

The Mission of Mercy Medical Center – Des Moines is to nurture the healing ministry of Jesus Christ by bringing it new life and vitality in the 21st century. Fidelity to the Gospel urges us to emphasize human dignity as we move toward the creation of healthier communities.

STRATEGIC PLAN OVERVIEW

Mercy Medical Center – Des Moines FY 2009-2011

Values

REVERENCE | INTEGRITY | COMPASSION | EXCELLENCE

IMPLEMENTATION STRUCTURES

Every member of the Mercy Family has a significant role to play in successfully implementing the Strategic Plan. Work is organized primarily within four basic structures:

- Service Lines (service line plans)
- Subsidiaries and Sites of Care (subsidiary strategic plans; individual site plans)
- Clinical and Functional Support Departments (annual improvement plans; annual budgeting)
- Medical Staff (department and committee plans)

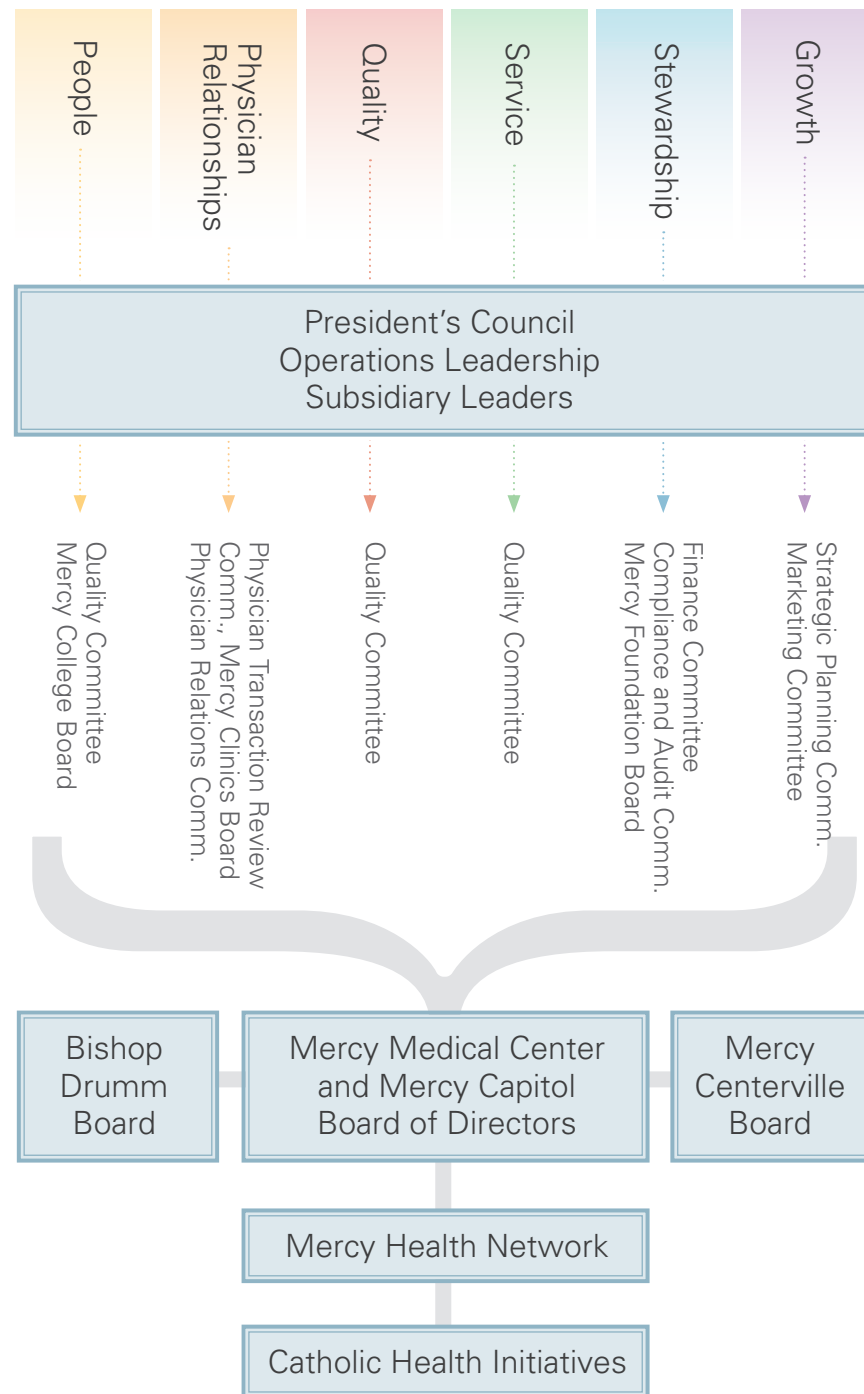
MANAGEMENT AND GOVERNANCE

Plans generated within the four implementation structures listed above will address each of the Strategic Plan's six focus areas and set measurable goals to help create the desired future state of each of those areas at Mercy.

Those plans will then be reviewed and approved by the President's Council, operations leadership and subsidiary leaders before they are sent to the appropriate organizational committees and boards for implementation and evaluation.

Those committees and boards will then be responsible for reporting the outcomes of each of those plans to the Mercy Medical Center – Des Moines and Mercy Capitol Board of Directors, the Bishop Drumm Board of Directors and the Mercy Medical Center – Centerville Board of Directors.

For more information about the Strategic Plan or the planning process, please contact Mercy's Planning Department at (515) 247-4273, or write to: Planning Department, Mercy Medical Center – Des Moines, 1111 6th Avenue, Des Moines, IA 50314.



DRIVERS OF CHANGE/ ASSUMPTIONS ABOUT THE FUTURE

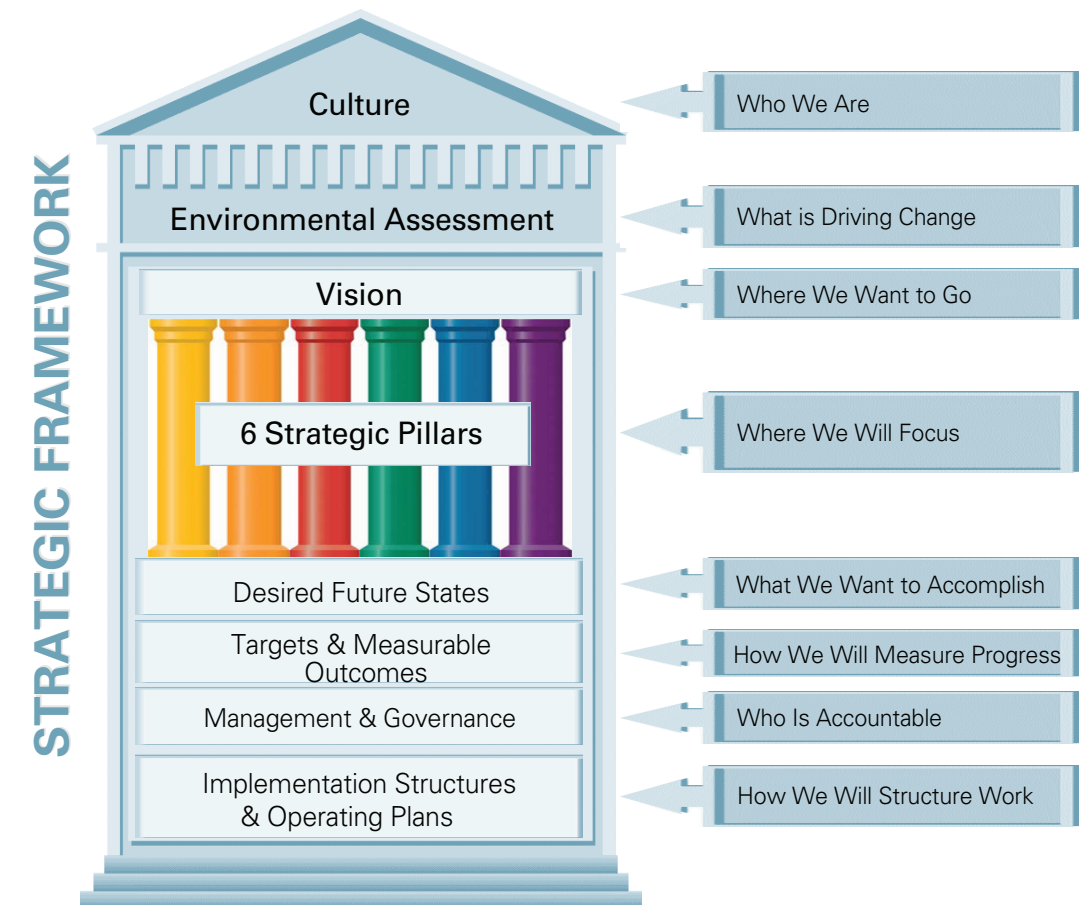
In order to make educated assumptions about the future of health care, Mercy conducted a detailed assessment of the leading national and local drivers of change. The resulting assumptions include, but are not limited to, the following:

- Payer increases will continue to trail the inflation in input costs, resulting in the need to find new ways to deliver care and streamline processes to maintain financial viability.
- Physician and health care worker shortages will increase.
- Growing and aging population will continue to increase demand for services across the continuum.
- The demand for transparency and public reporting will continue, and consumers will become more involved in deciding when and where to seek care based on quality and cost comparisons.
- Government and consumers will expect health care organizations to justify their not-for-profit status through quantifiable community benefits.
- Mercy's commitment to providing high quality, safe care in healing environments designed to be ecologically sensitive will continue.
- The demand for capital investment will continue to be high as a result of the trends listed above.

Mercy Medical Center – Des Moines' FY 2009-2011 Strategic Plan

is the end product of an in-depth planning process led by Mercy's Strategic Planning Committee, Administration, Planning Department, Board of Directors and physician leadership, with extensive input from employees and other stakeholders. With a vision of providing a world-class patient experience and leading the creation of healthy communities, Mercy will use this Strategic Plan to improve service delivery and quality of care, and to ultimately fulfill its mission.

Taking into consideration the national and local drivers of change in the health care industry, the Strategic Plan identifies six focus areas – People, Physician Relationships, Quality, Service, Stewardship and Growth. By identifying the desired future state of each of these areas and setting measurable goals to reach those targets, this Plan effectively creates a roadmap for Mercy's future, enabling us to consistently provide excellence – every day in every way.



STRATEGIC PILLARS

Vision: Provide a World-Class Patient Experience and Lead the Creation of Healthy Communities

PEOPLE

Within this pillar, particular areas of focus are employee recruitment and retention; governance development; leadership development; education; diversity; culture; healthy workforce; staffing; and IT systems that support the daily work of Mercy's staff.

Mercy desires a highly motivated, satisfied and engaged workforce with values-based, servant leaders who are committed to Mercy's mission and culture.

Tools to measure success in these areas include employee, board member and patient satisfaction surveys; turnover rates; the diversity index; employee health benefits costs; and Action OI data.

PHYSICIAN RELATIONSHIPS

Within this pillar, particular areas of focus are medical staff planning and recruitment; physician leadership development; alignment/integration; inpatient care; outpatient care; care provided in clinic settings; relationships; medical education; referrals and communications; infrastructure improvements; and IT systems that support the daily work of the medical staff.

Mercy desires a nationally recognized medical staff that is committed to quality, service and education. There will be an appropriate number of high quality in-house specialists and physicians in outpatient and clinic settings who deliver world-class care to patients.

Tools to measure success in these areas include medical staff growth; physician satisfaction surveys; turnover; referral rates and service volumes; participation in Medical Director Forums; and CME enrollment.

QUALITY

Within this pillar, particular areas of focus are the 12 components of the 5 Million Lives Campaign; evidence-based practice; patient safety; chronic care management; end-of-life care; remote care and telehealth; accountability; research; and clinical technology and IT systems that support clinical processes.

Mercy desires to be a leader in adherence to nationally-identified improvement initiatives and evidence-based practices, resulting in enhanced patient safety and clinical excellence.

Tools to measure success in these areas include clinical outcomes and process measures; compliance with established protocols; and full accreditation by all relevant accrediting organizations.

SERVICE

Within this pillar, particular areas of focus are patient loyalty; person-centered care; accountability; patient flow/wait times; patient and family support and involvement; healing environments; and IT systems that support the needs of patients and families.

Mercy desires to provide all patients with a world-class care experience, with care across all settings being accessible, well-coordinated and timely.

Tools to measure success in these areas include patient satisfaction surveys; market share; wait times; patient compliance post discharge; clinical outcomes as impacted by healing environments; and certification of new buildings as environmentally friendly.

STEWARDSHIP

Within this pillar, particular areas of focus are community benefits; financial assistance; financial performance; philanthropy; public policy advocacy; payer relations; process improvement; ecology; service discernment; compliance; and IT systems that support non-clinical processes.

Mercy desires to be a leader in addressing critical needs, improving social and economic conditions and improving health and wellness in the communities it serves, with an emphasis on the poor and underserved.

Tools to measure success in these areas include community benefit reports; health status data; charity care numbers; contract renewals; compliance education reports; documented savings from process improvements; energy and water use; financial reports; and audits.

GROWTH

Within this pillar, particular areas of focus are market position/branding; facilities retooling and replacement; growth in clinics and other sites; medical transport; Mercy Health Network and the regional Network; business and industry relations; retail services; and IT systems that streamline access to care.

Mercy desires to be the leading provider of high quality, accessible health services, providing them in facilities featuring healing environments, evidence-based design, environmental sensitivity and seamless methods of care delivery, including strong relationships with other health care organizations and employers.

Tools to measure success in these areas include consumer perception studies; volumes; patient satisfaction surveys; the number of participants in shared improvement initiatives; revenues from non-traditional services; and certification of new buildings as environmentally friendly.