1.0 Policy: To assure that all Caregivers are held accountable for providing quality, compassionate care to everyone, every time, the Caregivers of Sparrow will consistently demonstrate the highest level of professionalism to patients, the community and fellow Caregivers.

Caregivers of Sparrow are expected to model the following ICARE values and adhere to the standards of behavior in all their work behaviors, interpersonal interactions, contribution and decision-making.

INNOVATION: finding new ways to improve the quality of health services.
- Routinely explore best practices and new ways to be more effective and efficient.
- Listen actively and openly to new viewpoints and ideas.
- Share information on concerns, decisions and changes with the appropriate partners.
- Demonstrate creativity in solving problems and offering new ideas.
- Communicate collaboratively with others on interdepartmental work processes.

COMPASSION: providing radical loving care for everyone.
- Acknowledge patients and customers by making eye contact and smiling when appropriate for the situation.
- Introduce yourself by name and role so others understand your expertise.
- Explain duration and process of service provided in terms that are easily understood.
- Explain delays so others recognize that you are attentive to their expectations.
- Thank patients, family and customers for choosing Sparrow.
- Use non-verbal communication that reflects caring, dignity and compassion.
- Anticipate and ask about needs of those seeking services.

ACCOUNTABILITY: accepting responsibility for our actions.
- Maintain confidentiality of patient information and of those we serve.
- Manage the use of resources effectively and efficiently.
- Take ownership of own actions and decisions.
- Demonstrate truthfulness by acknowledging limitations, uncertainty or mistakes.
- Report evidence of discrimination and/or harassment based upon legally protected status.
- Actively participate in achieving individual, department and organizational goals.

RESPECT: valuing diversity, inclusion, and working well together.
- Treat all people with dignity, respect, and empathy in word and action.
- Be open in listening to feedback and differing perceptions.
- Display mutual respect by discussing differences constructively, directly, and tactfully.
- Show respect and appreciation for your fellow coworkers.
- Understand how our behaviors and actions affect everyone we come in contact with.
- Be an advocate for our patients.
- Demonstrate a spirit of accomplishment, enthusiasm, and cooperation with all partners.

EXCELLENCE: achieving the best results in all we do.
- Demonstrate the Vision of the organization in daily performance.
- Do the work right the first time.
- Take initiative to continuously enhance skills and expertise.
- Demonstrate professionalism in appearance and action.
- Take people where they are going, or assist them in finding their way.
- Take initiative to promote cooperation in accomplishing mutual goals.
- Maintain appropriate patient and Caregiver health and safety consciousness.
ICARE values and the standards of behavior will be addressed in regular performance feedback. Caregivers shall be hired and/or promoted, in part, based on how well their actions adhere to ICARE values.

2.0 Scope: Policy is applicable to all Sparrow Health System Caregivers, Physicians, Volunteers, Students, Interns and contractors of majority controlled Sparrow Health System affiliates.

3.0 Definitions: ICARE Values: Innovation, Compassion, Accountability, Respect and Excellence Standards of Behavior: Expectations of conduct for all Caregivers.

4.0 Revision History

<table>
<thead>
<tr>
<th>Date</th>
<th>Revision #</th>
<th>Changes</th>
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<tr>
<td>04/09</td>
<td>1</td>
<td>Converting to Health System Format. Consolidating HR 030, HR 032, &amp; HR 034. Transitioning from ESPRIT Values to ICARE Values</td>
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<td>10/11</td>
<td>2</td>
<td>Revisions – New Format</td>
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<td>4/6/16</td>
<td>3</td>
<td>Policy reviewed and updated</td>
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5.0 Related Policies: None

6.0 Other Documentation: None

7.0 Original Issue Date of Policy: