



Mary Free Bed<sup>®</sup>  
Rehabilitation Hospital

# ONWARD & UPWARD

2015 ANNUAL REPORT

Fiscal Year Ending March 31, 2015

The 2015 fiscal year\* was a time of significant growth for Mary Free Bed Rehabilitation Hospital.

A new building with more beds – all in private rooms – and an expanding hospital network made Mary Free Bed’s services available to more patients and in more locations than ever before.

A strengthened relationship between Mary Free Bed and the Michigan State University College of Human Medicine brought new opportunities for research and education in rehabilitation medicine.

The Foundation’s first gala and new offerings from the Wheelchair & Adaptive Sports Program meant greater opportunities for connecting with our West Michigan neighbors.

“Onward and upward” isn’t just about building a leading-edge facility, growing the Mary Free Bed Rehabilitation Network reach and offering more programs. It’s about strengthening community partnerships and building upon a rich, 124-year tradition of rehabilitation excellence. For Mary Free Bed, “onward and upward” means restoring more hope and freedom to more children and adults than previously possible.

\*April 1, 2014-March 31, 2015



## LETTER FROM THE CEO

On the pages that follow, you will read inspiring stories and see statistics that quantify the degree of Mary Free Bed's upward trajectory. Our growth is being fueled by multiple factors: health care reform, an aging population that requires increasing rehabilitation, our expanding rehabilitation network and positive word-of-mouth accounts about our services and patient outcomes.

When we ask incoming patients how they heard about Mary Free Bed, the overwhelming response is they know someone who was treated here or they are former patients. There is no better advertising. There is no truer vote of confidence than patients who return or recommend us to a loved one. The one explanation for this phenomenon is our staff.

Expert and optimistic Mary Free Bed employees encourage patients and their families to triumph – often making gains they believed were impossible. Our hallmark is to carefully listen to patients and innovatively serve them. When patients “Ask for Mary,” they experience a warm and genuine culture that's been sculpted for 124 years.

Volunteers and donors round out our family. We receive tremendous support from volunteers who share thousands of hours each year to help us graciously serve patients. Donors generously give millions of dollars to fund essential programs.

Our new leading-edge rehabilitation hospital serves as a tool that enables staff members to improve patient clinical outcomes and satisfaction scores – both of which are at historic highs.

Our entire Mary Free Bed family has the great privilege of helping patients and families re-build their lives and create better futures. It's the essence of rehabilitation, and this family is the heart of Mary Free Bed.

Kent Riddle

President and CEO  
Mary Free Bed Rehabilitation Hospital



## CUTTING THE RIBBON ON A NEW ERA OF REHABILITATION

In February 2015, Mary Free Bed introduced its \$42 million West Addition in grand fashion, welcoming community and health care leaders to share in the celebration. A brief but uplifting ribbon-cutting ceremony included words of thanks and inspiration from Mary Free Bed Guild President Kim Ridings, Grand Rapids Mayor George Heartwell and Mary Free Bed President and CEO Kent Riddle.

The addition grew Mary Free Bed from an 80-bed rehabilitation hospital to one that eventually will have 167 beds, all in private rooms. Leading-edge technology and an integrated care model help more patients to achieve better outcomes in less time. The growth also positioned Mary Free Bed as the fifth-largest free-standing rehabilitation hospital in the country.

“This trajectory ends with one simple goal and it’s what we’re all about: returning our fellow humans to the most

hope, the most freedom, the most transformation from disability to ability, the most independence, and faster than anybody else can,” Kent said of the hospital’s growth and expansion project.

Patients responded with enthusiasm to the expanded amenities and cheerful surroundings when the hospital officially opened its doors in late March 2015. Special touches, such as custom blown-glass art installations and restful day spaces for patients and families, help to promote a healing environment and positive patient experiences.

While the opening of the new building ushers in a more comprehensive era of rehabilitation in West Michigan, Mary Free Bed stayed true to its core mission and 124-year foundation of returning hope and freedom to those with disabilities.

Photo: Mary Free Bed donors, Guild members, employees, friends and former patients participate in the ribbon cutting. They include, from left, Molly Krauss, David Frey, Darrow Goodspeed, Dr. Mike Jakubowski, Carson Conklin (hidden by scissors), David Muir, Kim Ridings, Chad Bush, Kent Riddle and George Heartwell.



## A PURDY INCREDIBLE INAUGURAL GALA

Six hundred guests donned their finest “cha-cha chic” attire and helped to make Mary Free Bed Foundation’s first-ever gala a swinging success. The black-tie-preferred event in November 2014 sold out the Steelcase Town Hall and raised more than \$100,000 for Mary Free Bed patient programs and services. Guests danced to music by Latin-inspired band Grupo Ayé and enjoyed performances by Arthur Murray Dance Studio experts.

Featured guest Amy Purdy, a bronze medalist snowboarder in the 2014 Paralympic Games and a finalist on season 18 of ABC’s “Dancing With the Stars,” shared a stirring keynote speech that detailed her unique journey of healing. Amy contracted a bacterial infection at the age of 19 that resulted in the loss of both of her legs below the knee.

“I’ve learned that every challenge, every obstacle, every hardship, every failure, every accomplishment that I have ever

had is a stepping stone to the path I walk today. And I believe that for all of us,” Amy said. “All of our challenges, if we make the choice, can be looked at as opportunities.”



“Mary Free Bed truly is a place that is full of love and compassion.” – Amy Purdy



Restoring Hope and *Freedom*  
**Mary Free Bed**  
Rehabilitation Hospital

**MICHIGAN STATE**  
**UNIVERSITY**  
College of Human Medicine



## BETTER TOGETHER: AN EYE TOWARD THE FUTURE OF REHABILITATION

A strengthened relationship between Mary Free Bed and the Michigan State University College of Human Medicine brought exciting new prospects in the field of rehabilitation research and education.

In May 2014, the two joined to transform Mary Free Bed into a research and teaching hospital. The collaboration marries MSU's research expertise with Mary Free Bed's outstanding clinical operation to form a powerful partnership and set the stage for leading-edge research and evidence-based medicine to improve the lives of patients and encourage more medical school students to focus on physical rehabilitation.

With the announcement, chief medical officer Dr. John Butzer retired from the role he held for 29 years to now head the John F. Butzer Center for Research & Innovation.

“By collaborating on research and education, we improve

the care that we provide to our patients,” Butzer said. “This affiliation is one more way to ensure that we continue to provide superior rehabilitative care and pave the way for educating and training future rehabilitation doctors and other professionals.”

In November 2014, the Michigan State University College of Human Medicine announced Butzer would head a newly-created Division of Rehabilitation Medicine. The new division came as a recognition of the growing need for specialized education in physical rehabilitation.

“Exposing medical students to the nuances of rehabilitative care will enhance their training and perhaps even inspire them to pursue a career in physiatry,” Butzer said. “This division is yet another example of the power of collaboration.”



7

SPORTS

11

CLINICS

12

COMPETITIVE  
TEAMS

52

CAMPERS SERVED  
AT JR. WHEELCHAIR  
SPORTS CAMP

600

CHILDREN & ADULTS  
SERVED BY PROGRAM

## WHEELCHAIR AND ADAPTIVE SPORTS SCORES WITH WINNING OPTIONS

From scaling new heights in an adaptive rock-climbing clinic to going head-to-head in an intense quad rugby tournament, hundreds of children and adults enjoyed the services of Wheelchair & Adaptive Sports (WAS). The popular program continues to provide a growing list of options for athletes of all abilities, skill levels and interests.

After a successful “trial run” for adaptive yoga, WAS introduced its first multi-week yoga clinic in spring 2015 to an enthusiastic welcome. The clinic promoted balance, physical strength, breathing, stretching, self-esteem and positive body image. Meanwhile, WAS developed its adult basketball club into a Division III-level team under the umbrella of the National Wheelchair Basketball Association. The Rollin’ Drive celebrated its first year of competition with a team of about 15 adults.

In September 2014, ground broke on the universally-designed Mary Free Bed YMCA. The 116,200-square-foot LEED-certified building provides an inclusive space for athletes

and community members of all ability levels. With features including a wheelchair softball field and barrier-free design, the innovative building will serve as the new home for many of the WAS teams.

The success of WAS is reflective of the increased presence of recreational therapy in all phases of the rehabilitation journey. It’s also indicative of Mary Free Bed’s whole-person approach to rehabilitation.

“We’re so lucky to be able to offer recreational therapy for inpatients, outpatients and then onto Wheelchair and Adaptive Sports,” said Maria Besta, manager of Recreational Therapy and WAS. “This continuum of care benefits any person who comes to Mary Free Bed, both socially and psychologically. Experiences with rec therapy help individuals reconnect with their quality of life. Post-therapy, patients build lifelong relationships with us by participating in our sports programs.”

## BARRIER-FREE REHABILITATION TECHNOLOGY

Specialized technologies and services at our Grand Rapids campus help patients achieve better outcomes.



**ZeroG** - Our ceiling-mounted ambulation system gives users the support and confidence to successfully practice walking, standing, jumping and other movements. "It felt incredible," Ashley Cutler of Traverse City, Mich., said of using the ZeroG to take her first steps after a serious head injury.



**Therapy Pool** - Aquatic therapy provides a safe place for patients, like young Calvin Wells, to work on flexibility, strength and activities such as standing and walking, which may not yet be possible on land. The warm water relaxes muscles, improving circulation and range of motion.



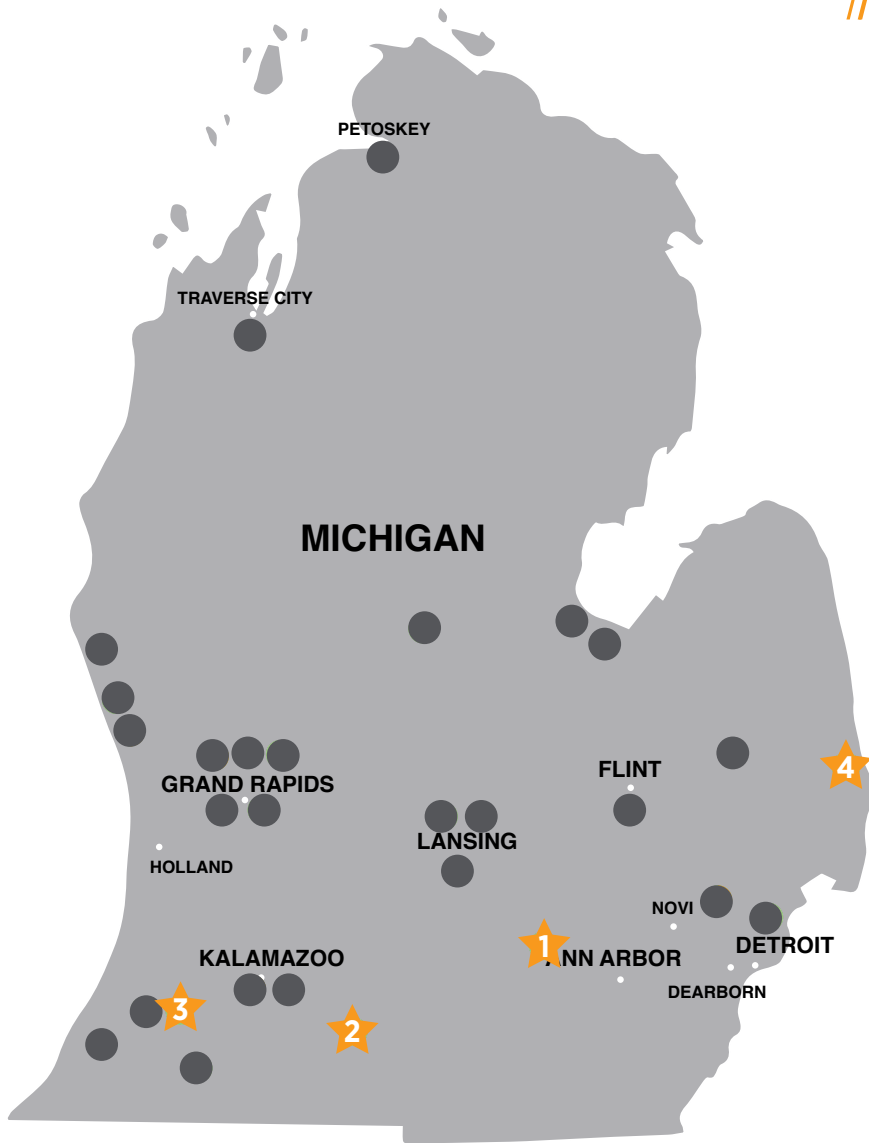
**ReWalk** - The only wearable robotic walking device approved by the Food and Drug Administration, ReWalk enables some patients with spinal cord injuries to stand, walk and turn. Patients at Mary Free Bed, like Michael Ballard, can try the technology before considering a purchase.



**Lokomat** - This intensive robot-assisted walking therapy helps with strength and muscle memory. As patients, including Mary Fran Menge, become stronger and more proficient, therapists can adjust the amount of support and assistance provided by the Lokomat.



## Participating Network Members



### FY' 15 Network Members

Allegiance Health  
 Borgess  
 Bronson Methodist  
 Bronson LakeView  
 Bronson Battle Creek  
 Mary Free Bed Rehabilitation Hospital  
 McLaren Bay Region  
 McLaren Bay Special Care  
 McLaren Central Michigan  
 McLaren Flint  
 McLaren Greater Lansing  
 McLaren Lapeer Region  
 McLaren Macomb  
 McLaren Northern Michigan  
 McLaren Oakland  
 McLaren Orthopedic Hospital  
 McLaren Port Huron  
 Mercy Health Hackley  
 Mercy Health Lakeshore  
 Mercy Health Mercy  
 Mercy Health Saint Mary's  
 Metro Health  
 Sparrow Hospital

### New Members in FY'15

- ★ Allegiance Health
- ★ Bronson Battle Creek
- ★ Bronson LakeView
- ★ McLaren Port Huron

### Other FY'15 highlights

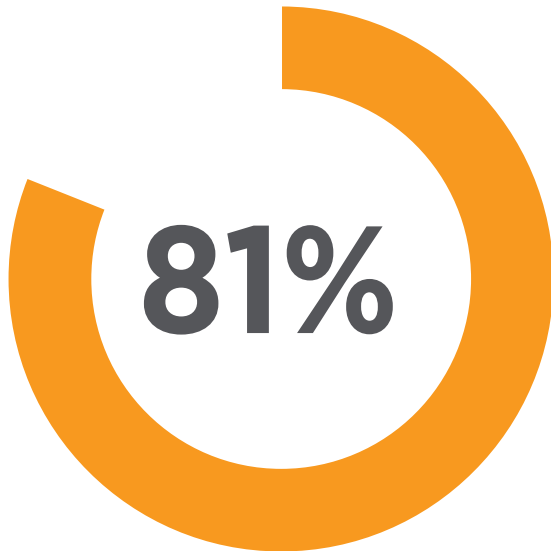
- Began operations oversight of Borgess' inpatient unit
- Established the Bronson-Mary Free Bed Continuing Care Network

### Inpatients Served in System Satellites

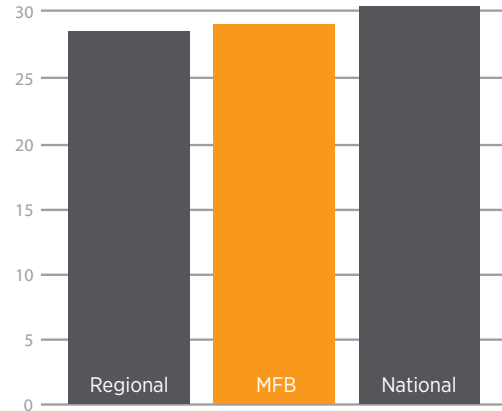
Borgess – 344  
 Mercy Health Hackley – 394  
 McLaren Oakland – 186  
 Sparrow Hospital – 500

The Mary Free Bed Rehabilitation Network gives patients who live both within and outside of Grand Rapids access to Mary Free Bed specialty doctors, staff and education. This group of healthcare organizations works together to provide coordinated collaborative care after a serious injury or illness. In fiscal year 2015, Allegiance Health, Bronson Battle Creek, Bronson LakeView and McLaren Port Huron joined the Network, bringing the total of participating organizations to 23.

## INPATIENT OUTCOMES



**discharge to home/community**  
vs 74% regionally and 77% nationally



**FIM™ score change of 28.4**  
vs 27.9 regionally and 30.1 nationally

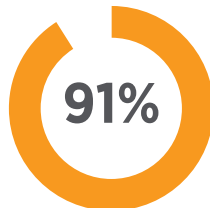
At MFB, people gained more functional improvement than the regional average.

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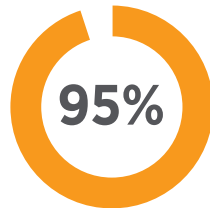
## INPATIENT SATISFACTION



**Stroke**



**Brain Injury**



**Multiple Trauma**



**Spinal Cord Injury**



**Pediatrics**



**Amputee**



**Cancer**

**National Percentile Rank Compared to Free-Standing Rehab Hospitals**

**96<sup>th</sup>**  
Stroke

**93<sup>rd</sup>**  
Trauma

**99<sup>th</sup>**  
Amputee

**93<sup>rd</sup>**  
Cancer

## PATIENTS SERVED IN OUR PRIMARY INPATIENT PROGRAMS: Grand Rapids Campus



Stroke



Brain Injury



Multiple Trauma



Spinal Cord  
Injury



Amputee



Orthopedic



Cancer

1,228  
Total Adult  
122  
Total Peds

## PATIENTS SERVED IN OUR PRIMARY INPATIENT PROGRAMS: Total System Sites



Stroke



Brain Injury



Multiple Trauma



Spinal Cord  
Injury



Amputee



Orthopedic

2,652  
Total Adult

More than

32,000

People Served in Outpatient Programs

### Outpatient Rehabilitation

#### Wide Range of Services

Physiatrists lead the outpatient teams, which include rehabilitation therapists, social workers, psychologists, neuropsychologists and other clinicians as needed. They evaluate and treat children and adults for a variety of conditions affecting the brain, spinal cord and musculoskeletal system.

#### Neurological

- Advanced management of pediatric spasticity
- Brain injury (moderate to severe)
- Feeding/swallowing dysfunction
- Intensive therapy for recovery of motor skills
- Neurodevelopmental impairment
- Neurological impairment (such as MS, neuropathy)
- Oncology
- Post concussion (mild brain injury)
- Spasticity/dystonia
- Speech and language services
- Spinal cord injury
- Steady Steps for fall prevention
- Stroke
- Torticollis
- Vestibular/balance
- Visual impairment
- Voice disorders

#### Orthopedic

- Custom Orthosis/Splinting
- Functional Capacity Assessments
- General Orthopedics
- Hand therapy
- Orthopedic rehabilitation
- Performing Arts/Dance Therapy
- Post-surgical rehabilitation
- Return to Work Occupational Therapy
- Spine rehabilitation
- Sports rehabilitation

#### Additional Specialty Services

We provide the most comprehensive rehabilitation services in Michigan. Many of our programs and technological services are not available elsewhere in our region.

- Amputee
- Aquatic therapy
- Assistive device evaluation
- Augmentative communication evaluations
- Customized wheelchair seating
- Driver Rehabilitation
- Geriatric services
- Health Psychology
- Home and community therapy
- Home safety evaluation
- Lokomat®
- Lymphedema
- Motion Analysis Center
- Neuropsychological evaluations
- OrthoSEAT
- Orthotics
- Pain Center
- Pain psychology

Pain program

Headache program

Complex regional pain program

Fibromyalgia

- Prosthetics
- Psychology and Biofeedback
- Rehab Technology Center
- Sports Psychology (Performance Excellence Center)
- Weight management
- Wheelchair and adaptive sports teams and clubs
- Women's health

#### Outpatient Clinics/Physician Outpatient Practices

Directed by physicians, the clinics are for new referrals and former inpatients. Services are customized based on age, health and patient needs.

- Adult regional amputee center
- Botox®
- Brain injury
- Center for Limb Differences
- Cerebral palsy
- Leg length discrepancy (LLD)
- Intrathecal Baclofen (ITB)
- Musculoskeletal
- Oncology
- Physiatry evaluation
- Post concussion
- Scoliosis
- Spasticity
- Spinal cord injury
- Spine Center
- Stroke

## VOLUNTEER DEDICATION



**293**  
Volunteers



**15,285**  
Hours of service



**1,063**  
Employees



**124**  
Years of providing rehabilitation

## STATEMENT OF REVENUES AND EXPENSES

Patient services revenue	\$61,860,000
Other revenue	\$16,661,000
Investment income	\$2,618,000
<b>Total Operating Revenue</b>	<b>\$81,139,000</b>

Operating expenses	\$82,784,000
Deficit/shortfall for improvements, equipment and new services	(\$1,645,000)

### Charitable Services Rendered

Uncompensated care (patients without funding)	\$893,000
Undercompensated care (underfunded government programs)	\$9,163,000

**\$5,210,640**

in donations

**1,479** Gifts

**\$4,530,480**

Capital Gifts

**\$390,636**

Annual Gifts

**\$289,524**

Restricted Gifts

**1,114**  
donors

**209**

Business Donors

**40**

Foundation Donors

**5**

Community Group/  
Church/School Donors

**860**

Individual Donors

### FROM HUMBLE BEGINNINGS TO HOPE RESTORED

In 1891, Grand Rapids attorney Moses Taggart spotted a little black purse while walking along a downtown sidewalk. The purse contained six pennies but no identifying information. The modest windfall helped serve as a fundraising device for what would later become the "Mary free bed" - free health care for people who couldn't afford to pay. Today, the Mary Free Bed Rehabilitation Hospital Foundation helps to provide the financial resources necessary to continue the hospital's mission of restoring hope and freedom for patients and their families.







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