

FullCircle

Your best life. Our one purpose.

Message from the CEO

It has been one year since Trinity Health and CommonSpirit Health signed an agreement for Trinity Health to become the sole owner of MercyOne. Much work has been completed in the last year to create a more united MercyOne, and the work continues as we regionalize and restructure our organization.



Many of the changes we are making help us to better align as a Regional Health Ministry (RHM) of Trinity Health. We want to thank each of our MercyOne Colleagues and Physicians for your understanding and support of the changes required to do this. At the same time, we are integrating Genesis Health System into MercyOne. These two happenings will be historic to strengthen the long term outlook for our ministry.

There is a lot to look forward to in becoming One MercyOne. While not all of the changes have been fast or easy, they have been necessary. I hope it is inspiring to know you are helping to strengthen our organization in a manner that will allow us to provide the best health care across the state of Iowa. The level of change and length of time to complete the transitions we are making requires a longview perspective, but everyday we are getting closer to becoming the One MercyOne we envisioned in 2018 when we initiated our long-range plan.

To our colleagues, physicians and providers-- please, do not lose sight of the significant impact you have on the lives of those we serve. We are making progress each day and soon our future, together as ONE, will start to take more shape.

Thank you for your unwavering commitment to Our Mission and our future.

Together, we are stronger as one.

Bob Ritz
MercyOne President and CEO

- 2 [RHM-wide Leaders named](#)
- 3 [MercyOne named 50 Top Cardiovascular Hospitals](#)
- 7 [State of Iowa support](#)

CONTENTS

Strategic Pillars	2
Balanced Scorecard	4
Health Advocacy Update	5
Diversity, Equity & Inclusion	5
Focused Storytelling	8
Integrity & Compliance	13



Colleagues please:

- Share job opportunities online [MercyOne.org/Careers](https://www.mercyone.org/careers)
- Leave an Indeed Review



People

Portfolio

Purpose

Performance

People

RHM-wide Leaders named

We are pleased to share the following leaders have been named to support MercyOne's Medical Group as we progress in creating a more unified and integrated MercyOne.

- **Beau Dexter** will serve as the Regional Vice President of Operations over Eastern Iowa.
- **Brittany Erickson** will serve as the Regional Vice President of Operations over Primary Care for the MercyOne Medical Group.
- **Muddasir Ghouse** will serve as the Regional Vice President of Operations over Surgical/Medical for the MercyOne Medical Group.

Additionally, **Joseph Behr, MD**, has been selected Medical Director of Health Informatics. Dr. Behr's experience and knowledge in his new role and know that he will help regionalize the informatics team for MercyOne.

We are excited for these leaders to begin work within the functional structures and look forward to rebalancing, evolving and strengthening MercyOne's future!

Find more information on [MercyOne](#).

Congratulations

MercyOne is proud to share Chief Medical Officer (CMO) and Central Iowa Chief Operating Officer (COO) **Hijinio Carreon, DO, MBA**, has been included in Becker's Hospital Review "110 hospital and health system chief medical officers to know" 2023 list. Dr. Carreon is the only Iowa-based health leader to be recognized.



According to Becker's, "The executives featured on this list play a crucial role in directing their organization's forward momentum while continuing to serve their patients and communities first and foremost."

After serving in the roles of regional chief medical executive and interim COO for MercyOne's Central Iowa division since February 2022, Dr. Carreon recently accepted the opportunity to serve as both division CMO for MercyOne and COO for Central Iowa. [Learn more and view full list of honored here.](#)

Recruitment

MercyOne recently welcomed 10 new ambassadors. View their profiles [here](#) and give them a follow on your favorite social media account!

Interested in becoming a [MercyOne Ambassador?](#)
Apply now by completing our [online questionnaire.](#)

Purpose

2023 Decker-Temple Leadership Pharmacy Conference

Omobola Thompson, RPH, MPH, selected to participate in the 2023 Decker-Temple Leadership Pharmacy Conference.

Through a competitive application process, the Iowa Pharmacy Association (IPA) Executive Committee selected, based on demonstrated leadership potential, involvement in professional and community activities, and clarity and vision for the future of the profession of pharmacy, selected 10 applicants from Iowa.

Thompson will join ten pharmacists from Wisconsin in a retreat atmosphere for a weekend of leadership training and candid discussion of issues impacting the profession.

The goals of the [Decker-Temple Leadership Pharmacy Conference](#) are to identify emerging leaders and enhance the leadership skills and provide motivation to seek greater awareness and involvement in the issues confronting the profession. Additionally, graduates walk away from the program with a renewed energy for their personal relationships and community involvement.

Thank you, Omobola, for displaying a commitment to leadership skills and serving Our Mission!

Performance



MercyOne named 50 Top Cardiovascular Hospitals

MercyOne Des Moines Medical Center and MercyOne Iowa Heart Center today were identified as one of the nation's 50 Top Cardiovascular Hospitals™ according to an independent quality analysis provided by PINC AI™ and reported by Fortune.

To select top performers, an objective, independent, quantitative research analysis was performed using publicly available data measuring cardiac care in the United States. [Read more >](#)

MercyOne Clinton Medical Center received the Baby-Friendly designation

MercyOne Clinton Medical Center recently received the international Baby-Friendly designation by Baby-Friendly USA, a reputable organization responsible for bestowing this certification in the United States.

This designation demonstrates that MercyOne Clinton Medical Center is adhering to the highest standards of care for breastfeeding mothers and their babies.

MercyOne Clive Sleep Center fully accredited by the AASM

MercyOne Clive Sleep Center has been accredited by the American Academy of Sleep Medicine for the next five years. This accreditation is given to facilities that provide the highest quality of patient care and provide excellent sleep medicine healthcare. [Read more >](#)

Balanced Scorecard

Purpose	March 2023	Year End Target
Cultural proficiency training – all colleagues*	↑ 87%	85%
Racism: A public health crisis – leadership*	↑ 94%	95%
Preventable hospitalizations (all populations)	↓ 15.87	TBD
Preventable hospitalizations (dually enrolled)	↓ 13.88	TBD

*Cultural and Racism Trainings will not include Central Iowa until FY24.

Performance	March 2023	Year End Target
All cause readmissions*	↓ 11.5	14.4%
Operating margin	↑ -7.1%	0.5%
Primary care membership	↑ 439,295	448,673
OHSA recordable injury rate	↓ 4.90	5.38
Falls with injury rate	↓ 0.85	0.45

People	March 2023	Year End Target
Likelihood to recommend in Acute Care	↑ 62.48%	64.49%
Likelihood to recommend in ED	↑ 60.13%	60.56%
Colleague engagement index	↑ 3.81**	3.90
Number of engagement action plans submitted	↑ 545	456

**Colleague Engagement Score is from June 2022 survey (baseline). Next survey will be spring 2023.

Portfolio	March 2023	Year End Target
Non-hospital/Non-SNF segment annual revenue growth (YTD actual)	↑ 5.2%	8.0%

Key: **On Target** (met target) **Progressing** (above baseline) **Off Target** (below baseline)

↑ We are looking for higher numbers on this metric
↓ We are looking for lower numbers on this metric

MercyOne Balanced Scorecard measures defined

Purpose

- Preventable hospitalizations: AHRQ measure of Ambulatory Care Sensitive Condition (ACSC) inpatient admissions – a defined set of clinical conditions "sensitive" to ambulatory care interventions. Measured monthly (rolling 9 months) for Medicare patients attributed to Trinity Health Medicare ACOs (and for dually-enrolled, who also have Medicaid as a secondary payer). Source is claims data (60-90- day lag) and will be available at Trinity Health and Regional Health Ministry level.
- Racism: A Public Health Crisis –The total percent of managers and above who've completed the course.*
- Cultural Proficiency Training – The total percent of colleagues who've completed the Cultural Proficiency: Our Journey to Health equity course on Pathways or HealthStream.*

*Central Iowa will not be included in FY23.

Performance

- Falls with Injury Rate: The rate of falls with injuries in the acute care environment on a monthly basis per 1,000 patient days utilizing NDNQI definition. IRF measured as number of falls with major injury per 1,000 patient days utilizing CMS definition and national average (#Falls with injury minor or greater/ # adjusted patient days) x 1,000 = Falls with Injury Rate.
- OSHA Recordable Injury Rate: Measured as (number of recordable incidents/FTE productive hours) x 200,000 – excluding recordable incidents related to COVID-19.
- Primary Care Membership: Total number of unique patients seen by medical group primary care providers over the last 36 months. Only includes the following CPT codes: 99204-99205, 99211-99215, 99381-99387, 99391-99397, G0402, G0438, G0439.

- Operating Margin: Measured per the Trinity Health standard as operating income before unusual items divided by operating revenue.

- All Cause Readmissions: Monthly reporting of unplanned all cause readmission to an acute care facility for any reason within 30 days of index discharge. Includes only Medicare Fee for Service beneficiaries.

People

- Total Number of Colleague Engagement Action Plans Submitted: The total number of action plans submitted for work teams with a score below the PG Engagement Score 75th Percentile (4.22).
- Colleague Engagement Indicator Score: Colleague Engagement survey overall score. Note: Scores are collected in the spring of each fiscal year.
- Likelihood to Recommend: MercyOne composite for Acute and ED where percent represents % of top box responses to the "likelihood to/would recommend" survey question. Outpatient services not included in this score.

Portfolio

- Non-Hospital/Non-SNF Segment Annual Revenue Growth: Measured as YTD change in revenue, FY23 compared to FY22 actual; reflects the growth in diversification of our portfolio. Note: This is only measured at the MercyOne System Level, not by each region. Includes business segments: Medical Groups, Urgent Care, Continuing Care excluding SNF, Ambulatory Surgery Centers, Health Plans, Specialty Pharmacy, Population Health and Outreach Labs

More information available at [MercyOne](#)

Health care leaders meet with newly elected Congressman Zach Nunn

Health care representatives, including MercyOne leaders, physical therapists, pharmacists, optometrists, nursing facilities and members of AARP, attended a roundtable hosted by U.S. Rep. Zach Nunn. He used the opportunity to gather information for his legislative priorities.

Attendees discussed the current financial environment, the 340B drug pricing program, hospital and rural health clinic payments, workforce issues, continuing waivers after the public health emergency ends and telehealth payment parity.



Iowa legislature

The Iowa Legislature continues to work on health care related bills, and we are pleased that two of our priorities have been accomplished: medical malpractice and the Rural Emergency Hospital (REH) designation. Following is a list of bills that affect MercyOne:

- **Medical Malpractice:** The new law limits the amount of noneconomic damages that a jury can award a plaintiff against a physician if there is substantial or permanent loss or impairment of a bodily function, substantial disfigurement, or death to \$1 million. This bill was signed by the Governor on February 17.
- **Rural Emergency Hospitals:** Amends Iowa Code chapter 135B to allow for rural emergency hospital licensure. Provides definitions, eligibility requirements, licensure and application requirements, including clarification that a hospital converting to a REH does not require a certificate of need. The bill applies to a general hospital that meets the eligibility requirements located in a county with a population between thirty thousand and thirty-five thousand as of the 2020 census that was operating under a valid certificate of need on and prior to September 1, 2022. The Governor signed this bill in early April.
- **Nurse Preceptor Tax Credit:** Creates a nurse preceptor tax credit of \$1,000 per tax year against the individual income tax. Defines “nurse preceptor” as a licensed nurse under Iowa Code chapter 152 or 152E who supervises nursing students during clinical rotations. Credit is nonrefundable but may be carried forward for up to five tax years. Applies to tax years beginning on or after January 1, 2024.
- **340B:** Ensures the integrity of 340B program within the state. Prohibits plans, carriers, TPAs and PBMs from providing discriminatory reimbursement amounts for prescriptions or dispensing fees on the basis of a covered entity’s or a contract pharmacy’s status a covered entity or contract pharmacy.
- **Postpartum Medicaid Extension:** Directs the department to submit a State Plan Amendment to provide 12 months of continuous postpartum coverage under the Medicaid program. Appropriates \$5.6 million for FY 23-24 and \$8.9 million for FY 24-25.
- **Governor’s Health Care Proposal:** In addition to appropriations for the MOMs program, the Governor’s health care proposal includes increased funding for the Centers of Excellence grant and creates a state-funded family medicine OB fellowship program.
- **Lay Midwife Licensure:** Creates a board and license for lay midwives. The bill would require insurance coverage for lay midwife services, allow for administration of medications, etc., but would also limit the liability of health care providers that accept transfers from midwives.
- **Physician Assistant Supervision:** Would allow physician assistants to practice without the supervision of a physician.

State of Iowa support

Governor Reynolds has expanded her investment in health care apprenticeships. The Iowa Health Careers Registered Apprenticeship Program is a grant opportunity aimed at addressing the workforce needs of the health care sector. Program funding helps jumpstart a high school-based registered apprenticeship program (new or existing) that accelerates the pathway into the health field. MercyOne has not yet applied due to regulatory and requirement barriers across the health care and education landscape, but will be meeting with the State, Board of Nursing and Iowa Workforce Development to ensure these aspects are better aligned moving forward.

Diversity, Equity & Inclusion

Questions on DEI?
Contact [Jacquie Easley](#), MercyOne

April is Arab American Heritage Month

In honor of Arab American Heritage Month, Trinity Health and MercyOne are recognizing and celebrating the vibrant and diverse cultures and contributions of the diverse populations of Arab Americans. We especially acknowledge our colleagues and members who are of Arab American descent as they celebrate this national observance.

ARAB AMERICANS, CHRISTIANITY AND ISLAM

According to our [source](#), although the Middle East itself is almost entirely comprised of Muslims, Middle Eastern Americans are predominantly Christian. It is a common perception that most Middle Eastern Americans are Muslim. However, only about 25-30% of the Arab American population practices Islam. Furthermore, [America by the Numbers](#) indicates that most Arab Americans are Christian – 63% – compared to 24% Muslim and 13% of other or no religious affiliation.



MISCONCEPTIONS AND STEREOTYPES ABOUT ISLAM

Perception: “Arab” and “Muslim” refer to the same people

Arabs are people who speak Arabic as a native language and identify themselves as Arabs; Muslims are those who practice the religion of Islam.

Many Arabs are not Muslims, and not all Muslims are Arabs. More than a billion people in the world are Muslims, but fewer than 15% of Muslims worldwide are Arabs. Most Muslims live outside of the Middle East, in places like Indonesia, Thailand, Malaysia, India and Pakistan.

The confusion between these terms may stem from the fact that Arabic is the primary language of the Islamic faith, just as Latin was for Catholicism until recently. Therefore, many people expect all Muslims to know at least a few keywords and phrases in the Arabic language.

To learn more about misconceptions and stereotypes about Islam and the Middle East, visit [PBS Global Connection](#)

Islam's most important holidays

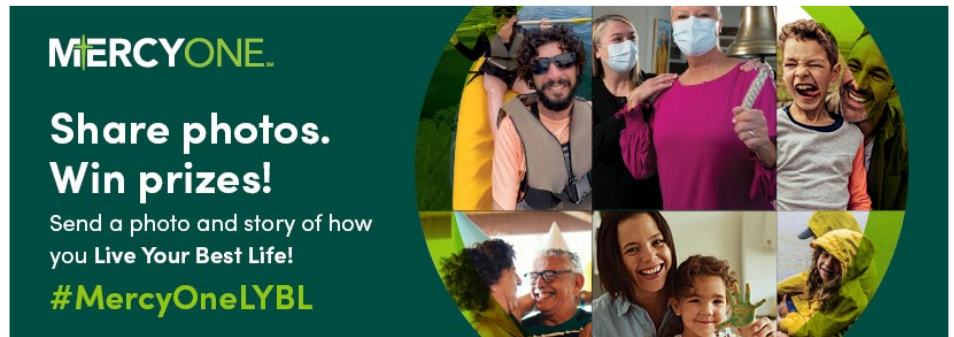
[Islam](#) is the second largest religion in the world after Christianity, with about 1.8 billion Muslims worldwide. The word "Islam" means "submission to the will of God." Followers of Islam aim to live a life of complete submission to Allah. Islam teaches that Allah's word was revealed to the prophet Muhammad through the angel Gabriel. Muslims believe several prophets were sent to teach Allah's law. They respect some of the same prophets as [Jews](#) and Christians, including Abraham, Moses, Noah and [Jesus](#). Muslims contend that Muhammad was the final prophet.

[Ramadan](#) is a holy month of fasting, introspection and prayer for Muslims. It is celebrated as the month during which Muhammad received the initial revelations of the Quran, the holy book for Muslims. Fasting is one of the five fundamental principles of Islam. Each day during Ramadan, Muslims do not eat or drink from dawn to sunset. They are also

supposed to avoid impure thoughts and bad behavior. Muslims break their daily fasts by sharing meals with family and friends, and the end of Ramadan is celebrated with a three-day festival known as [Eid al-Fitr](#), one of Islam's major holidays. Ramadan always falls on the ninth month of the 12-month Islamic calendar. Ramadan 2023 began on the evening of March 23 and lasts 30 days, ending at sundown on Thursday, April 21.

[Eid al-Adha](#), or the "Feast of Sacrifice," signifies the willingness of the Prophet Ibrahim, known as Abraham in Christianity and [Judaism](#),

to sacrifice his son, Ismail as ordered by Allah. It is one of [Islam's](#) most important holidays. Usually lasting three to four days, and celebrated by millions of Muslims worldwide, the holiday begins on the 10th day of the Muslim calendar lunar month of Dhul-Hijja, at the time of Hajj, the annual pilgrimage to Mecca. Considered the holiest of the two Eids, the other being [Eid al-Fitr](#), or "Festival of Breaking the Fast," which commemorates the end of Ramadan, it is one of two major Muslim holidays celebrated across the globe each year.



MERCYONE.
**Share photos.
Win prizes!**
Send a photo and story of how
you **Live Your Best Life!**
#MercyOneLYBL

March 30 was National Doctors' Day.

Watch the [video](#) of thanks from our MercyOne Colleagues and [read the letter of recognition](#) from Trinity Health.

THANK YOU
Happy Doctors' Day
MERCYONE.



Focused storytelling is based on Our Core Values:

Reverence • Commitment to Those Who are Poor • Safety • Justice • Stewardship • Integrity

Integrity

This is what Integrity looks like ...

The Association for Nursing Professional Development (ANPD) announced

Megan Webber,

clinical specialist at MercyOne Dubuque Medical Center, as their 2023 Learning Facilitator. Megan's colleague, Joanna Dagenais, MSN, RN, CCRN-K, Clinical Education Director for the Preventative Cardiovascular Nurses Association, nominated her and explained how she exemplifies the spirit of the award.

[Read Megan's response here.](#)



This is what Integrity looks like ...

Our colleagues show great teamwork every day! Here is what one patient had to say about MercyOne Western Iowa colleagues **Lea Mathison** and **Brittney Rabbitt**:

"I had some complications from a surgery, which lead me to the ED. Brittany was my nurse, and she went above and beyond what she needed to and was very caring towards me.

The teamwork too was also fantastic. Lea took a few minutes to chat with me out of the work she was trying to get done on a Sunday night. She was able to help me get more comfortable while waiting for the pain meds to kick in. I am a nurse in another department. It is hard to be on the other side of the bed as the patient, but they all went beyond to make sure I got the best care. I am very thankful for that."



Commitment to Those Who are Poor



This is what Commitment to the Poor looks like ...

A donation of handcrafted blankets was made to **Van Diest Medical Center (VDMC)** in Webster City.

Members of the Clear Lake Sailors 4-H Club make and donate blankets every year as one of their Citizenship Projects. The blankets will be given to Inpatients and patients in the Emergency Department, as needed.

The 4-H members pictured to donate the blankets are siblings Amanda, Brynn, and Mason Ostrem.

VDMC colleagues accepting the donation include Kim Russell, Dr. Roshan (Sonny) Sinha, Crystal Jacobs,

Jamie Farrand-Ratzke, Brittany Sadler, and Hannah Larson.

Reverence

This is what Reverence looks like ...

Bridget Saffold, MSN, MPH, RN, was recognized as a finalist for Iowa's Healthiest State Annual Awards in April. Bridget supervises [MercyOne Waterloo Urology Care](#) and [MercyOne Cedar Falls Weight Loss and Bariatric Surgery](#).

Outside of work, Bridget educates community members about diabetes, cancer and health disparities through her initiative, [Focus on Diabetes](#). Iowa's Healthiest State Initiative celebrates Bridget for impacting community health.

Congratulations, Bridget!

[Watch Bridget's interview](#) with Kelly Richards and Ryan Meyer to hear how Bridget's dedication has reached the governor's desk.



This is what Reverence looks like ...

[MercyOne Dubuque Medical Center](#) is collaborating with Wahlert Catholic High School, Senior High School and Hempstead High School to provide practical experience for high school students interested in a career in health care. The pilot internship program began in September 2022 and for the second installment of the program, eight interns shadowed health care professionals for 10 to 12 weeks in various departments of their choice. The interns helped with special projects and job responsibilities in collaboration with other staff members in addition to the job shadow opportunities. Find out how one of our interns, **Monica Knepper**, benefited from her experience with MercyOne. [Read more here.](#)



Justice

This is what Justice looks like to me ...

For the first time ever, **Van Diest Medical Center (VDMC)** in Webster City sponsored a Community Easter Egg Hunt for children of all ages. Hosted by the VDMC Foundation, the Hunt was held April 1 on VDMC grounds. The age groups were 0 to 3 years, 4 to 7 years, 8 years and older, and a special adaptive-friendly hunt for children and young adults with disabilities.

Despite chilly winter-like conditions, area families and children came out for the event and the Easter

Egg Hunt was a huge success! There were special golden prize eggs for each of the hunts and the Easter



Bunny was onsite for the fun and photographs. Area law enforcement including the Webster City Police

Department, Hamilton County Sheriff's Department, Webster City Fire Department and VDMC EMS partnered with the hospital to be available with their vehicles onsite for the event.

Safety



This is what Safety looks like ...

It was an incredible team effort a few weeks ago by our **MercyOne Siouxland Medical Center** colleagues throughout several departments after an incident on 6SW.

We are incredibly thankful to our colleagues for quickly jumping into action: from the nurses on the floor who were directly involved with the patient and kept others safe, to everyone who helped transport patients and family off the floor quickly, to those that helped with cleanup efforts. So many of our colleagues played a critical role and we are thankful for their quick-thinking during moments like this.



This is what Safety looks like ...

It's not easy for kids to find anything "fun" about emergency departments. Genesis Jason was up for the challenge, however, bringing along "My First Visit to the Emergency Room" coloring books and a self-station shaped like an ambulance during recent visits to the Bettendorf Family Museum.

Genesis Jason, a stuffed St. Bernard rescue dog brought to life by Genesis colleague Kaitlin Clevenger, is one way of many to promote awareness of the new Genesis Emergency Department (ED) in Bettendorf. Last December, the ED opened at the Genesis HealthPlex, Bettendorf to bring emergency services to a growing part of Scott County. The new ED coincides with the "Right Care, Right Place, Right Time" campaign on the safest and smartest use of Genesis emergency, convenient care, virtual care, and primary care services.

Colleague
Care Circle

Find resources to help your team navigate challenges at [MercyOne](https://www.mercyone.com)

Stewardship

This is what Stewardship looks like ...

More than 300 guests celebrated heroes of the Cedar Valley at this year's Heroes Among Us breakfast. The **MercyOne Waterloo Foundation** and the **MercyOne Cedar Falls Foundation** together host the annual awards ceremony. They have raised more than \$400,000 in 18 years to support expert care and MercyOne's Mission to be a healing presence within our communities.

Read [honorees heroic stories](#), or [watch the ceremony!](#)



Back row, from left: Bill Bradford, Zoie Feuerbach, Alex Clark, Adam Wittmayer, John Mills, Patrick Waniorek. Front row, from left: Lisa Bradford, Cathy Irvine, Ledger Dalton, Laurene Ericson, Lola (dog) and Hunter McBride

This is what Stewardship looks like ...

The newly installed RehabModule in the **MercyOne Newton Physical Medicine's Rehabilitation Department**



was made possible thanks to a generous grant from the Jasper Community Foundation. This specially designed set of parallel bars works in conjunction with an overhead harness system and an underfoot "slip trainer."



In March, Genesis Health System launched its Medical Assistant Student Program for colleagues to help address a shortage.

This is what Stewardship looks like ...

Genesis Health System faced an ongoing shortage of Medical Assistants, with no end in sight. Fewer and fewer students were graduating from the five Quad Cities' training programs. With 40+ vacancies, the time had come to get creative.

Recognizing a need, Genesis focused on its own staff to grow the pipeline of qualified candidates. In March, Genesis launched a homegrown Medical Assistant Student Program with eight students. Genesis made it easy, providing tuition for the four-month program, certification test scholarships, hands-on skills training, hourly compensation, full-time benefit eligibility, and best of all – guaranteed placement at Genesis upon program completion.

"We're excited to extend this opportunity to our own employees who want to advance their careers in health care," said **Beau Dexter**, Regional Vice President of Operations, Eastern Iowa. "We have built a program that removes some of the barriers, and in turn, we will benefit from the talent and professionalism within our own Genesis workforce."

You can report an integrity concern – without retaliation

If you have concerns about an actual or potential integrity issue, you should speak up! Ask questions! Make right decisions!

But if you do speak up, can there be retaliation? What if you are harassed? Could you be punished or intimidated? Will you be fired just for speaking up? Will you get into trouble for reporting something?

No! MercyOne has a strict stance against retaliation, outlined in the Code of Conduct. It states that any action directed against someone for making a good-faith report of a concern will not be tolerated. Further, anyone who does engage in or permits retaliation, intimidation or retribution is subject to discipline, up to and including dismissal. You should report any issues with retaliation right away to your Integrity and Compliance Officer so there can be an investigation.

MercyOne has a policy of **"zero tolerance"** for any form of retaliation against those who report issues and concerns in good faith, including potential violations of our Code of Conduct, so speak up!

Retaliation includes direct as well as indirect actions, or the threat of actions, of supervisors, co-workers, or others. Retaliation is subject to discipline, up to and including dismissal from employment, suspension of medical staff privileges, or termination of business relationships with MercyOne, in accordance with MercyOne policies and medical staff bylaws, as applicable.

Contact your Integrity & Compliance Officer with any questions. You may also report concerns to the Integrity & Compliance Line at 866-477-4661, which is confidential.

Revenge and retaliation always perpetuate the cycle of anger, fear and violence.

Is your email signature set up correctly?

Find out by downloading the email signature template on [MercyOne](#).