

Strategic & Facility Plan 2011-2015



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Gregg Chartrand

Chief Financial Officer

Keith Carlson

Director of Support Services

Donita Korpela

Director of Patient Care Services

Trina Lower

Director of Quality & Health Information

Judy Molis

Director of Home Care

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Director of Human Resources

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THE MERCY FOUNDATION ADMINISTRATION

Cindy Timmons Carlson

Foundation Director

Karen Ackerson

Data Manager



To our hospital district

A nonprofit, community hospital, Mercy Hospital strives to meet the health needs of all who live in our service area with quality, compassionate care.

While our commitment to provide high quality health care remains unchanged, continuing national and state reform efforts will challenge us to develop new ways of delivering cost-effective care to our patients in the future. To ensure that Mercy remains a viable and vital organization, Mercy's Board of Directors, along with our administrative team, recently completed a careful and thorough strategic planning process that will serve as a strong guide in the hospital's future development. The goals we have set will mean our patients can continue to expect the best of care in a modern facility that focuses on quality, personalized care.

In addition, The Mercy Foundation Board of Directors recently fine-tuned its mission, vision and strategic goals. The Mercy Foundation plays a key role in support of Mercy's development, serving as a bridge between the hospital and the community in funding special projects and services.

This publication summarizes the results of this thoughtful and extensive planning process, along with previewing some exciting building concepts. Because Mercy is here to serve you and your family, we hope you take some time to review our map for the future.

A handwritten signature in black ink, appearing to read "JD".

**Jason Douglas, CEO
Mercy Hospital**

A handwritten signature in black ink, appearing to read "Ken Dahlberg".

**Ken Dahlberg, Chairperson
Mercy Board of Directors**

A handwritten signature in black ink, appearing to read "Cindy Carlson".

**Cindy Timmons Carlson, Director
The Mercy Foundation**

A handwritten signature in black ink, appearing to read "Bev Peterson".

**Bev Peterson, Chairperson
The Mercy Foundation Board**



Mission/Vision/Values

Our mission, vision and values statements reflect our purpose, our hopes for the future and our deeply held beliefs.

MISSION

Mercy Hospital is committed to delivering high quality, personalized care to people of all ages.

VISION 2015

We are the preferred health care home in our service area, providing personalized, quality medical and surgical care.

- Improved value to patients through enhanced efficiencies
- Collaborative relationships with medical staff
- Expanded surgical services and improved share in our Primary Service Area
- Facility expansion and improvements

VALUES

The culture at Mercy Hospital is centered on our values. Demonstrating these values will help us achieve our vision as well as become the provider of choice and employer of choice in our area. Our pledge is to show our commitment to these values by integrating them into our care, our duties, our communications and our daily lives.

Our core values are:

COMPASSION

We treat all those we serve with kindness and compassion.

We embrace the whole person, responding to emotional and spiritual concerns as well as physical needs.

We are sensitive and caring to those around us.

RESPECT

We are courteous and sensitive to other's wishes and feelings and act without bias.

INTEGRITY

We take personal responsibility for the services we provide and for the perceptions and experiences of the patients, employees and community.

INNOVATION

We respond to our communities' needs with innovation, creativity and collaboration.

INDEPENDENCE

We are an independent, evolving health care system. Though we value the importance of our collaborative relationships, we are proud of our independent, community-governed health care system.

COMMUNITY

Our governing board of directors represents and is elected by the citizens of the communities we serve. We function with a strong sense of community needs.

QUALITY

The culmination of the values described above combined with competent, well-trained medical staff and updated technology ensures that we continue to provide high quality and safe care.



THE MERCY FOUNDATION

MISSION

Encourage philanthropy to assist in funding services at Mercy Hospital and the district it serves.

VISION

We are the respected philanthropic leader ensuring local access to excellent health care.

STRATEGIC GOALS

1. Increase public awareness of the foundation.
2. Increase annual giving by 5% per year.
3. Enhance linkages to the hospital board and planning.
4. Increase awareness of the work of the board for ongoing recruitment of board members.
5. Develop our major gift strategy.



Strategic Plan 2011-2015

Mercy's Board of Directors began the strategic planning process by studying the critical factors impacting both the current work of Mercy Hospital and our future direction. Using extensive internal and external data, including a community phone survey of 475 people, the Board identified key initiatives critical to the hospital's future. Focusing on quality, service, growth, people, community and finance, these initiatives provided the structure used by the Board to build the strategic plan.

QUALITY

Meet the highest standards of clinical excellence and patient safety.

Goal:

Increase our implementation rate of MHA patient safety initiatives.

SERVICE

Provide an exceptional, personalized experience for our patients.

Goal:

Improve Press Ganey "overall rating of care" and "likelihood of recommending" scores in the areas of inpatient, outpatient and emergency services.

PEOPLE

Develop dedicated leadership, management and staff to create a great place for patients to receive care, physicians to practice and employees to work.

Goal:

Improve employee engagement and exceed industry satisfaction standards.

Goal:

Enhance leadership development.

GROWTH

Enhance and grow service lines to achieve market share targets.

Goal:

Analyze and develop a plan to grow surgical services volume and share.

Goal:

Enhance outpatient services.

Goal:

Develop collaborative relationships with medical staff to identify growth opportunities.

Goal:

Interpret effects and opportunities of health care reform and Accountable Care Organizations (ACO).

COMMUNITY

Continue an engaged partnership with the communities we serve.

Goal:

Track and report on our community benefit.

Goal:

Work jointly with Mercy Foundation to align funding initiatives.

FINANCE

Demonstrate value by achieving efficiency and performance targets.

Goal:

Demonstrate value through Critical Access Hospital cost benchmarks.

Goal:

Maintain a positive net operating margin throughout facility expansion efforts.

Goal:

Implement master facility plan.



Facility Master Plan



Proposed new hospital addition.

The Facility Master Plan was developed to accommodate the vision and program direction outlined in our Strategic Plan. The facility planning process began with a Request for Qualifications from nine architectural/planning firms. BWBR Architects from St. Paul was ultimately selected to lead the campus master planning team. The thorough planning process included department interviews to determine space needs, site and facility assessments, and market demand analysis to project future patient volumes, along with cost estimates and other financial considerations.

Based on this research, BWBR developed a facility master plan that presents solutions for our biggest space issues with careful consideration to their affordability. The Master Plan contains site and facility assessments, utility and systems analysis, space program, master site and facility planning options, cost estimates, project timelines and schedules. The Facility Master Plan was presented to Mercy's Board of Directors in July. Several steps remain in the facility planning process, including final approval by the Board of Directors.



The proposed plan features a two-story



Proposed Arrowhead Lane remodel.

addition that will relocate the main hospital entrance. By rearranging some department locations, the new floor plan will create a smooth and efficient flow of services for both patients and staff, enhancing patient care, privacy and safety. The proposed changes include locating diagnostic services adjacent to Emergency Services, private ER patient bays, and private inpatient rooms located on the second floor away from major walkways. The plan may also relocate some outpatient services to our recently purchased building on Arrowhead Lane, including the Fitness Center, Physical, Occupational and Speech Therapy, along with Home Care Services.

We are very excited about how well our strategic and facility plans mesh to address the current and future health care needs of our hospital district, ensuring that our patients will be able to continue to access quality, compassionate medical care in a modern facility close to home.



New Mercy Logo

In the nearly 50 years of our existence, Mercy has continually transformed itself to meet the district's health care needs. New services, state-of-the-art technology and advances in treatment all have been part of our commitment to provide high quality health care to the people we serve.

Through the years, the face of Mercy, our logo, has also evolved. As we approach the future with a new strategic plan and a major building project, the time is right once again to update our logo. We are pleased to introduce our new design, a strong, contemporary logo that represents our ongoing commitment to excellence.



710 South Kenwood Avenue
Moose Lake, MN 55767

Caring for your community, one person at a time

- 24-Hour Emergency/Ambulance Services
- Urgent Care
- Surgery Center
 - General Surgery
 - Orthopedics
 - Ophthalmology
 - OB/GYN
 - Urology
 - Endoscopy
- Birthing Center
 - Private Suites
 - Birthing Classes
 - Caring for Your Newborn Class
 - Feeding Your Baby Class
 - Certified Lactation Consultant
- Cardiopulmonary Services
 - Cardiac Rehab - Phase II
 - Pulmonary Rehabilitation
 - LUNGS R US Support Group
 - Health & Wellness Programs
 - Personal Trainer Program
- Chemotherapy & Infusion Services
 - Breast Cancer Support Group
- Community Education
- Diabetes Program
- Fitness Center
- Grief Support Groups
- Home Care
- Laboratory Services
- Nutritional Counseling
- Orthopedics/Sports Medicine
- Pharmacy
- Diagnostic Imaging
 - General X-ray
 - Ultrasound
 - Digital Mammography
 - CT
 - MRI
 - Nuclear Medicine
- Rehabilitation
 - Physical Therapy
 - Occupational Therapy
 - Speech Therapy
 - Lymphedema Therapy
- Social Services
- Auxiliary
- The Mercy Foundation

www.mercymooselake.org