

# About Mercy Research

Transforming a Community  
Health-Based Research  
Organization: Strategy and  
Lessons Learned

Research Compliance Conference  
Health Care Compliance Association

June 2018



## Agenda

- **Strategy and Results**
  - Consolidate
  - Standardize
  - Optimize
- **Lessons Learned**
  - Defining value of research to the community health system
  - Increasing visibility of the research organization
  - Managing change



## Strategy and Results

## An Overview of Mercy Services & Locations

Headquartered in St. Louis with a multi-state footprint, Mercy is the 5th largest Catholic health system in the US.

Outreach ministries in Arkansas, Louisiana, Mississippi and Texas.

Opened the first of its kind virtual care center.

Serving millions each year.

**1827** founded

**44** hospitals

**350** outpatient facilities

**3,000** integrated providers<sup>1</sup>

**40,000** co-workers

**>\$5B** revenue

**Top 5** consistent best performing large health system<sup>2</sup>

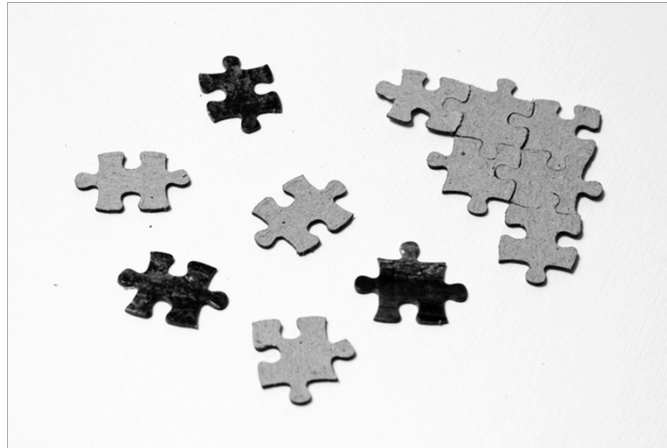
1 Physicians & advanced practice clinicians  
2 Truven Health 15 Top Health System consecutive years 2016 & 2017

Hospital
  Outpatient Surgery Center
  Clinic
  Urgent/Convenient Care
  Commercial Virtual Care Site
  Community Outreach Ministry

June 2017

15 TOP HEALTH SYSTEMS 2017

## Research Prior to July 2016



## Mercy Research Strategy

### Consolidate

- **Unify research** across the Ministry
- Become a **fully integrated** research team

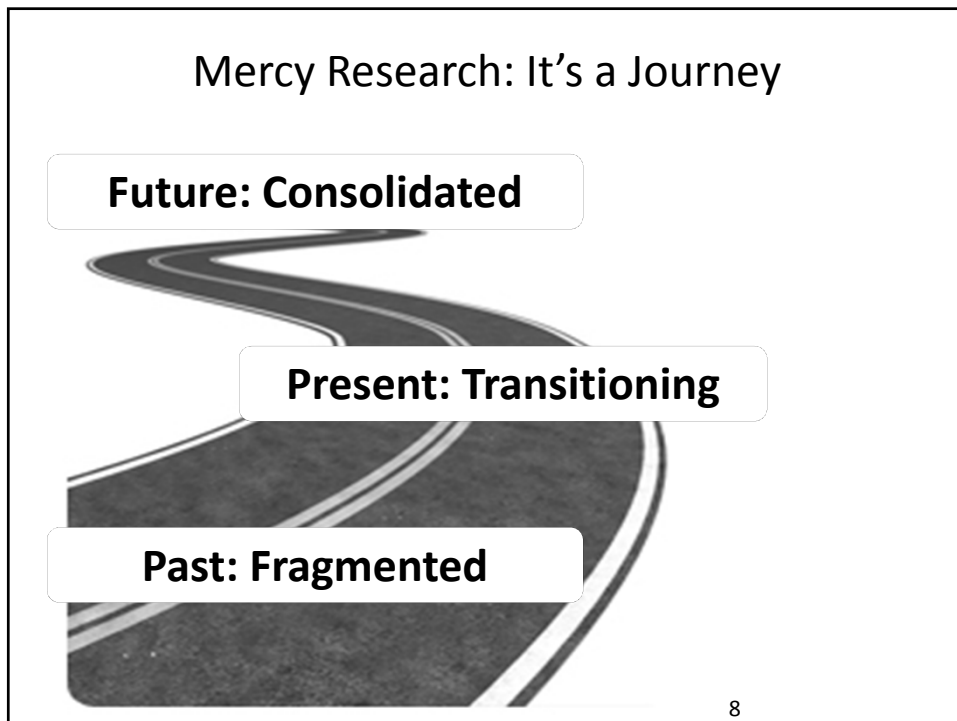
### Standardize

- **Optimize research** for patients, clinical staff and investigators, in part through our **Supersite™ strategy**
- Create a **desirable culture for co-workers**
- Ensure a high level of **compliance**


### Optimize

- Continue as a leading **community health research organization**
- Operate as **good financial stewards**
- Demonstrate **Mercy's mission and values**






### The Journey



		Past	Present	Future
<b>People</b>	<ul style="list-style-type: none"> <li>FTEs</li> <li>Certified co-workers</li> <li>Job titles &amp; AUs</li> <li>Clinicians</li> <li>Morale</li> </ul>	<ul style="list-style-type: none"> <li>102</li> <li>&lt;25%</li> <li>64 in 17</li> <li>#?</li> <li>Poor</li> </ul>	<ul style="list-style-type: none"> <li>74 to 86</li> <li>55%</li> <li>34 in 1</li> <li>174</li> <li>Improving</li> </ul>	<ul style="list-style-type: none"> <li>???</li> <li>60%</li> <li>Refined</li> <li>174+</li> <li>Stellar!</li> </ul>
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9 | Research


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10 | Research


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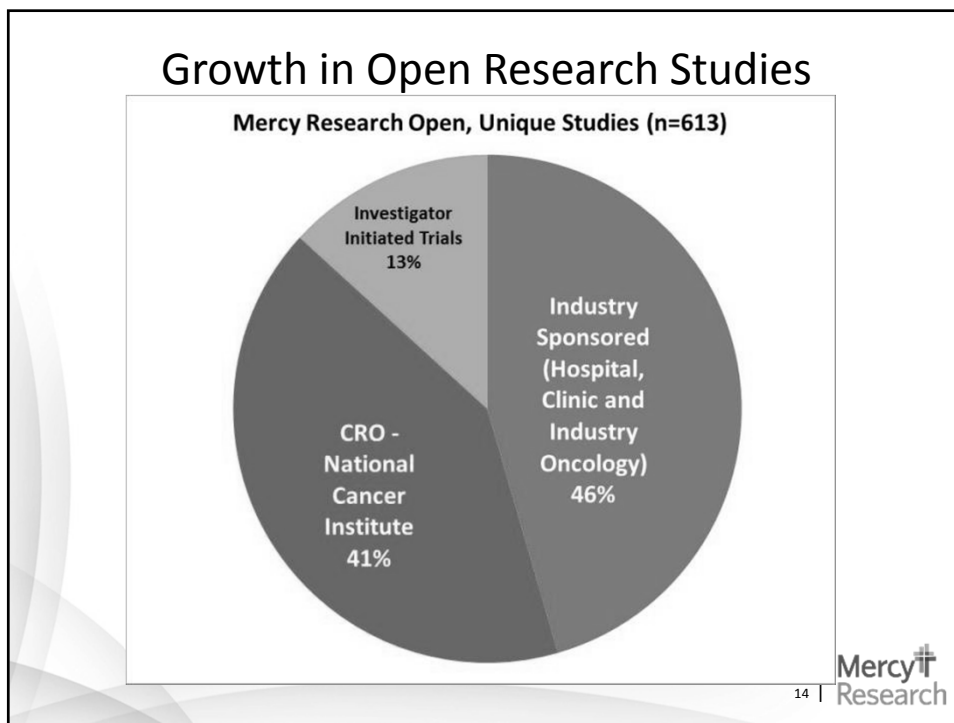
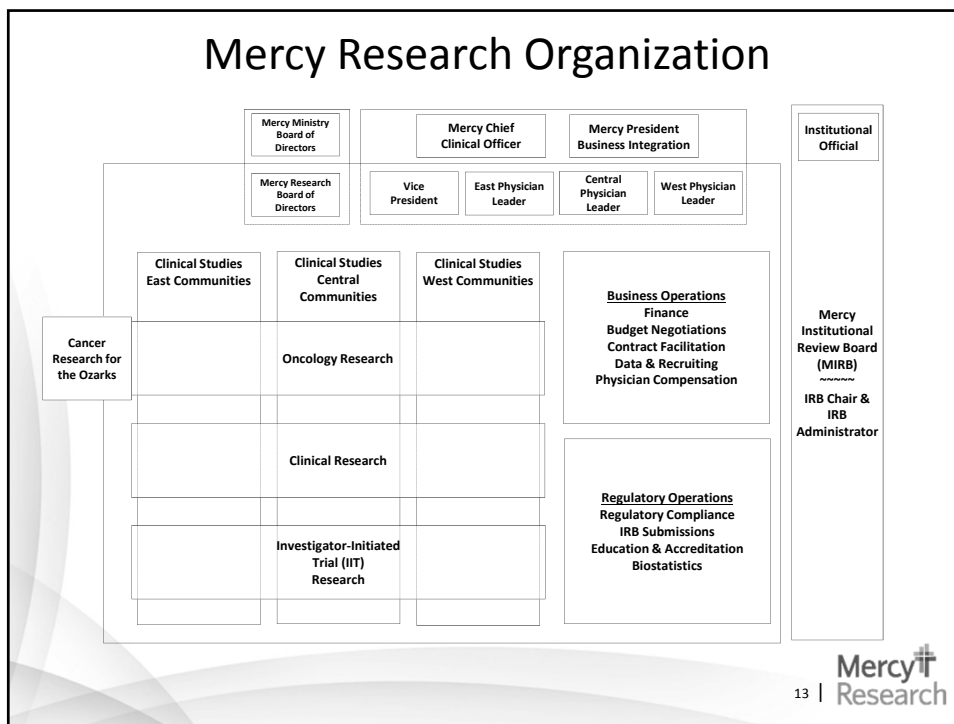
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11 | Research

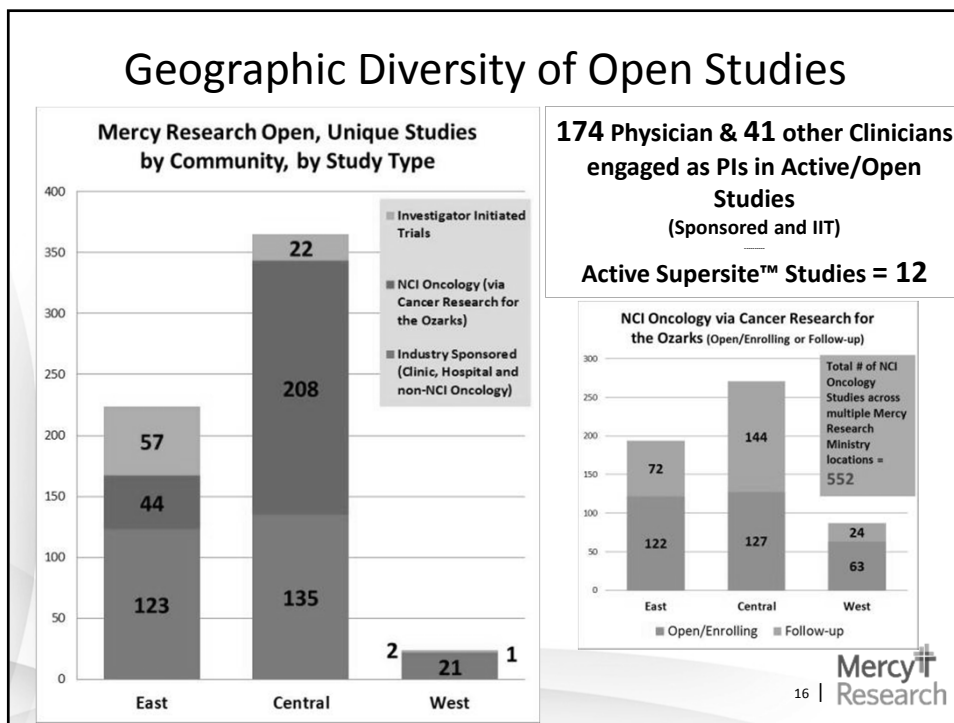
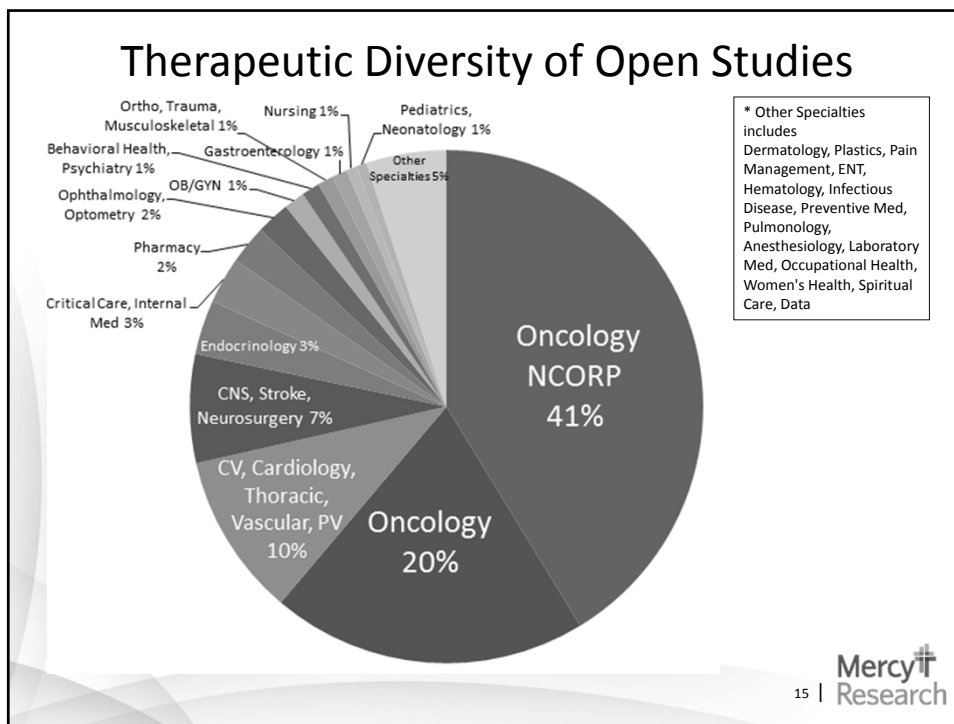
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## Lessons Learned







## Lesson # 1: Prove your Worth

-  Mission & Values
-  Patient Care
-  Physician / Clinician Recruitment & Retention
-  Clinical Training
-  Designations & Accreditations
-  Mercy's Reputation / Community Benefit
-  Grant / Foundation Support
-  Growth
-  Innovation

## Value of Mercy Research

- Statements of value weren't enough  
...
- Identified need to add definitions that could be applied to studies, active and in start-up, to assess individual and overall benefit to the organization
  - *Are they the right studies?*
  - *Do we need to focus on different types of studies?*
  - *Is our research meeting the organization's needs?*









19 |

## Value of Mercy Research

### OUR PATIENTS




**Mission & Values** – does this study support Mercy values?




**Patient Care** – does this study provide access to care or treatment not otherwise available or is it required for that care or treatment?

### OUR CLINICIANS




**Physician & Clinician Recruitment & Retention** – was this study driven/initiated by a physician/clinician?




**Clinical Training** – does this study involve students and/or healthcare training program?


### OUR HEALTH SYSTEM



**Designations & Accreditations** – does this study support designation or accreditation for Mercy?




**Mercy's Reputation & Community Benefit** – does this study have industry implications, improve medical knowledge or quality, or involve prestigious organizations?




**Grant & Foundation Support** – does this study have funding from a grantor and/or foundation?

### OUR FUTURE



**Growth** – does this study bring to Mercy new patients, new care options, new specialty areas of research, and/or new relationships?



**Innovation** – does this study involve new operational approach, care option, and/or care delivery?

## Value Assessment: *Applying a value definition*

**Goal:** Apply a systematic worth to each active research study in accordance with Mercy Research value statements

**Process:**

- Clinical leaders assigned one or more value definitions to each active study based on protocol review and interpretation
- Value definition counts were quantified at the 3 study type levels (IIT, Oncology, and Hospital/Clinic) and total Mercy Research

Total #	Mission & Values	Patient Care	MD/Clinician Recruitment/Retention	Clinical Training	Designations/Accreditations	Reputation/Community Benefit	Grant/Edn Support	Growth	Innovation
365	181	167	245	57	170	307	13	99	101
	50%	46%	67%	16%	47%	84%	4%	27%	28%


**Opportunities:**

- Identified possible gaps in research coverage for Mercy performance and designations
- Reinforcement of Mercy’s commitment to patient care, mission, physician engagement and innovation


## Lesson # 2: Manage Change




## Managing Change





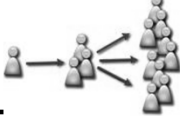
- **Gather facts and input**
  - Acknowledge emotions
- **Involve all perspectives**
  - Especially naysayers, gossipers & unofficial leaders
- **Make a decision**
  - Be as clear as possible
- **Explain why**
  - Several ways & many times
- **Implement**
  - Train, train & train
- **Enforce**
  - Make it “public”
- **Change to improve**






23 | Mercy Research

## Lesson # 3: Tell your Story





# TELL YOUR STORY



24 | Mercy Research

## Why? Benefits/Objectives

- Comprehensive review
- Objective insights
- More than marketing material
- Accentuate the positive
- Valuable financial, operational and clinical information
- Understand organizational strategic outlook



## Who? Audiences/Forums

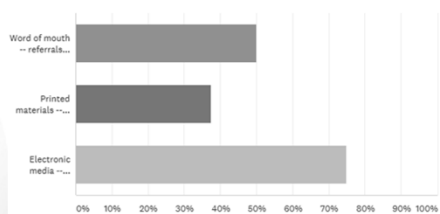
Internal	External
Board of Directors	Sponsors / CROs
Provider Leaders – Administrative and Departmental	Subjects / Potential Research Participants
Research Coworkers	Research Industry
Research Physicians	Institutional Review Boards

## Lesson # 4: Make your Story Official

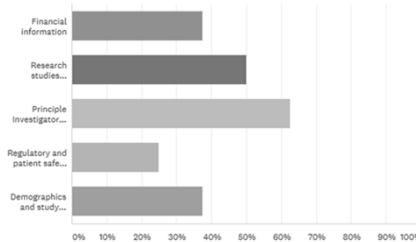


## Know your Audience

*We conducted a brief survey:*



*What types of communication materials would be beneficial?*



*What types of organizational information would increase your awareness?*

## A Tool to Consider . . . Annual Report

Annual Report contains:

- Welcome
- Overview – key organizational statistics, strategies and staff structure
- Testimonials/quotations
- Spotlights – clinicians and therapeutic areas
- Year in review
- Look forward



29 |

## How to Survive an Annual Report

- Avoid reliance on the “retro view” approach
  - Hard to recreate
  - Lack of visuals
  - Meaningful content
  - Hints:
    - Fill gaps
    - Manage your timeline
- Be prepared for “organizational hoops”
  - Support or lack thereof
  - Marketing and branding requirements
  - Hints:
    - Be flexible and creative
    - Adjust your mindset and expectations



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## Summary

- Lesson # 1: Know Your Worth
- Lesson # 2: Manage Change
- Lesson # 3: Tell Your Story
- Lesson # 4: Make It Official
- Lesson # 5: It's Hard & You Will Make Mistakes So Be Humble, Laugh A Bit & Move On

## Questions?







**Mercy**<sup>+</sup>  
**Research**

**JoAnne Levy**

Vice President  
Mercy Research

phone 314.628.6328

joanne.levy@mercy.net

[www.MercyResearch.com](http://www.MercyResearch.com)