



*Love,
Mary*

Mary Free Bed[®]
Rehabilitation Hospital

Annual Report
Fiscal Year Ending March 31, 2019





Mary Free Bed
staff members
have the great
privilege of
helping patients
rebuild their lives
and return to the
things they
value most.

This meaningful
work is what
inspires us to
greet each day
with the power of
positivity and a
heart full of

Love

OUR MISSION: Restore *hope* and *freedom* through rehabilitation.

OUR VISION: To be a national leader in high-value rehabilitation and post-acute care, and to develop an integrated system of care throughout the Midwest.

OUR VALUES:

To restore hope and freedom, we'll:

- Work collaboratively
- Innovate to offer unique possibilities
- Be truthful and respectful
- Heal with our hands and treat with our hearts
- Approach our work *with joy*

BOARD OF TRUSTEES

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Kent Riddle

Julie Ridenour

Jeanne Skilton

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Michele Suchovsky-Gabrosek

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Mike Williams

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Holly Gelfand

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Terry Sokorai

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Wendy Stock

Sue Tiggleman

HOSPITAL ADMINISTRATION

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Chief of Staff

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Randy DeNeff

Chief Clinical Operations Officer,

Chief Nursing Officer

Ingrid Cheslek

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Vice President Finance,

Chief Information Officer

Ryan Podvin

Vice President of Network

Operations

Bruce Brasser

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FOUNDATION BOARD

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Lorissa MacAllister

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Diane VanderMaas



Celebrating Success

An August 2018 car crash left Lila DeLine with a life-threatening spinal cord injury. Essentially, she was internally decapitated when her skull separated from her spine, an often-fatal injury. She was an inpatient at Spectrum Health, where she underwent a series of surgeries before being transferred to Mary Free Bed for rehabilitation. Two months later, she walked out our door.

Lila's journey shows how close collaboration with our community health partners positively impacts patient care. Her amazing recovery is nothing short of miraculous.



Photo courtesy of Spectrum Health

SHARED VISION

Mary Free Bed President and CEO Kent Riddle and Spectrum Health President and CEO Tina Freese Decker established a Forum for Hospital Collaboration. The first focus is coordinated pediatric research and outcomes. We'll also refine coordination of intensive rehabilitation services patients receive at both hospitals.

No Limits

Herb "Shorty" Monroe was seriously injured in a car crash just a mile from where he works. Doctors at Ascension Borgess Hospital in Kalamazoo discovered Shorty had a spinal cord injury that required surgery, and he needed a ventilator to help him breathe.

When Shorty was ready for acute inpatient rehabilitation, he asked for Mary Free Bed. The hospital recently began offering ventilator and pulmonary rehabilitation for patients who require mechanical ventilation.

"A ventilator is not a limitation from participating in acute rehabilitation," said Dr. Michael Wheaton, director of Mary Free Bed's Intensive Medical Rehabilitation Program.

Shorty worked diligently in therapy and within five days, he no longer needed the ventilator. After nine days, his tracheotomy was removed. Three weeks later, Shorty became the first patient admitted with a ventilator to graduate from Mary Free Bed.





TREAT WITH OUR *hearts*

A baby's first year of life is filled with amazing milestones, from smiling to sitting and cooing to crawling. Babies learn skills and grow at different rates, but sometimes slower growth is a signal. Mary Free Bed launched the Early Development Program to determine if a baby is developing normally or identify any issues.

We offer specialized diagnostic and intervention services for interested families. We also work closely with Mercy Health Saint Mary's Hospital to provide specialized follow-up care for newborns discharged from its Neonatal Intensive Care Unit.

Research shows early intervention can make a significant difference in a baby's healthy development.



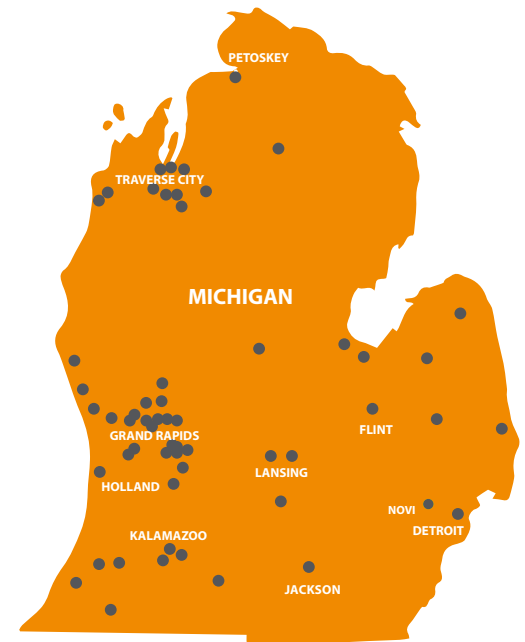
In your corner

Mary Free Bed's exceptional standard of care extends across the state. In FY19, our network grew to include more than 35 hospitals in a synergetic effort to provide better access to specialized rehabilitation.



MARY FREE BED REHABILITATION *network*

- **Ascension Borgess**
 - Borgess Medical Center, Kalamazoo
 - Borgess-Pipp (including LTACH), Plainwell
- **Bronson Healthcare**
 - Bronson Battle Creek
 - Bronson LakeView, Paw Paw
 - Bronson Methodist, Kalamazoo
 - Bronson South Haven
- **Covenant HealthCare, Saginaw**
- **Henry Ford Allegiance Health, Jackson**
- **Hurley Medical Center, Flint**
- **Mary Free Bed Rehabilitation Hospital, Grand Rapids**
- **McLaren Health System**
 - McLaren Bay Region, Bay City
 - McLaren Bay Special Care (LTACH), Bay City
 - McLaren Caro Region
 - McLaren Central Michigan, Mount Pleasant
 - McLaren Flint
 - McLaren Greater Lansing
 - McLaren Lapeer Region
 - McLaren Macomb, Mount Clemens
 - McLaren Northern Michigan, Petoskey
 - McLaren Oakland, Pontiac
 - McLaren Orthopedic Hospital, Lansing
 - McLaren Port Huron
 - McLaren Thumb Region
- **Metro Health - University of Michigan Health, Wyoming**
- **Munson Healthcare**
 - Kalkaska Memorial Health Center
 - Munson Medical Center, Traverse City
 - Otsego Memorial Hospital, Gaylord
 - Paul Oliver Memorial Hospital, Frankfort
- **Sparrow Hospital, Lansing, Michigan**
- **Spectrum Health Lakeland**
 - Lakeland Medical Center, Saint Joseph
 - Lakeland Hospital Niles
 - Lakeland Hospital Watervliet



TEAMWORK

Munson Medical Center and Mary Free Bed leaders signed a joint operating agreement, expanding our partnership and enhancing rehabilitation services across northern Michigan.

“We believe this is a real win for the region,” said Al Pilog, Munson Healthcare CEO.



UNITED IN PURPOSE

Plans were set in motion to construct a \$40.7 million rehabilitation hospital on the Covenant HealthCare main campus in Saginaw to better serve Great Lakes Bay Region residents. The new building will include 48 inpatient beds and an outpatient therapy facility with the latest technology.

When it's fully operational, the new hospital is expected to add up to 30 additional jobs.





FOR *love* OF THE GAME

Competitive athletes and weekend warriors now have access to Mary Free Bed Sports Rehabilitation, the most comprehensive program of its kind in Michigan. We celebrated the launch of specialized offerings in rehabilitation, psychology, performance and adaptive sports to promote well-being and help athletes of all ages and abilities safely take their game to the next level.

CARE, VIRTUALLY

A telehealth collaboration with Shriners Hospitals for Children erased miles for Michigan families, making visits with their specialists more convenient and less costly. Telehealth technology at Mary Free Bed, including high-speed internet and HD cameras, securely connects young patients in Grand Rapids with Shriners physicians in Chicago and Cincinnati.

 **46,018** **PATIENTS
SERVED** 
inpatient and outpatient
throughout system

INPATIENTS SERVED THROUGHOUT SYSTEM:



1,501
STROKE



978
BRAIN INJURY



554
MULTIPLE TRAUMA



448
SPINAL CORD INJURY



779
ORTHOPEDIC



241
AMPUTATION



201
CANCER



164
PEDIATRIC



1,094
OTHER

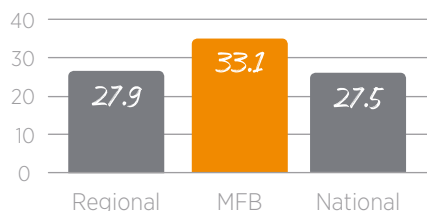
The combination of more than **110** specialized medical and sports rehabilitation programs and an exclusive focus on rehabilitation enables our specialty physicians and staff to help patients achieve outstanding clinical results.



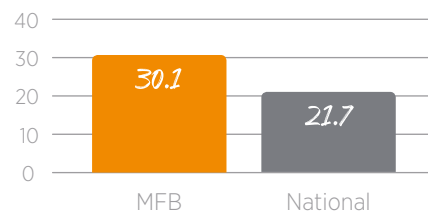
FUNCTIONAL INDEPENDENCE MEASURE

The FIM™ (Functional Independence Measure) scale is the most widely accepted functional assessment measurement system in inpatient medical rehabilitation.

ADULT

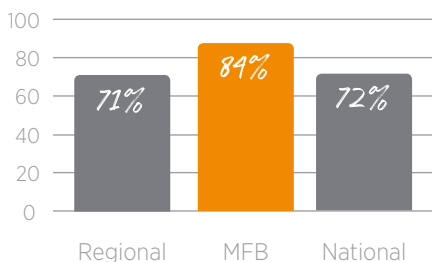


KIDS

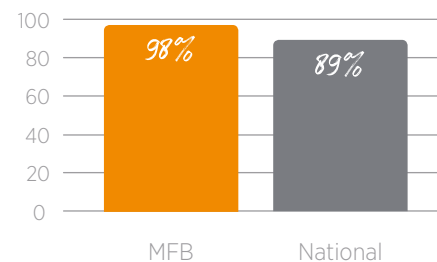


DISCHARGE TO COMMUNITY

ADULT



KIDS



Outstanding RESULTS FOR INPATIENT SAFETY

- Lower patient fall rate (adult and pediatric) than national averages
- Lower health-acquired pressure ulcer rate (adults) than national averages
- Lower catheter-associated urinary tract infection rate (adult) than national averages

Source: EQUADR

PRESS GANEY RESULTS

Top of nation patient satisfaction for the following inpatient programs:

AMPUTEE



CANCER



STROKE



SPINAL CORD INJURY



TRAUMA



TOP OF THE NATION in overall inpatient satisfaction scores

98% of Orthotics & Prosthetics + Bionics patients are very likely to recommend

96% of Stroke Program patients rate us as good or very good

100% of Amputation Program patients rate us as good or very good

94% of Cancer Program patients rate us as good or very good

150 minutes of therapy per patient per day
(higher than national and regional averages)



\$3,578,836

2,494 gifts
from
1,173 donors

\$700,826

UNRESTRICTED

\$2,843,153

PROGRAM RESTRICTED

\$34,857

IN-KIND



Playful Therapy

Funded solely by donors, our Therapeutic Healing Gardens provide restorative spaces for patients to work on their rehabilitation goals. Among them is Mary's Therapy Playground, a haven for healing where our youngest patients can explore, learn and grow in a safe, secure and accessible environment. Featuring elements that are fun and functional, children with a range of diagnoses and abilities focus on cognitive, physical and social skills.



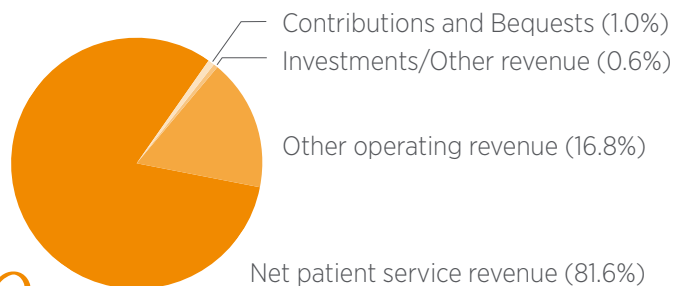
THRIVE

Five-year-old Divya Harkema has cerebral palsy. With support from the Grand Rapids chapter of Healing the Children, a nonprofit humanitarian organization, Divya and her mother, Merissa, traveled from their home in India to Helen DeVos Children's Hospital for a life-changing procedure that improves muscle spasticity. Divya then came to Mary Free Bed for eight weeks of specialized, intensive rehabilitation to learn to walk again. Before heading home, Divya and Merissa attended the Mary Free Bed Foundation's "Thrive" gala to share their story of hope and newfound freedom.



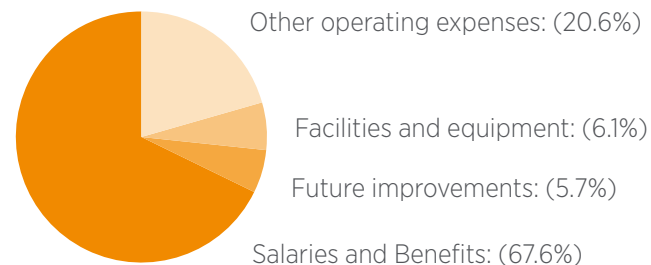
SOURCES OF REVENUE AVAILABLE FOR OPERATIONS

Total \$144,057,685



OPERATIONAL EXPENSE ALLOCATIONS

Total \$144,057,685





Teaching

Our clinical education team provides programs for health care professionals and students that include a rigorous schedule of on- and off-site learning opportunities.

7 CONFERENCES
(777 attendees)

GRAND ROUNDS
(5,838 attendees)

19 SPECIALTY WORKSHOPS
(504 attendees)

Discovering

Research leads to revelations that positively impact lives. Mary Free Bed in collaboration with the University of Michigan's Department of Physical Medicine and Rehabilitation are investigating the effect exercise has on people with spinal cord injuries. The study is funded by a \$400,000 grant to Mary Free Bed from the Craig H. Neilsen Foundation.

"We're excited to expand our research efforts for spinal cord injury patients," said Dr. John Butzer, director emeritus of Research and Innovation at Mary Free Bed. "It's an honor to work with our colleagues in Ann Arbor to improve the lives of patients who sustain these devastating injuries."

Work by Research & Innovation also is fueled by a \$500,000 annual grant from the Mary Free Bed Guild.

Noteworthy

Sharlet Alagia was walking across the street when she was struck by a car in the crosswalk. The impact broke her back, and Sharlet underwent emergency surgery at Bronson Methodist Hospital in Kalamazoo.

When she came to Mary Free Bed four days later, Sharlet could only wiggle her toes. She was immersed in various therapies, but what really struck a chord was our new music therapy program, funded generously by a donor. Studies show live-music sessions facilitate recovery from a traumatic injury or illness.

"It was pivotal to helping me walk again," Sharlet said. "It was motivating, and it made me feel like I could do this. I'm never going to forget this experience."





Dedication

427

volunteers

17,946

hours of service

1,646

employees

\$193,682

awarded in tuition reimbursement

4.29

nationally for employee satisfaction
(out of five points)*



Mary Free Bed spent over **\$101,000** in grant-awarded funding to support continuing education and advanced certifications for **242** staff members.



We launched our *Diversity, Equity and Inclusion* strategic initiative. We understand the value a diverse and inclusive environment provides for our employees, patients and the communities we serve.

108 staff, patients and
community leaders

participated in our Diversity, Equity and Inclusion
strategic planning efforts

14

scholarships
awarded by the
Mary Free Bed Guild
to recognize
outstanding
minority students
and students with
disabilities seeking
careers in health care

*Source: Press Ganey

We call it “rehability” –
the intersection between
rehabilitation and ability.

Miracles in Motion

is an inclusive dance
video showcasing
rehability at its best.
Featuring former patients
as well as staff, and
campers from our Junior
Wheelchair Sports Camp,
the video showcases
the power and joy
of rehabilitation.
We shared it during
National Rehabilitation
Awareness Week and
entered it in ArtPrize 10,
Grand Rapids’ international
art competition.

The video drew
international attention,
meaning more people
know about the capabilities
and opportunities for
people with disabilities.



INSPIRING ABILITY

One of the largest programs of its kind in the country, Wheelchair & Adaptive Sports served **2,832** adults and children of all ages and abilities in FY19. It's an essential element of Mary Free Bed's continuum of care, providing enriching opportunities that challenge the body and the mind for a lifetime.



42

Programs

13

Competitive Teams

12

Clinics

5

Classes

5

Events

Bikes for the Rest of Us

Amway Riverbank Run 25K
handcycle and wheelchair races

Grand Rapids Griffins vs.
Grand Rapids Sled Wings

Junior Wheelchair Sports Camp
(55 participants)

Wheelchair & Adaptive
Sports Golf Outing

We heal with our hands and
treat with our hearts.

Mary Free Bed[®]

Rehabilitation Hospital

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www.maryfreebed.com