About Mercy Research

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

Research Compliance Conference
Health Care Compliance Association

June 2018

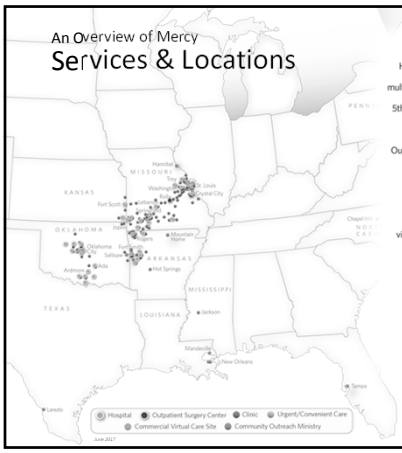
Mercy Research

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 U.S.

1827 founded

44 hospitals

Outreach ministries in Arkansas, Louisiana, Mississippi and Texas.

350 outpatient facilities

3,000 integrated providers[1]

Opened the first of its kind virtual care center.

40,000 co-workers

Serving millions each year.

>$5B revenue

Top 5 consistent best performing large health system[2]

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

Mercy | 15 TOP HEALTH SYSTEMS

June 2017

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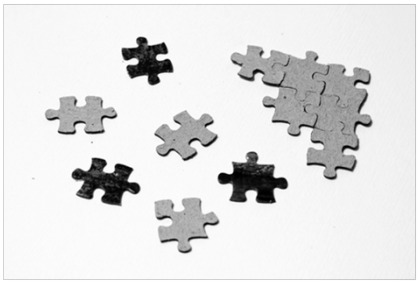
Research Prior to July 2016



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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**

Mercy Research

Our Goals

As the Sisters of Mercy before us, we bring to life the healing ministry of Jesus through our compassionate care and exceptional service.

Clinical Excellence
- Evidence-based decisions
- System of care

Become a best-in-class research organization

Service Excellence
- Best-in-class patient & customer experience

Maintain high customer satisfaction with Mercy Research

Community

Cultural Excellence
- Best-in-class physician engagement/experience
- Best-in-class co-worker engagement/experience

Promote a positive culture and maintain high coworker satisfaction within Mercy Research

Stewardship Excellence
- Growth in areas of need
- Strong financial stewardship
- Improved operating margin

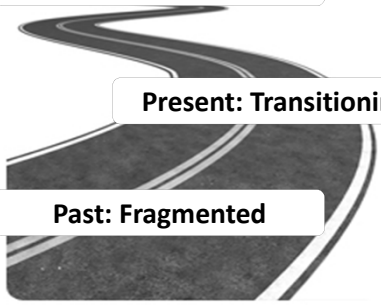
Optimize financial stewardship of Mercy Research

Community Excellence
- Demonstrated commitment to community service
- Expanded services to the poor and marginalized

Increase accessibility of Mercy Research

Mercy Research: It's a Journey

Future: Consolidated



Present: Transitioning

Past: Fragmented

The Journey

	Past	Present	Future
People	• FTEs • Certified co-workers • Job titles & AUs • Clinicians • Morale	• 102 • <25% • 64 in 17 • #? • Poor	• 74 to 86 • 55% • 34 in 1 • 174 • Improving	• ??? • 60% • Refined • 174+ • Stellar!
Process	• Standard processes • Local IRBs • External IRBs • Physician comp • Compliance	• None • 5 • None • Varied • Varied	• In process • 1 – MIRB • WIRB partner • Defined plan • In review	• Complete • 1 – MIRB • More • Refined • Well controlled
Technology	• Document repository • Clinical trial mgmt • Link to EMR	• Many • 3 systems plus manual • Varied	• Moving to 1 • 1 system • Epic Research Module	• 1 repository • 1 system • Other interfaces

The Journey

	Past	Present	Future
People • Capable • Competent • Productive	• FTEs ☆ • Certified co-workers • Job titles & AUs • Clinicians ☆ • Morale	• 102 • <25% • 64 in 17 • #? • Poor	• 74 to 86 • 55% • 34 in 1 • 174 • Improving	• ??? • 60% • Refined • 174+ • Stellar!
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Process • Simple • Consistent • Compliant	• Standard processes ☆ • Local IRBs • External IRBs • Physician comp • Compliance ☆	• None • 5 • None • Varied • Varied	• In process • 1 – MIRB • WIRB partner • Defined plan • In review	• Complete • 1 – MIRB • More • Refined • Well controlled
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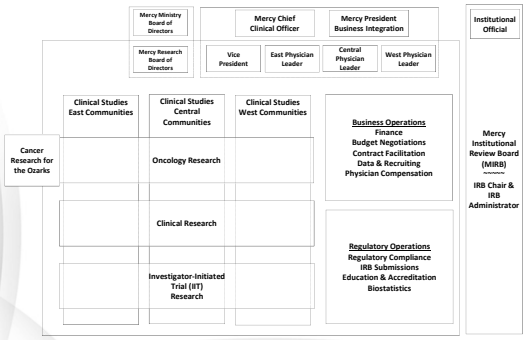
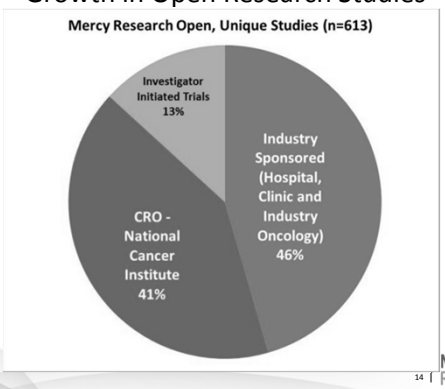
Technology • Standardized • Automated • Enabling	• Document repository • Clinical trial mgmt. ☆ • Link to EMR ☆	• Many • 3 systems plus manual • Varied	• Moving to 1 • Planning 1 system • Epic Research Module	• 1 repository • Using 1 system • Other interfaces

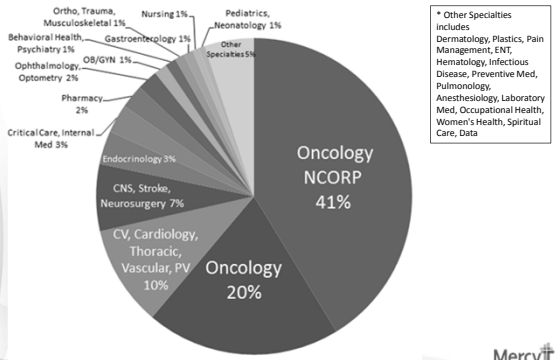
Mercy Research Organization



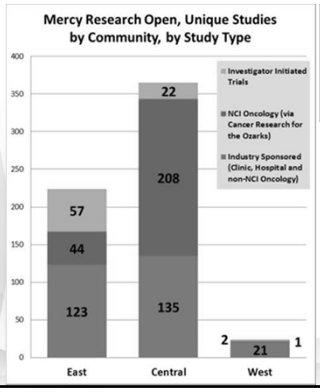
Growth in Open Research Studies



Therapeutic Diversity of Open Studies

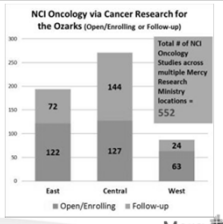


Geographic Diversity of Open Studies



174 Physician & 41 other Clinicians engaged as PIs in Active/Open Studies
(Sponsored and IIT)

Active Supersite™ Studies = 12



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Lessons Learned

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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**

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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?*

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:

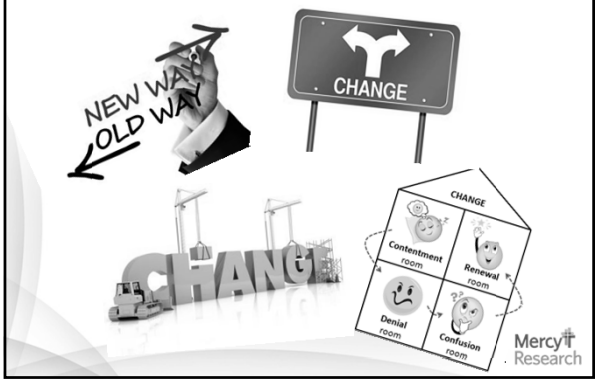
- Clinical leaders assigned one or more value definitions to each active study based on protocol review and interpretation
- Value definition counts were quantified at the 3 study type levels (IIT, Oncology, and Hospital/Clinic) and total Mercy Research

Total #	Mission & Values	Patient Care	MD/Clinician Recruitment/ Retention	Clinical Training	Designations/ Accreditations	Reputation/ Community Benefit	Grant/ Fdn 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**

Lesson # 3: Tell your Story

Why? Benefits/Objectives

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

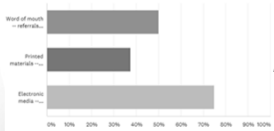
Who? Audiences/Forums

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

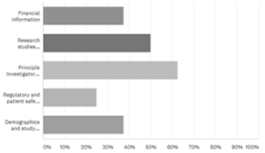
Know your Audience

We conducted a brief survey:



What types of communication materials would be beneficial?

What types of organizational information would increase your awareness?



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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

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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 Research

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