

# 2015 PROVIDER SURVEY ACTION PLAN UPDATE

## WE HEARD YOU AND WE TOOK ACTION!

In the Fall of 2015, Mercy conducted a Provider Engagement Survey. Since that time, survey results were communicated, an action plan was created and initiatives have been implemented based on your feedback.

See all we've accomplished below.

Have Questions? Please contact Jessica Coppess at 319-861-7684 or [jjcoppess@mercy.org](mailto:jjcoppess@mercy.org)

In the 2015 provider survey YOU shared....	MMC heard you and responded by:
<p><i>You want the organization to provide excellent clinical care to patients.</i></p>	<ul style="list-style-type: none"> <li>• Continuing to create and publish Mercy's annual Quality Report so that providers and consumers are aware of Mercy's quality achievements.</li> <li>• Ongoing monitoring and improvement of patient satisfaction and HCAHPS scores.</li> <li>• Continuing to maintain an educational skills library with over 50 topics. These topics are consistently designed for the simulation lab to ensure hands-on practice.</li> <li>• Hiring educators for specialty areas to include ICC, CSC, ED, Med Surg, and Birthplace.</li> <li>• Focusing on onboarding new staff and conducting ongoing education for existing staff (using the skills library materials).</li> <li>• Enhancing orientation to include a Post-Epic skills session where new hires go to the simulation lab after each day of Epic training to practice, hands-on, what they have learned that day.</li> <li>• Requiring staff to complete annual courses, competencies and web in-services.</li> <li>• Facilitating periodic grand rounds and CME events for staff and providers.</li> <li>• Providing education at department meetings when new services are established. (i.e. caring for the bariatric patient)</li> <li>• Redesigning the New Nurse Graduate Residency Program to emphasize skills practice and soft skill education.</li> <li>• Rolling out the Self-Care for HealthCare program to all staff. Over 800 participated in the launch sessions.</li> <li>• Revision and posting of Mercy's Performance Improvement Plan.</li> <li>• Ongoing education from the Clinical Improvement team that is evidence-based and enhances the safety and quality of patient experiences.</li> </ul>
<p><i>You wish to have more clinical support staff assistance and development.</i></p>	<ul style="list-style-type: none"> <li>• Hosting and participating in multiple job fairs.</li> <li>• Establishing and offering a referral bonus.</li> <li>• Creating flyers, screen savers, lunch and learns, etc. to create interest around Mercy and jobs we have available.</li> <li>• Continuing growth (Med/Surg and Post-Acute) and formation of additional float pools (Critical Care and Women's and Children's).</li> <li>• Implementing incentive pay policy.</li> </ul>

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<i>You wish to have more clinical support staff assistance and development. CONTINUED....</i>	<ul style="list-style-type: none"> <li>• <i>Focusing on onboarding new staff and conducting ongoing education for existing staff (using the skills library materials).</i></li> <li>• <i>Hiring educators for specialty areas. Educators are currently in place on ICC, CSC, ED, Med Surg and Birthplace.</i></li> </ul>
<i>You would like to see improvement in nursing staff recruitment and retention.</i>	<ul style="list-style-type: none"> <li>• <i>Eliminating mandating and required extra shifts above the employee's FTE.</i></li> <li>• <i>Rolling out the Self-Care for HealthCare program to all staff. This program has provided us with a mechanism to better care for our staff which in turn decreases burnout and increases satisfaction.</i></li> <li>• <i>Continuing market reviews of compensation in an effort to retain staff.</i></li> <li>• <i>Creating an intern RN II program that allows graduated RNs to start their training before passing their boards. It is a temporary part-time position that allows the individuals to go through training while they are studying for boards. They go through training as a cohort.</i></li> <li>• <i>Increasing targeted advertising and revised application process.</i></li> <li>• <i>Pipeline building: partnering with KPACE (Kirkwood) on Health Professional Certification; partnering with Mt. Mercy on the BSN program, internship program and goodwill training.</i></li> <li>• <i>Hosting and participating in multiple job fairs.</i></li> <li>• <i>Establishing and offering a referral bonus.</i></li> </ul>
<i>You wish to have additional support to address Epic and IT issues in a timelier manner.</i>	<ul style="list-style-type: none"> <li>• <i>Hiring a new CMIO, Nicholas Hodgman.</i></li> <li>• <i>Restructuring IT teams.</i></li> <li>• <i>Continuing to look at ways of improving Epic training for physicians.</i></li> <li>• <i>Reviewing and revising Epic templates one department at a time.</i></li> <li>• <i>Beginning discussions on Epic access and reconsidering authority to act within Epic.</i></li> </ul>
<i>You wish to be informed of strategic plans and direction.</i>	<ul style="list-style-type: none"> <li>• <i>Maintaining current channels of communication such as the Physician Newsletter, Top 5, p.mercycare.org and reports at medical staff committee and section meetings.</i></li> <li>• <i>Posting the strategic plan on p.mercycare.org.</i></li> <li>• <i>Providing administrative reports at Medical Executive Committee and section meetings.</i></li> <li>• <i>Exploring a communication app for mobile devices.</i></li> <li>• <i>Attending individual provider meetings to review the strategic plan and provide updates as needed and when requested.</i></li> </ul>
<i>You are interested in physician leadership opportunities at this organization.</i>	<p><i>Mercy believes physician leadership is crucial to shepherding healthcare into the future and creating a delivery system rooted in quality care at lower costs. Below is what we are doing to help cultivate that:</i></p> <ul style="list-style-type: none"> <li>• <i>Establishment of 5 key medical director roles:</i> <ul style="list-style-type: none"> <li>○ <i>Physician Communication</i></li> <li>○ <i>System Quality &amp; Population Management</i></li> </ul> </li> </ul>

<i>In the 2015 provider survey YOU shared...</i>	<i>MMC heard you and responded by:</i>
<i>You are interested in physician leadership opportunities at this organization. CONTINUED...</i>	<ul style="list-style-type: none"> <li>○ Medicare/Medicaid Population Health</li> <li>○ Nursing Home Development</li> <li>○ Medical Affairs</li> <li>● Reinforcing the importance of becoming involved and taking a more active role in the Physician Leadership Council.</li> <li>● Encouraging physicians to reach out to Leslie Schwarting or Monica Fergus if they wish to be involved in physician recruitment candidate interviews.</li> <li>● Enhancing the dyad model that pairs physician clinical leaders with non-physician operational leaders.</li> <li>● Increasing awareness of how to become involved in Medical Staff and hospital committees.</li> <li>● Continuing the recognition of physician leaders through the Annual Provider Awards and the “This is Leadership” article in the physician newsletter.</li> <li>● Promoting involvement in the Capital Prioritization meeting in the spring. At this meeting, capital requests are presented and scored by physicians based on standard criteria. This scoring is instrumental in final funding decisions.</li> <li>● Inviting partners/physician leaders to introduce new providers to the rest of the medical community at the Mercy New Provider Welcome event in the fall.</li> <li>● Engaging and introducing key physician leaders to new providers within Mercy.</li> </ul>
<i>You want better working relationships with clinicians in the organization inside and outside of your practice area.</i>	<p>Relationships are personal and each individual is responsible for their own good working relationships. Ways in which we have and will help facilitate relationships include:</p> <ul style="list-style-type: none"> <li>● Encouraging direct communication between providers.</li> <li>● Continuation of events such as the New Provider Event and the Mercy Honors.</li> <li>● Facilitating periodic networking events.</li> <li>● Encouraging physicians to attend staff/department meetings.</li> <li>● Coordinating biannual MercyCare CME events and inviting the entire medical community to attend.</li> <li>● Introducing new providers to key clinicians throughout the organization during orientation.</li> <li>● Facilitating meet and greets for new providers in the medical community with primary referral sources.</li> </ul>
<i>You want a strategic partner in navigating the changing healthcare landscape.</i>	<p>Mercy continues to adjust, actively create opportunities and integrate Medical Staff into strategic planning. ( i.e. department summits, capital planning, strategic planning pillar meetings)</p>

**Another area of great focus was communication.**

Understanding your preferred mode of communication was a priority so we conducted a Medical Staff survey and found that email communication was considered the most valuable form of communication. Since that time, organizational announcements, personnel changes, strategic partnership updates and other relevant news has been communicated broadly through emails from Dr. Tim Quinn and other members of the executive team, in addition to the Top 5 updates.

In 2015 we asked: **Over the next 12 months, what are 3 key decisions in which you'd like to see more physician involvement?**

**The 3 areas you asked to be more involved in and our responses are noted below.**

- *Physician Recruitment – Operational teams and physicians were highly involved in determining the recruitment goals for the year.*
- *Epic Enhancements – Here are just a few enhancement examples: 2015 Upgrade, Home Care and Hospice were added to the Epic environment, open note functionality, new option when ordering meds allows you to see the interactions, changes to the DNR order, creation and revision of many diabetes order sets and so many more!*
- *Clinical Services Expansion – Operational leaders and physician leaders are paired in the dyad model to continue to expand clinical services. Examples reside in cardiology, cancer care, ENT and Urology.*