascular surgery and Mr. Todd Esh from LeMaitre vascular labs for their help with teaching and sponsoring the annual vascular surgery simulation lab in September.

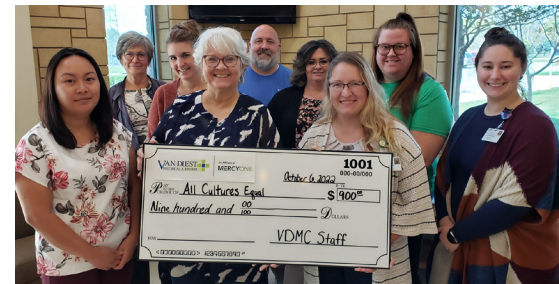
This year MercyOne Des Moines Medical Center had a great turn out of residents and medical students who learned to do end to end anastomoses with cadaveric arteries, end to side anastomoses with PTFE / cadaveric vessels, and even repaired an abdominal aortic aneurysm.

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

The Cheers for Peers Employee Group at **Van Diest Medical Center**, a MercyOne affiliate, recently donated \$900 to All Cultures Equal to support the important work and services they provide throughout our communities to all cultures. Over the last year, Cheers for Peers raised money through fundraisers and Jeans Day donations, which allow employees to wear jeans on Fridays with a \$5 donation.

ACE is a nonprofit, empowering people and communities by bridging communication gaps, connecting cultures, constructing pathways to U.S. residency and supporting healthy living.

Hip Hip Hooray for your generous donation!



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

David Moore, executive director of MercyOne Dubuque/Dyersville Foundation, is this year's Outstanding Professional Fundraiser. The local chapter of Association of Fundraising Professionals chose David for practicing his profession in an exemplary manner. The official award will be presented November 15. Congratulations, David! Thank you for supporting MercyOne's commitment to serve the most vulnerable.

Stewardship



This is what Stewardship means to me ...

MercyOne North Iowa Bariatric Surgery has moved from Mason City Clinic to MercyOne West, 910 N Eisenhower Avenue, in Mason City. Their new location allows them to expand their reach to more patients.

Dr. Matthew Fabian and **Dr. Gregory Grimberg**, bariatric surgeons, emphasize that bariatric surgery is not just about losing weight. Bariatric surgery can improve quality of life, decrease medication use in chronic conditions and produce sustainable, long standing weight loss. It's about living your best life.

We celebrate everyone at MercyOne North Iowa Bariatric Surgery for sharing your passion for health while your service expansion helps heal MercyOne's financial loss.



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



This is what Stewardship means to me ...

The Iowa Wild, in conjunction with the Minnesota Wild Foundation, donated \$10,000 to MercyOne Children's Hospital. The gift will help MercyOne Des Moines Foundation upgrade and outfit each pediatric room with new gaming systems for patients.

The Wild previously donated 22 Xbox consoles, video games and an air hockey table to MercyOne Children's Hospital in August 2016. This year's contribution will provide patients with updated consoles and copies of the NHL 23 videogame.

"This donation will help MercyOne Children's Hospital provide a sense of normalcy for children in inpatient care. Video games provide young patients with the opportunity to disconnect from their care for minutes or hours of their day," said **Rob Gavora**, Vice President of Women's and Children's Hospital Services, MercyOne Central Iowa.

Safety



This is what Safety looks like to me ...

The MercyOne Siouxland Medical Center emergency department team celebrated their hard work toward patient safety and experience. Our colleagues recently learned they had the highest patient experience score for the month of July! Nursing respect and courtesy scores were a big reason for that increase.

Consumer experience coordinator **Mike Orlando** says, "I'm really proud of my colleagues in the emergency department. Every day our staff faces challenges and how we face those is truly important."

This is what Safety looks like to me ...

MercyOne Clinton Wound Care Center has been awarded by RestorixHealth the Wound Center of Excellence Award. This award is the highest achievement a wound center can receive in recognition of a commitment to excellence for achieving outstanding healing outcomes, patient satisfaction and clinical performance. Thank you to every MercyOne wound care colleague for your role in supporting a safe patient experience!



Reverence

Here is what Reverence looks like to me ...

Hancock County Health System, a MercyOne affiliate, earned the Skilled Nursing Facility Heart Failure Certification offered by the American Heart Association®, the world's leading voluntary organization focused on heart and brain health.

The certification provides an evidence-based framework for evaluating skilled nursing facilities against the American Heart Association's rigorous science-based requirements for heart failure patients, including program management, patient and caregiver education and support, care coordination, clinical management and quality improvement.

Ami Frohling, ARNP and director of HCHS's Heart and Vascular Center, explains why this matters to heart failure patients. [Continue reading.](#)

Integrity



This is what Integrity looks like to me ...

Each year, the Iowa Hospital Association (IHA) offers a Leadership Development Program to further develop critical leadership skills and competencies for today's healthcare leaders. Accepting a leadership role in today's healthcare environment is far more challenging and complex than ever before. The overarching objective of the program is to increase retention of committed, quality staff in Iowa's hospitals.

Van Diest Medical Center (VDMC), an affiliate of MercyOne, is proud to have two leaders from the organization complete the IHA Leadership Development Program this year. Those graduates include **Jordan Wagner**, Pharmacist and Director of Pharmacy at VDMC, and **Casey Asklund**, Patient Access Clinic Manager at Van Diest Family Health Clinic.

Congratulations to our 2022 IHA Leadership Development Program graduates, Jordan and Casey!



This is what Integrity looks like:

John Hamiel, PharmD and pharmacy residency program director at MercyOne Waterloo Medical Center, is now president-elect of the Iowa Pharmacy Association (IPA) Board of Trustees. Hamiel and fellow trustees will guide the association to promote safe and effective medication use to improve the health of patients.

In announcing Hamiel's installation to the board, IPA's executive vice president and CEO Kate Gainer said, "In Iowa, the depth of leadership and willingness of IPA members to serve strengthens pharmacy and healthcare in our state."

We thank pharmacist Dr. Hamiel for his leadership in building trusted health partners.

This is what Integrity looks like:

Jennifer Enger, a MercyOne Primghar colleague, was recently chosen as one of the top three nurses in Northwest Iowa! The vote by the Reader's Choice Best of N'West is done annually.

Jennifer's daughter, Shelby, says, "My mom was extremely honored and touched that so many people supported her. She is one of the most hardworking and dedicated people I know and has helped touch so many people's lives. I am so incredibly proud of her." So are the rest of us here at MercyOne, Shelby! Congrats, Jennifer!



This is what Integrity looks like to a patient ...

“Would you recommend this provider’s office to your family and friends?” According to Press Ganey, many MercyOne Northeast Iowa patients answer, “Yes, definitely.”

MercyOne recently celebrated its top performers in patient experience. To earn this honor, these providers and clinics met or exceeded the 75th percentile in monthly surveys, scoring consistently high for 17 months.

PROVIDERS

Richard Bremner, DPM

Anand Inamdar, MD

Lori Shockley, MD

Brian Burnett, MD

Gary Knudson, MD

Matt Sowle, PA-C

Michelle Craig, DO

Roxanne Lenz, ARNP

Jason Stanford, DO

Rachel Foelske, MD

Traci Mahood, ARNP

Kristi Steinbronn, ARNP

Montica Foxen, ARNP

Heather Marthers, MD

Mary Jo Stromberg, ARNP

Sheryl Hansel, MD

Rachel Schlichting, ARNP

Marcia Hillman, ARNP

Angela Schreiber, PA-C



Kristi Steinbronn, ARNP and Roxanne Lenz, ARNP, pose with their certificates recognizing their dedication to patient experience.

CLINICS

Allison Family Medicine

Bluebell Road Podiatry Care

Evansdale Family Medicine

Waterloo Breast Care

Thank you to all of our MercyOne colleagues, including those honored here, but also those across our Regional Health Ministry who work as one to deliver personalized care and improve the patient experience.

Wear the MercyOne brand

**New items available
on the MercyOne Store**

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



Integrity & Compliance Awareness Campaign

October 2022

The Importance of Maintaining Accurate Records

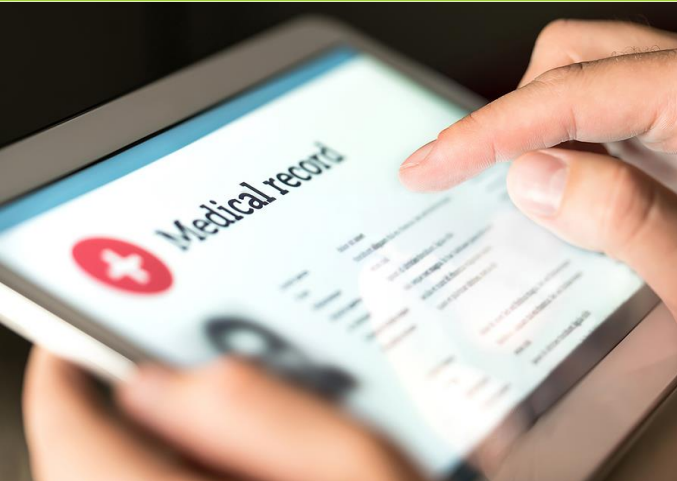
Maintaining accurate records at MercyOne can mean a number of things, depending on your role. For most of us, record keeping is a key part of our everyday practices. For example:

- Hourly colleagues maintain accurate time reporting.
- Supply Chain operations colleagues keep careful inventory of medical supplies.
- Health information technicians analyze patient health information collected to ensure that it is correct and accurate.
- Finance colleagues ensure the accuracy of financial records which enables the ministry to determine budgeting.

On the flip side, if documentation is inaccurate:

- Safe patient care is compromised due to an incomplete/inaccurate clinical chart or lack of proper medical supplies.
- Reimbursement/gross revenue is decreased.
- Findings of fraud and abuse could lead to federal prosecution—and corresponding fines and even jail time.
- Researchers wouldn't be able to conduct patient-related studies.

Because we're in the health care industry, maintaining accurate medical records is high on our list of priorities. Clear and concise medical record documentation is critical to providing patients with quality care, ensuring accurate and timely payment for the services furnished, mitigating malpractice risks, and helping health care providers evaluate and plan a patient's treatment and maintain the continuum of care. Accurate documentation also ensures that Federal health care programs pay the right amount—not too much and not too little—to the right people. There are even guidelines on how long to keep files, outlined in your facility's Records Retention Policy. Ultimately, physicians are responsible for the accuracy of patient medical data, but there are many people who touch the patient record—from the registrar to the floor nurse—who are also responsible for the data.



Accurate medical records = better health care

A patient's medical record is a blueprint of his or her health. Without an accurate medical record, physicians are unable to collaborate to deliver the best care for the patient. The billing department won't know what to properly bill for. Data can't be aggregating to learn how to provide better care for others in the future. Accurate medical records are everyone's responsibility.

Contact your Integrity and Compliance Officer for more information.

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

Case Study

Ethel Rosebud went to her primary care physician's office for her annual checkup. Anna, the registrar, typed in Ethel's name and several medical records popped up on the screen, all pertaining to the same patient. Anna was faced with the choice of going through all the patient records to find out which one was the accurate one or creating a new one entirely. The former case would have taken up a lot of time, while the latter would create yet another duplicate medical record within the system. As Anna eyed the long line waiting for her behind Ethel, she decided to create a new record and let someone else worry about the duplicates later.

Discussion Questions/Points

What are the potential financial costs of unclean data?

According to Gartner, unclean data can cost an organization anywhere from \$9.7 to \$14.2 million. For US healthcare providers, however, it's an entirely different figure. AHIMA stated that duplicate medical records can cost up to \$40 million for any given provider, while a health system having several facilities can house up to 20% duplicate records. Imagine if a patient is treated with another patient's medical information. When the record holder gets the bill for services they did not use, they'll simply contact their insurance provider regarding the matter. This will lead to a denied claim. Thus, inaccurate data can lead to denied claims as well – costing around \$4.9 million on average for the average health system.

What are the potential health care risks of unclean data?

One of the biggest issues of unclean data is that it impacts patient safety. One patient will receive inaccurate and even dangerous treatment because they are being treated based on an entirely different patient's medical record. Even if it is the same patient, if there are multiple records under their name, each record will have inconsistent and incomplete information about the patient, leading to improper care, medications and procedures. All in all, health care outcomes will not be as expected as patient safety and quality of care is jeopardized severely.