

FullCircle

Your best life. Our one purpose.

Message from the CEO

While we continue to make progress on our transition and our integration to become a fully aligned regional health ministry of Trinity Health, at the same time, we are focused on improving our financial performance. Our recovery, like those of all health care systems, from the impact of the pandemic, inflation and workforce shortage has been difficult and slow.



One way to address the financial challenges in health care is to find ways to take care of more patients. To support growth and financial performance improvements, we have launched weekly volume optimization accelerator (VOA) huddles in each of our five MercyOne's regions. During these huddles, our teams are focused on identifying root causes and rapidly removing barriers as well as celebrating and extending successes to increase our capacity to serve patients. We also continue to review expenses which have increased due to inflation.

We recognize one of the key steps in caring for more patients is to retain and recruit colleagues. We continue to advance plans to address the workforce shortage, and we are seeing progress with a higher level of new colleagues recently hired. While we have made progress in this area, we have a long way to go and need assistance from all.

One additional way you can help – and be rewarded! – is to refer your family and friends to join our circle of care. As we progress with integration, all MercyOne locations will adopt Trinity Health's Referral Program which offers prizes and points for colleagues when they refer someone to work with us – consider signing up for the program today.

We have developed a three-year plan to return to profitability. It will take continued innovation and teamwork to achieve, and we are confident together we will re-position our ministry for continued success.

While we face many challenges as an industry, through your work we continue to transform the health of our communities and create a brighter future for MercyOne.

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It is an honor to serve our Mission with you,

Bob Ritz
MercyOne President and CEO



People

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People

Recruitment

MercyOne’s virtual career fair, which was held for five days in September via Facebook, had a 64% close rate among active and engaged applicants! Around 80% of the 142 people who submitted questionnaires did not respond when reached out to by our recruitment team. (Applicant unresponsiveness is not unique to MercyOne or the health care industry.) Of the remaining 25 candidates, MercyOne hired 16! Thank you to our human resource professionals for adapting and trying new approaches to recruit new talent. We love this collaboration between HR and Tessa Trout, MercyOne’s social media coordinator. To our new colleagues reading your first MercyOne Full Circle newsletter, welcome! We’re so happy you’re here!

For questions about these results, contact [Craig Fields](#), MercyOne Talent Acquisition manager.

MercyOne virtual career fair results Sept. 22-26

	Hired
Central	4
East	6
Northeast	1
North	4
West	1
Total	16

MercyOne to launch FirstChoice, nurse staffing support, through Trinity Health

MercyOne is joining a Trinity Health nationwide program that will help our ministry overcome health care staffing crises caused by the COVID-19 pandemic.

FirstChoice nurses will fill immediate, short-term nursing positions to support the needs of MercyOne. Having FirstChoice as our own internal nurse staffing resource ensures consistency in care and provides quality nurses who align with our Mission and Core Values, and are knowledgeable of our care practices, processes and standards. This program gives us the ability to have our own nurses fill gaps in staffing while reducing expense from outside contractors.

Learn more about [FirstChoice](#) and contact your Chief Nursing Officer with questions.

Live Your Best Life

How are you living your best life as the seasons change? Share what bring you joy during and you could win our next prize package! Congratulations to our November winners!



Lyle Zambra Camilan
MercyOne Live Your Best Life T-shirt

This fun-loving group represented MercyOne Centerville Medical Center in the Pancake Day parade! Yes, a pancake day parade! That is living your best life if we've ever heard of it! Thanks for tagging #MercyOneLYBL and making MercyOne part of your community celebration!



Jonica Linn Hernandez
Tickets to Iowa State vs. Texas Tech

Jonica continues living her best life at Jack Trice Stadium. She won tickets to see Iowa State play Texas Tech for this winning entry on Facebook!



Chasity Soto
UNI Tickets

We encouraged colleague Chasity to enjoy time away from MercyOne with this future nurse. Chasity won tickets to a game at UNI. Thanks for sharing this adorable photo, Chasity!



Mackenzie Cairney
MercyOne Live Your Best Life T-shirt

MercyOne colleague Mackenzie submitted this beautiful snapshot of a dog who is clearly living their best life. It's a bit cold outside for picnicking now, but we did send Mackenzie a Live Your Best Life t-shirt to enjoy as soon as spring comes again!

► [Click here to enter to win our December giveaway!](#)

MERCYONE.

**Share photos.
Win prizes!**

Send a photo and story of how you Live Your Best Life!

#MercyOneLYBL

Purpose

Becoming ONE Regional Health Ministry

MercyOne is now a regional health ministry (RHM) within Trinity Health, and while teams are working on many technical elements related to our integration, we also remain focused on the culture that is central to maintaining a strong, healthy workplace.

Words matter in workplace culture.

A shared culture can:

- Ensure colleagues understand you the way you intended
- Support building relationships (with new colleagues, patients, etc.)
- Remind us to act with intent
- Set the tone for a healthy workplace



Our Culture



 <p>Our Mission</p> <p>We, Trinity Health, serve together in the spirit of the Gospel, as a compassionate and transforming healing presence within our communities.</p>	 <p>Our Core Values</p> <ul style="list-style-type: none"> • Reverence • Commitment to Those Who are Poor • Safety • Justice • Stewardship • Integrity 	 <p>Our Actions</p> <p>As a Trinity Health colleague, I will:</p> <ul style="list-style-type: none"> • Listen to understand. • Learn continuously. • Keep it simple. • Create solutions. • Deliver outstanding service. • Own and speak up for safety. • Expect, embrace and initiate change. • Demonstrate exceptional teamwork. • Trust and assume goodness of intentions. • Hold myself and others accountable for results. • Communicate directly with respect and honesty. • Serve every person with empathy, dignity and compassion. • Champion diversity, equity and inclusion. 	 <p>Our Promise</p> <p>We Listen. We Partner. We Make it Easy.</p>
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- Demonstrate to patients what we stand for. Words such as trust, service, teamwork, respect and honesty become actions and patients pick up on our culture.

Please take a few minutes to look through these actions, and you'll find a lot of similarity with MercyOne's original cultural framework.

We'll continue discussing our culture as part of our journey to ONE. We encourage you to talk with your leader about this cultural framework. You can also email MercyOneInfo@mercydesmoines.org at any time. We want to hear your questions and concerns.

► New Focused Recognition cards are now available.

Performance

Medical Group identifies key priorities

MercyOne's Medical Group recently reported its mission critical work for this fiscal year and how performance will be measured as a fully aligned Regional Health Ministry of Trinity Health. The Medical Group's key priorities are important to MercyOne's three year plan to return to profitability while keeping focused on our vision to improve the health of our communities.

The Medical Group's key focuses are summarized below.

- **Listening, partnering and making it easier for the patient:** Exact goals and measures focus on patient conveniences like online scheduling, mychart enrollment, provider efficiency and social needs screening.
- **Quality/Safety goals to help each patient live their best life:** Each MercyOne region has specific targets, such as seeing more patients for annual wellness visits and controlling blood pressure in hypertensive patients.
- **Growth:** Primary Care membership.
- **Stewardship:** These targets support our core value and our three year plan to return to profitability so we can best carry out our Mission. Measures will look for growth in co-pay collections and lower write-offs and bad debt. We will also continue improving patient care by reducing preventable hospitalizations.

For specifics on this work, [Contact Brad Whipple](#), Medical Group director of operations.

Portfolio

Urgent Care management transition

MercyOne transitioned management of urgent care clinics in Clinton, Mason City and Sioux City to our partner, Premier Health, on Nov. 14. Dec. 12 is the transition date for MercyOne urgent care clinics in Ankeny, Clive, Indianola and South Des Moines. This is a key step as part of our work to bring more patients into our circle of care and improve our financial performance so that we can best fulfill our Mission. Thank you to everyone who did their part to plan this handoff over the past few months!

One question colleagues and patients always ask in times of change is about the name. Existing and future urgent care clinics that Premier Health will manage will still be called MercyOne Urgent Care.

Do you have other questions about this work? [Contact Brad Whipple](#), Medical Group director of operations.

Balanced Scorecard

Purpose	October 2022	YE Target
Cultural proficiency training – all colleagues*	↑ 82%	95%
Racism: A public health crisis – leadership*	↑ 92%	95%
Preventable hospitalizations (all populations)	↓ 35.62	31.17
Preventable hospitalizations (dually enrolled)	↓ 111.06	132.04

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

Performance	October 2022	YE Target
All cause readmissions*	↓ N/A	14.8%
Operating margin	↑ -7.5%	0.50%
Primary care membership**	↑ 427,257	N/A
OHSA recordable injury rate	↓ 5.17	5.38
Falls with injury rate	↓ 0.81	0.45

*To better align with Trinity measurements, we are updating the data included for All Cause Readmissions; no data will be available until this update is complete. The target will remain the same as it is a set measure for all TH locations. ** There was a change in definitions for Primary Care Membership that was not reflected in original baseline number. A new baseline and target will be calculated when the data becomes available.

People	October 2022	YE Target
Likelihood to recommend in Acute Care	↑ 62.88%	64.49%
Likelihood to recommend in ED	↑ 56.91%	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	October 2022	YE Target
Non-hospital/Non-SNF segment annual revenue growth (YTD actual)	↑ \$215,188	\$755,674

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 Advocacy Update

Post-election, advocacy leaders are meeting to identify goals and priorities for the next two-year advocacy period. We will begin to hear more about those priorities as plans come into focus early next year.

Mary Cownie is MercyOne's advocacy leader for all federal, state and local advocacy. [Contact Mary](#) if you have questions.

As a member of the Trinity Health Action Center, you'll receive policy updates. [Begin by creating your profile now.](#) Please note that not all MercyOne locations are listed yet. If yours is missing, choose MercyOne Des Moines.

As we continue journey to ONE, Trinity Health invites all MercyOne colleagues to receive advocacy alerts. You can participate by creating a profile in the [Trinity Health Action Center](#). The action center is where you can also find statements made by Trinity Health or its CEO on topics of system-wide importance or urgency, matters of public policy and issues of importance to fulfill our mission.

Live your best life.

Share photos. Win prizes!

Send a photo and story of how you Live Your Best Life!

1. Share on social media with #MercyOneLYBL and tag MercyOne
2. Make sure your post privacy is set to public for a chance to win!



Social not your thing? Visit [MercyOne.org/bestlife](https://www.MercyOne.org/bestlife) to enter the contest.



Preserving Native American Heritage Month

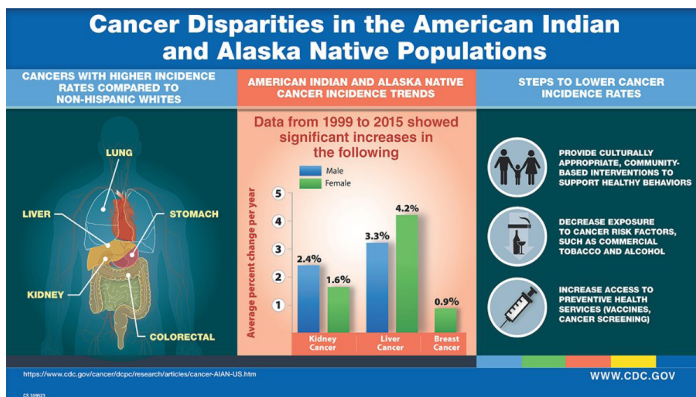
In 1990, President George H.W. Bush officially designated November as National American Indian Heritage Month, and so it has been proclaimed in similar language, consistently since 1994.

Tradition of natural medicine and spiritual healing

Many of the innovative healing practices of Native Americans became the foundation of current healthcare methodology but unfortunately have been erased from the history books. [Read here about health and healing practices](#) – including early syringes – that predate Western healthcare practices by hundreds of years. Don't miss the profiles of influential Indigenous and Native American nurses. Read to the end for a link to scholarship opportunities for Native Americans interested in nursing careers!

Health and income disparities

While many Native Americans seek treatment from the federally funded Indian Health Service, taking time to learn about the unique background and needs of our Native American patients will enable you to provide enhanced, culturally-sensitive care.



Diabetes is the leading cause of kidney failure and the [CDC reports](#) Native Americans went from having the highest rate of kidney failure to seeing the fastest decline due to successful population health and team-based approaches to kidney care and diabetes.

Nearly one in four Native Americans in Iowa – 24% – had a disability in 2019, more than double the percentage for all Iowans. That same year, 18% of Iowa's American Indian and Alaska Native population reported no health insurance coverage. Native Americans in Iowa reported

higher poverty rates and lower incomes than the state as a whole. [Source: State Data Center of Iowa](#)

39.8% of Iowa's total American Indian and Alaska Natives population living in 8 cities:

- Sioux City
- Waterloo
- Tama
- Des Moines
- Cedar Rapids
- Iowa City
- Davenport
- Council Bluffs

Words matter: Reservation versus Settlement

The words "reservation" and "settlement" are not interchangeable. Historically, the federal government forcibly removed Native Americans from their tribal homelands, sometimes to an entirely different state, and resettled them on land referred to as a reservation.

In contrast, Iowa's only federally-recognized tribe still lives on their homeland, called the Meskwaki Settlement. Meskwaki ancestors purchased their land in Tama County, an important distinction and point of pride for tribal members.

[Read about how the Meskwaki people claimed their homeland](#) for future generations.

The more you know

Check out these remarkable documentaries reflecting on the past, present, and future of indigenous people in America.

Dawnland – This Emmy-winning documentary looks at indigenous child removal in the U.S. through the nation's first-ever government-endorsed truth and reconciliation commission. Feel your heart pound as you watch the trailer.

Basketball or Nothing – (requires Netflix subscription) A moving, yet simple look at the cultural touchstone of Rezbball, the Native version of basketball with a more aggressive and forced tempo of play with a focus on scoring. Rezbball has always been a way to focus a community to overcome and avoid the hardships of the world in which many Natives Americans live today.

Focused storytelling is based on Our Core Values:

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

Connecting with colleagues, community

This is what Reverence looks like ...

To bring some holiday sweetness to colleagues who can't always easily step away from their work areas, **Stephanie Alexander**, PR and marketing at MercyOne Newton, toured the hospital with a cart of goodies for "reverse trick-or-treating". Now in its second year, the popular event aims to satisfy every sweet tooth with more treats than you can shake a broomstick at!



This is what Safety looks like while trick-or-treating ...

Van Diest Medical Center, a MercyOne affiliate, treated children to sweets and vaccination-themed coloring books during the Webster City chamber's trick-or-treat event. Parents took home first aid kits and learned about how to avoid common injuries. Emergency Medical Services members handed out healthy snacks for everyone.

This is what Integrity looks like to me ...

MercyOne Northeast Iowa celebrated Halloween this year by holding its first ever Trunk or Treat. More than 20 departments joined in the fun, dressing up and decking out vehicles to hand out candy to colleagues' children and grandchildren. It was estimated that about 350-400 people attended. "It was just a great event," said **Kelly Richards**, MercyOne Northeast Iowa chief nursing officer. "Health care is hard right now. It's tough work, so bringing fun things to our colleagues and their families is so important."



Integrity



This is what Integrity looks like to me ...

Dr. Joseph Liewer, MercyOne Siouxland Medical Center emergency and trauma physician, was recognized as the 2022 recipient of the **Dr. George G. Spellman Annual Service Award** at the MercyOne Gala. Dr. Liewer has dedicated his career to improving the quality of life for those in Siouxland.

Dr. Liewer said, "I am humbled and honored to be considered and chosen to receive this year's Spellman Award. Dr. Spellman embodied service to the community. I aspire to also provide that same level of care to those in need."

This is what Integrity looks like to me ...

Congratulations to MercyOne Des Moines Medical Center colleague **Ashley Cook** for receiving the Iowa Pharmacy Association Health-System Pharmacist of the Year Award. Ashley was recognized during the association's annual meeting. We are fortunate to have Ashley as part of our MercyOne pharmacy team. Learn more about award criteria and find a link to [nominate a MercyOne pharmacist for the 2023 award on the association's website.](#)



MercyOne Des Moines Medical Center colleague Ashley Cook accepted the Iowa Pharmacy Association Health-System Pharmacist of the Year award from CEO Kate Gainer and outgoing president Christopher Clayton.



Here is what Integrity looks like to me ...

MercyOne Central Iowa recognizes exceptional physician colleagues nominated for the Society of St. Luke's Award.

The 2022 winners clockwise from top left are:

- **Dr. Andrew Terry**, Emergency Medicine
- **Dr. Prudence Dy**, Hospitalist
- **Dr. Karen Powell**, Psychiatry
- **Dr. Maksym Puliaiev**, Critical Care Pulmonologist

The Society of St. Luke's Award is an annual honor presented to a staff physician who has consistently demonstrated outstanding clinical achievement; unwavering commitment to patients, families and fellow caregivers; and a professional life reflecting the highest levels of our values: Reverence, Commitment to Those Who Are Poor, Safety, Justice, Stewardship and Integrity.

Congratulations to all Society of St. Luke's winners and nominees.

Integrity

This is what Integrity looks like to me ...

... when the clocks fall back at MercyOne Newton Medical Center! Colleagues contributed photos to have a little fun on social media with daylight saving time and to encourage online followers to check out current job openings. This was a great opportunity for employees to engage with each other and those who follow MercyOne Newton online.



Wear the MercyOne brand

New items available on the [MercyOne Store](#)

Find items at [MercyOneStore.com](https://www.mercyonestore.com)



Colleague Care Circle

Find resources to help your team navigate challenges at [MercyOne](#)

Reverence



This is what Reverence looks like to me ...



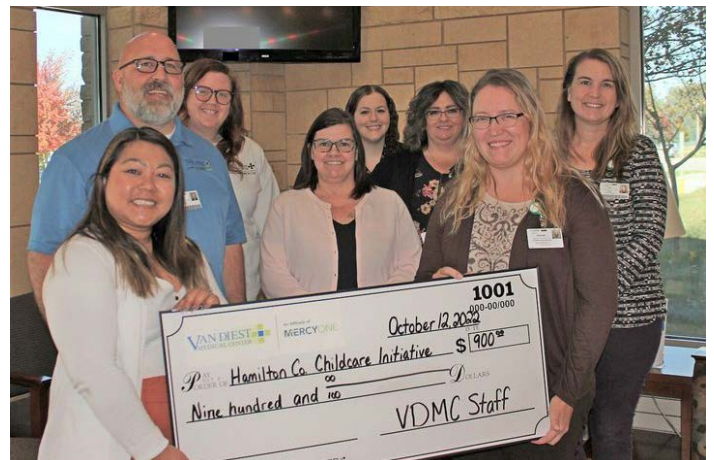
It's often the little moments that can make a patient's day. **Jess Praster**, MercyOne Western Iowa surgery circulating nurse, decorated a little girl's doll while she was in surgery in a cap and a cast so that her doll would look like her.

Less than a month later, two young kids needed surgery after an accident, and our colleagues wanted to provide every comfort for their recovery - including having a snuggly companion. Our colleagues at MercyOne Child Advocacy Center answered the call and donated a big bag full of stuffed animals to the surgery department!

Commitment to those Who Are Poor

This is what Commitment to those Who Are Poor looks like to me ...

The Cheers for Peers employee group at Van Diest Medical Center, an affiliate of MercyOne, recently donated \$900 to the Hamilton County Childcare Initiative Fund. The fund subsidizes and boosts wages paid to daycare workers in addition to offering new hire bonuses. The money donated was raised through staff fundraisers over the past year. The fund is helping fill an important gap child care services – 65 additional children have been attending one of the four participating childcare centers in Hamilton County since the second quarter of the year.



Safety



The MercyOne Iowa Heart Center team celebrates a new technique to help those suffering from heart failure.

Here is what Safety looks like to me ...

MercyOne Iowa Heart Center is leading the way with a minimally invasive therapy to treat patients suffering from heart failure. **Jason Meyers, MD**, electrophysiologist, recently performed Iowa's first cardiac contractility modulation (CCM) therapy device implant. The device is similar in size to a pacemaker and implanted under the skin of the upper chest.

It sends timed electrical pulses to the heart during the refractory period of the beating cycle, just after the heart contracts. This improves contraction of the heart to treat heart failure, a condition in which the heart slowly weakens and cannot pump with the force required to supply oxygen-rich blood to the body.

"This is a potentially life-changing therapy for patients who suffer from heart failure," said Meyers. "It is especially needed for those who continue to experience symptoms despite traditional medical therapy, and we are proud to offer this alternative to our patients at MercyOne Iowa Heart Center."

This is what Safety looks like to me ...

Megan Harris, a cardiovascular nurse at MercyOne Dubuque Medical Center won the Preceptor of the Year award. One of her nominations praised Megan's commitment to patient safety, writing, "When changing a chest tube canister, she ensured that the end of the chest tube remained sterile during the switching from the full canister to the new, empty canister. Remaining free from contamination decreases the risk for infection to be introduced to the equipment." Thank you, Megan, for demonstrating the impact every individual has on patient safety.



Congratulations on being named Preceptor of the Year!



Dr. Bhangoo, Dr. Beck and Dr. Ondoma

This is what Safety looks like to me ...

For the third year in a row, MercyOne North Iowa has been awarded America's 100 Best Hospitals for Spine Surgery by Healthgrades.

Congratulations to [MercyOne North Iowa Neurosurgery Care](#) on this prestigious recognition.

Focused Storytelling

Justice

This is what Justice looks like to me ...

MercyOne Internal Medicine residents participated in a high-altitude study to gain expertise while advancing research on pulmonary function. [Dr. Crystal Marshall](#) talks about the value of this type of education through research and why opportunities like this are so important. Watch the video!



Stewardship

This is what Stewardship looks like during the holidays ...

Friends of MercyOne Cedar Falls hosted their 34th Annual Festival of Trees celebration Nov. 15-20 at Gallagher Bluedorn Performing Arts Center. In addition to a packed schedule of in-person events, an online silent auction offered bidders the chance to purchase a wide variety of gift bundles for friends and loved ones, or themselves, with funds going to the foundation. Dollars raised will support MercyOne Cedar Falls Medical Center's newest MRI technology. To date, Friends have gifted nearly \$2 million to benefit patient care at MercyOne Cedar Falls.



Integrity & Compliance Awareness Campaign

November 2022

Guide to Giving and Receiving Gifts During the Holidays

In the world of health care, Santa doesn't always wear a red hat—often suppliers and others we work with want to provide gifts to us to thank us for our business or for other reasons.

In this gift giving season, the Integrity & Compliance Program team reminds MercyOne colleagues that we are not allowed to offer, solicit or accept gifts or entertainment intended to influence decisions made on behalf of the organization. Any gift-giving or receiving must follow MercyOne and your departments' policies on gifts and entertainment.

According to the Code of Conduct, MercyOne believes it is often not realistic to rule out acceptance of all gifts, meals and entertainment. Nor is it realistic simply to set a dollar limit on gifts that may be acceptable.



MercyOne believes the real key is in the judgment of each colleague and his or her immediate superior as to whether a gift or entertainment might be compromising or is unreasonable in the circumstances. Remember, the significance of a gift often lies not in the dollar value, but in the circumstances surrounding the giving and the acceptance.

Giving and/or Receiving Gifts

A Guide for MercyOne Colleagues

	TO:	FROM:
PATIENTS:	Do not give gifts to a patient.	<p>Do not accept cash or gift cards from a patient. Refer them to your Ministry's Foundation or Development Office.</p> <p>Occasionally it's okay to accept small personal gifts from a patient, preferably ones that can be shared with other colleagues. EXAMPLES:</p> <ul style="list-style-type: none"> • Box of chocolates • Flowers • Knitted hat or scarf • Book
SUPPLIERS:	<p>Do not give food, gifts or promotional items to suppliers.</p> <p>Do not give gifts to government employees.</p>	<p>Do not accept food, gifts or promotional items from suppliers.</p> <p>EXCEPTION: Non-cash items of nominal value (e.g., pens, note pads, coffee mug) may be accepted, but are generally discouraged.</p> <p>Occasional (e.g., no more than 1-2 times annually) perishable or consumable items (e.g., flowers, fruit, candies, etc.) of nominal value given to a department or unit and shared with coworkers may be accepted but are generally discouraged.</p> <p>Refer to the Code of Conduct for discussion of the limited exceptions to the gifts policy.</p>
CO-WORKERS:	<p>It's okay to give gifts (including gift cards) to co-workers purchased with personal funds, although there is no obligation to do so.</p> <p>Do not ship personal items (e.g., holiday gifts) to yourself at work.</p>	<p>It's okay to accept gifts (including gift cards) from co-workers purchased with personal funds.</p> <p>Do not ship personal items (e.g., holiday gifts) from yourself to someone else from work.</p>

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You may also report concerns to the Integrity & Compliance Line at 866-477-4661, which is confidential