



Mary Free Bed  
Rehabilitation  
1891 | 2016

## 2016 ANNUAL REPORT

Fiscal Year Ending March 31, 2016





**For 125 years, Mary Free Bed has maintained a nurturing culture of restoring hope and freedom through rehabilitation.**

The 2016 fiscal year not only was a time of significant growth, but also marked the momentous anniversary of our unparalleled history and tradition of rehabilitation excellence.

In 1891, a small group of women wanted to help people who couldn't afford health care. They passed a purse and asked anyone named Mary, or anyone who knew someone named Mary, to donate a dime. Mary was the most common women's name at that time, and the donations supported the first "Mary free bed" at a local hospital. As funds grew, the women began helping people with physical disabilities.

Today, the 120-member Mary Free Bed Guild governs the most comprehensive

independent rehabilitation hospital in the United States. The Mary Free Bed family of caring and compassionate doctors, therapists, nurses, staff, administrators and volunteers combine forces to help patients and their families create better futures.

We celebrated an incredible first full year in our new \$42 million Bernedine Keller & Barbara Hoffius Center. Extensive renovations to the rest of campus continued. To commemorate its anniversary, the Mary Free Bed Guild invested generously in the Mary Free Bed YMCA, a global model for inclusion and accessibility for people of all abilities, which opened in December.

In addition to celebrating the 125th anniversary of Mary Free Bed, our Center for Limb Differences marked its 70th year of caring for young patients with congenital and acquired limb differences.

We are pleased to share our accomplishments in this annual report. We have much to celebrate, and we are excited to see where the next 125 years take us.

**FY16 MILESTONES**

**March:** Anniversary of the first full year in Bernedine Keller & Barbara Hoffius Center, which features 167 private rooms, leading-edge technology and outstanding patient amenities

**November:** Opening of Mary Free Bed at Sparrow, a 40-bed rehabilitation unit on the sixth floor of Sparrow Hospital in Lansing

**December:** Opening of the Mary Free Bed YMCA, a global leader in accessible and inclusive design and innovation

# Mary Free Bed Foundation



Our community of philanthropic partners generously gave nearly \$4.3 million to Mary Free Bed to help fund programs, charitable care and capital expenses essential to the health and well-being of patients.

The Mary Free Bed Foundation shepherds these gifts, which help children and adults experience transformative rehabilitation, from innovative therapies to leading-edge equipment.

Efforts in 2016 focused on Mary Free Bed's "Join the Movement" \$16 million capital campaign, the largest in the hospital's 125-year history. The Foundation worked with hundreds of dedicated donors on the campaign to support Mary Free Bed's \$66.4 million expansion and renovation project to continue its role as a rehabilitation leader.

"The generosity of our donors is extraordinary and humbling," said CEO Kent Riddle. "Patients and their families are already experiencing better futures because of the incredible support for this project.

"On behalf of our patients, whose lives are better because of the therapy and services received at Mary Free Bed, thank you."

**\$4,277,927**  
in donations

**1,311** Gifts

**\$3,420,112**  
Capital Gifts

**\$494,839**  
Annual Gifts

**\$362,976**  
Restricted Gifts

**1,130**  
donors

**850**  
Individual  
Donors

**41**  
Charitable Foundation  
Donors

**221**  
Business  
Donors

**18**  
Community Group/  
Church/School Donors



## Galloway praises Mary Free Bed's dedication in gala address

More than 600 guests hustled to the groovy sounds of the '70s at the sold-out Mary Free Bed Foundation Gala at the Steelcase Town Hall. The disco-chic affair in November 2015 raised \$175,000 for hospital programs and services.

Guest of honor was Noah Galloway, a veteran of Operation Iraqi Freedom and a finalist on the 20th season of ABC's "Dancing With the Stars." In December 2005, Noah lost his left arm above the elbow and left leg above the knee in an Improvised Explosive Device attack.

In Noah's stirring keynote address, he reflected on his visit to Mary Free Bed earlier that day and praised employees for their dedication to restoring patients' independence.

"I went through a lot of depression (after my injury). It was sports and recreation that pulled me out of it. Sports and recreation is needed. It has to be there," he said. "Fortunately, Mary Free Bed has incredible donors and people who care. As long as those people are there, lives will change."

# Mary Free Bed Rehabilitation Network



The Mary Free Bed Rehabilitation Network offers patients across Michigan access to our unique standard of care and specialized services. Our growing network develops collaborative relationships with other Michigan health care organizations, making our specialized doctors, staff and education programs available to more patients who need care after a serious injury or illness.

Fiscal year 2016 saw the growth of Mary Free Bed at Sparrow, a joint venture with Sparrow Hospital in Lansing that resulted in a \$7.5 million expansion and renovation project with 40 private rooms, two state-of-the-art therapy gyms and several

social areas. The 45,000-square-foot adult rehabilitation program spans the sixth floor of all three Sparrow Hospital towers. As part of the project, the number of adult rehabilitation beds increased from 24 to 40.

The fiscal year also saw the additions of Munson Medical Center in Traverse City, Paul Oliver Memorial Hospital in Frankfort, Lakeland Medical Center in St. Joseph, Lakeland Hospital in Niles and Lakeland Hospital in Watervliet to the Network, bringing the total of participating organizations to 28.

# Participating Network Members

## FY16 Network Members

- |                               |                               |
|-------------------------------|-------------------------------|
| Borgess                       | McLaren Oakland               |
| Bronson Battle Creek          | McLaren Orthopedic Hospital   |
| Bronson Lakeland              | McLaren Port Huron            |
| Bronson Methodist             | Mercy Health Hackley          |
| Henry Ford Allegiance Health  | Mercy Health Lakeshore        |
| Lakeland Medical Center       | Mercy Health Mercy            |
| Lakeland Hospital, Niles      | Mercy Health Saint Mary's     |
| Lakeland Hospital, Watervliet | Metro Health                  |
| Mary Free Bed                 | Munson Medical Center         |
| Rehabilitation Hospital       | Paul Oliver Memorial Hospital |
| McLaren Bay Region            | Sparrow Hospital              |
| McLaren Bay Special Care      |                               |
| McLaren Central Michigan      | <b>New Members in FY16</b>    |
| McLaren Flint                 | Munson Medical Center         |
| McLaren Greater Lansing       | Paul Oliver Memorial Hospital |
| McLaren Lapeer Region         | Lakeland Medical Center       |
| McLaren Macomb                | Lakeland Hospital, Niles      |
| McLaren Northern Michigan     | Lakeland Hospital, Watervliet |

## Other FY16 Highlights

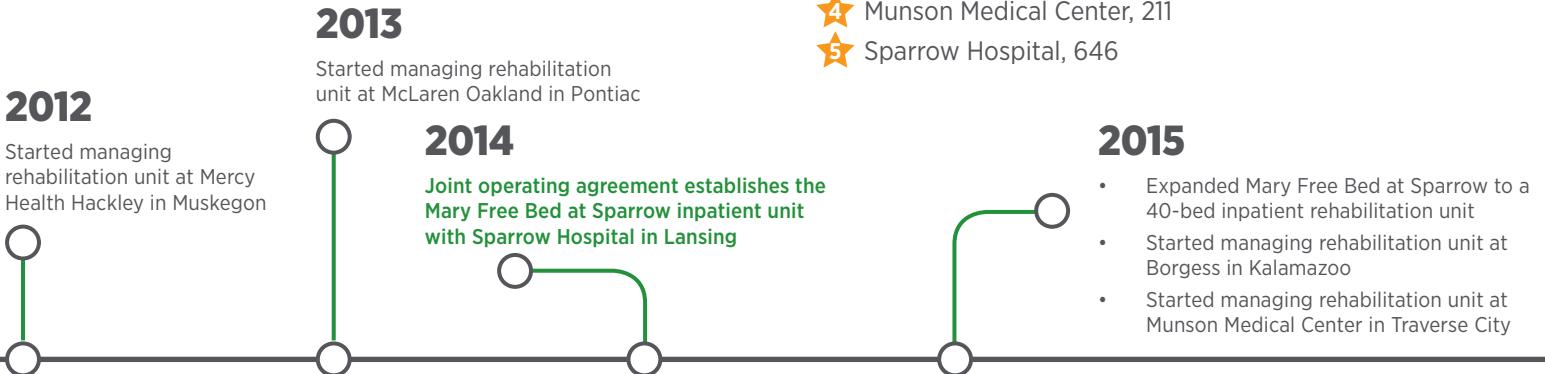
- Began operations oversight of Munson Medical Center's inpatient rehabilitation unit and outpatient service lines
- Began operations oversight of McLaren Oakland's outpatient services
- Expanded the Mary Free Bed at Sparrow inpatient rehabilitation unit to 40 beds

## Inpatients Served in System Satellites

- ★ Borgess, 358
- ★ 2 McLaren Oakland, 223
- ★ 3 Mercy Health Hackley, 399
- ★ 4 Munson Medical Center, 211
- ★ 5 Sparrow Hospital, 646



## Network Timeline





**5**

**CLASSES**

**7**

**SPORTS**

**8**

**CLINICS**

**13**

**COMPETITIVE  
TEAMS**

**55**

**CAMPERS SERVED AT  
JR. WHEELCHAIR SPORTS CAMP**

**650**

**CHILDREN & ADULTS  
SERVED BY PROGRAM**

## Wheelchair & Adaptive Sports

Wheelchair & Adaptive Sports (WAS) is one of the largest programs of its kind in the country. Its continued success in fiscal year 2016 reflects the increased presence of recreational therapy in Mary Free Bed's continuum of care and the growing list of options for athletes of all abilities and interests.

Virtually any sport can be adapted, and the popularity of WAS' adaptive fencing clinics resulted in organization of a new team for the challenging pursuit. WAS also introduced the Preschool Sports Sampler, a class that gives children ages 3-7 who use a wheelchair the opportunity to try a variety of sports. A ballroom dancing class provides therapeutic benefits that combat different disabilities such as multiple sclerosis, stroke and Parkinson's disease.

"Sometimes I can barely walk, but I'm dancing," said continuum patient and class participant Kathy Robinson, who has secondary-progressive multiple sclerosis.

"Some of the greatest value comes from the smiles that programs like this bring to the individuals participating in them," said recreational therapist Mike Burkhardt.

WAS also is making a name for itself on the national stage. The Grand Rapids Sled Wings team captured its first youth sled hockey Division A National Championship, and wheelchair basketball player and coach Lee Montgomery was inducted into the National Wheelchair Basketball Association Hall of Fame.



## Technology

*Mary Free Bed's Orthotics & Prosthetics + Bionics Department engineers bionic hands for patients.*



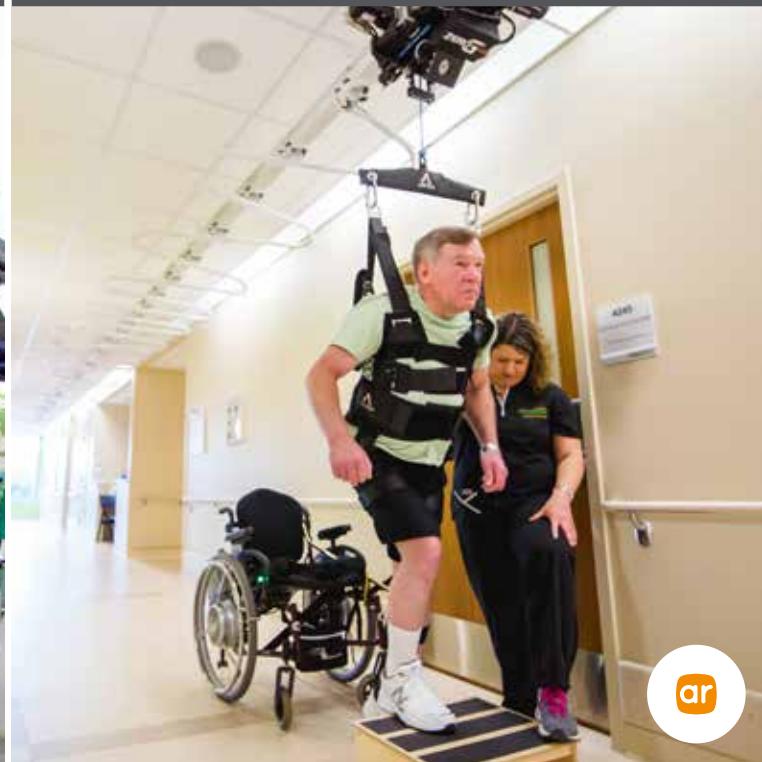
*Augmentative Technology, such as the Tobii Dynavox I-12, offers verbal communication options.*



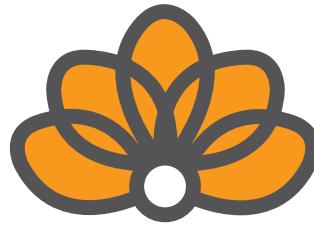
*Our Biofeedback Lab features technology that helps patients with neurological impairments.*



*ZeroG is a ceiling-mounted gait and balance training system.*



# Timeline



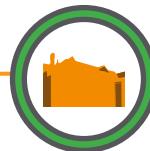
## 1891

Small group of women recognized need for medical care for patients of limited financial means and embarked on fundraising campaign to endow a free bed. As funds grew, other women joined group that became incorporated in 1911 as Mary Free Bed Guild of Grand Rapids.



## 1930s

Guild opened 12-bed children's convalescent unit at 1411 E. Fulton St. In 1935, designated as Orthopedic Center of Western Michigan by state Crippled Children's Commission. Guild opened Mary Free Bed Brace Shop, a specialized service that developed custom orthotics, braces and supports.



## 1940s

Services expanded to care for patients with cerebral palsy as well as inpatient and outpatient care for patients with amputations.

In 1946, established Juvenile Amputee Training Program - known today as the Center for Limb Differences - to care for young patients with congenital and acquired limb differences; was first in nation to focus exclusively on helping infants, children and teenagers become as independent as possible.

## 1950s

By 1953, established as regional center for juvenile rehabilitation services and officially changed name to Mary Free Bed Guild Children's Hospital and Orthopedic Center.

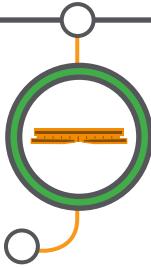


## 1960s

Outpatient services added in 1960 to serve patients not requiring 24-hour care. Adult rehabilitation program and expanded care initiated for patients with spinal cord injuries and stroke survivors. Name Mary Free Bed Hospital and Rehabilitation Complex adopted in 1966 to reflect expansion into adult care.

## 1970s

Groundbreaking for Mary Free Bed Hospital took place in June 1974 at 235 Wealthy St., adjacent to St. Mary's Hospital. Grand opening held in September 1976.



## 1980s

Newly constructed outpatient building opened and connected to main hospital by skyway over Lafayette Avenue SE.

## 1990-2000s

Number of rehabilitation offerings increased. Teams of specialists led by physiatrists treated patients with increasingly acute medical needs. Mary Free Bed Guild celebrated 100th anniversary in 1991.

## 2011

Mary Free Bed Rehabilitation Network established to share expertise across Michigan's Lower Peninsula (see page 7).

## 2012

The Mary Free Bed Rehabilitation Hospital Foundation is created to help secure resources to support the hospital in returning people to the most function, the most ability and the most independence.

## 2013

A \$66.4 million expansion and renovation project initiated to increase number of patients served, enhance treatment capability and create healing environment for patients, family and staff. LEED Healthcare certification goal established for entire project. Expansion project included six-story, 167-bed flagship hospital.

## 2014

Mary Free Bed Rehabilitation Hospital and Michigan State University College of Human Medicine collaborate to transform Mary Free Bed into a research and teaching hospital. The John F. Butzer Center for Research & Innovation sets the stage for cutting-edge research and evidence-based medicine to improve the lives of patients and encourage more medical school students to focus on physical rehabilitation.

## 2015

New hospital opened in March. Renovation of remainder of campus began, including outpatient services, patient library and physician treatment rooms. Mary Free Bed and YMCA collaborated to design a building for participants regardless of ability. Guild made lead investment. Dedicated in December 2015, Mary Free Bed YMCA became first building in world to receive universal design certification.



## 2016

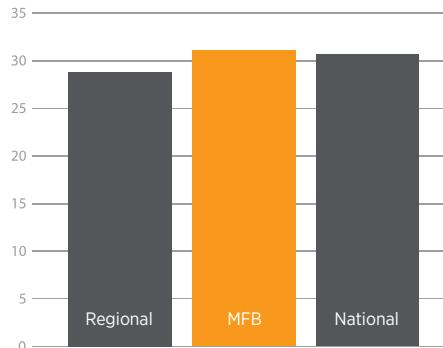
125th anniversary celebration commences.



## Inpatient Outcomes



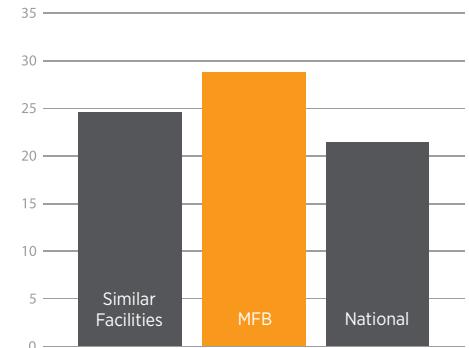
**Discharge to home/community**  
vs. 74% regionally and 76% nationally



**FIM™ score change of 31.3**

vs. 28.6 regionally and 30.7 nationally

At Mary Free Bed, patients gained more functional improvement than the regional and national averages.



**WeeFIM™ score change of 28.9**

vs. 22.9 at similar facilities and 21.7 nationally

At Mary Free Bed, children and adolescents gained more functional improvement than the national average and for those served in similar facilities.

The FIM data set, measurement scale and impairment codes incorporated or referenced herein are the property of UB Foundation Activities, Inc. ©1993, 2001 Uniform Data Set for Medical Rehabilitation, a division of UB Foundation Activities, Inc. The FIM is a trademark of Uniform Data System for Medical Rehabilitation, a division of UB Foundation Activities, Inc.

## Inpatient Satisfaction



**Overall Satisfaction**



**National Percentile Rank Compared to Freestanding Rehabilitation Hospitals**

**Top 1%**  
Amputation

**Top 8%**  
Cancer

**Top 5%**  
Pediatric

**Top 1%**  
Spinal Cord Injury

**Top 9%**  
Stroke

Source: Press Ganey® (Independent surveyor)

## Patients Served In Primary Inpatient Programs: Grand Rapids Campus



Stroke



Brain Injury



Multiple Trauma



Spinal Cord Injury



Amputation



Orthopedic



Cancer

1,462

Total Adult

151

Total Peds

## Patients Served In Primary Inpatient Programs: Five System Sites



Stroke



Brain Injury



Multiple Trauma



Spinal Cord Injury



Amputation



Orthopedic

1,837

Total Adult  
(In Network)

All Sites Combined

**3,450 INPATIENTS SERVED**

MORE THAN  
**30,000**  
PEOPLE  
SERVED IN  
OUTPATIENT  
PROGRAMS



## Volunteer Dedication



**323**  
Volunteers



**14,409**  
Hours of service



## Statement of Revenues and Expenses

|   |                     |
|---|---------------------|
| Patient services revenue                                | \$78,658,000        |
| Other revenue   | \$15,722,000        |
| Investment losses (Net)                                 | (\$1,166,000)       |
| <b>Total Operating Revenue</b>                          | <b>\$93,214,000</b> |
| Operating expenses                                      | \$92,349,000        |
| Income for improvements, equipment and new services     | \$865,000           |
| <b>Charitable Services Rendered</b>                     |                     |
| Uncompensated care (patients without funding)           | \$1,110,000         |
| Undercompensated care (underfunded government programs) | \$9,243,000         |

# Staff Dedication



**1,139**  
Employees



**125**  
Years of providing rehabilitation



## Letter From The CEO



Mary Free Bed marked an extraordinary milestone in 2016 – our 125th anniversary. We celebrated more than 12 decades of service to the West Michigan community and look forward to building a future that others will be proud to build upon.

Since the Mary Free Bed Guild raised funds for the first “Mary free bed” in 1891, this organization has grown to be the fifth-largest and most comprehensive rehabilitation hospital in the United States. Since our humble beginnings, we have had the distinct opportunity to help hundreds of thousands of people from all over the world heal and create better futures. We have never wavered from our mission to restore hope and freedom to those we are so privileged to serve.

This was a distinguishing year in many ways. We celebrated our first full year in the Bernedine Keller & Barbara Hoffius Center, our new inpatient hospital with private rooms and leading rehabilitation technology. Our patients experienced some of the best outcomes in the country, and our satisfaction scores remained at the top of all Michigan hospitals of any kind. We watched with anticipation as extensive renovations to the rest of campus continued, preparing tech-savvy spaces for our outpatient clinics and services.

We also opened Mary Free Bed at Sparrow, a new 40-bed rehabilitation unit at Sparrow Hospital in Lansing, and added five other hospitals and providers to the Mary Free Bed Rehabilitation Network (see page 7). This innovative

alliance extends Mary Free Bed’s expertise and specialized services, creating a seamlessly integrated system of rehabilitative care across the state.

We recognize how truly fortunate we are to have a culture of caring instilled by the Guild 125 years ago that continues to this day. Our community of employees, volunteers, community partners and donors works diligently to make Mary Free Bed one of the leading rehabilitation hospitals in the world, one of innovation and dedication to the human spirit.

Kent Riddle

President and CEO  
Mary Free Bed Rehabilitation Hospital

# A Culture of Hope & Freedom



