

HOPE
LOVE

Mary Free Bed[®]
Rehabilitation Hospital
ANNUAL REPORT FOR FISCAL YEAR ENDING MARCH 31, 2020



Since 1891, we've been laser-focused on our mission: restoring hope and freedom through rehabilitation.

It's a compelling cycle to witness. Touchpoints occur daily as hope is restored, motivation is fueled, and intensive rehabilitation is lovingly provided to the nearly 58,000 adults and children we served this year.

It's no coincidence that hope is the first thing restored. When patients and their families arrive at Mary Free Bed, often their lives have been unexpectedly interrupted, and the future looks bleak. Some question whether they should even try to play the hand they've been dealt.

That's when our staff members work their magic. They know when to encourage, when to push and when to hug. You won't find that in textbooks—it comes straight from the heart.

Does this intersection of hope and love work? I can attest both personally and professionally, the answer is emphatically yes. Just look at our clinical outcomes and listen to the words of our patients.

One of our values is to treat with our hands and heal with our hearts. Patients tell us that's why they Ask for Mary when they need rehabilitation.

OUR MISSION IS TO RESTORE
HOPE AND FREEDOM
THROUGH REHABILITATION.
OUR VISION IS TO BE THE
NATIONAL LEADER IN
HIGH-VALUE REHABILITATION
AND POST-ACUTE CARE, AND
TO DEVELOP AN INTEGRATED
SYSTEM OF CARE.

OUR VALUES

In order to restore hope and freedom, we'll:

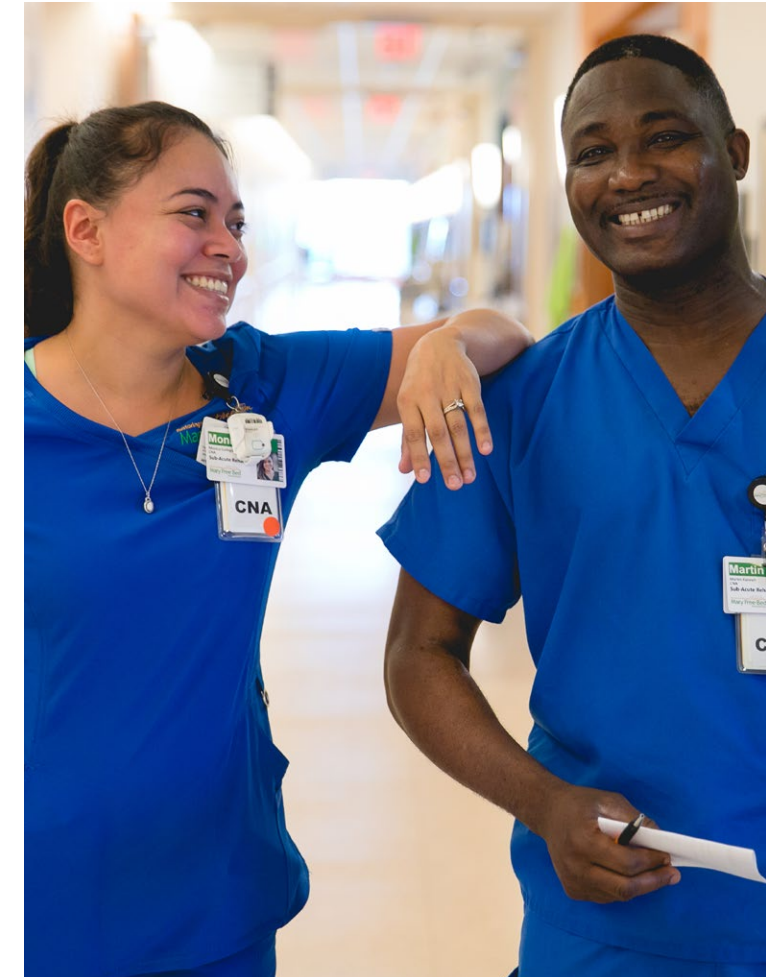
- **W**ork collaboratively and innovatively.
- **I**nclude people whose diversity reflects all those we serve.
- **B**e truthful and respectful.
- **H**eal with our hands and treat with our hearts.
- Approach our work **with joy**.

DIVERSITY VISION

Diversity is all the ways we differ individually, interpersonally and organizationally. Understanding diversity involves the recognition of cultural and other differences and traditions by identifying and empathizing with differing beliefs and behaviors. Mary Free Bed will use the strength of these differences to improve services to its community.

Mary Free Bed values diversity among the patients, families and communities it serves. Creativity and sensitivity to individual needs and differences are valued.

Mary Free Bed values diversity among its staff. Staff who share our organizational values are recruited from all areas of the workforce. Mary Free Bed fosters an environment that embraces differences by enhancing the staff's knowledge and experience. Our staff will serve all patients, families and each other with dignity and respect.



LEADERSHIP

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HOSPITAL ADMINISTRATION

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Ingrid Cheslek

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Joyal Pavey

Vice President of Advancement

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Lindsay Benedict

Anne Chamberlin

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Lee Perez

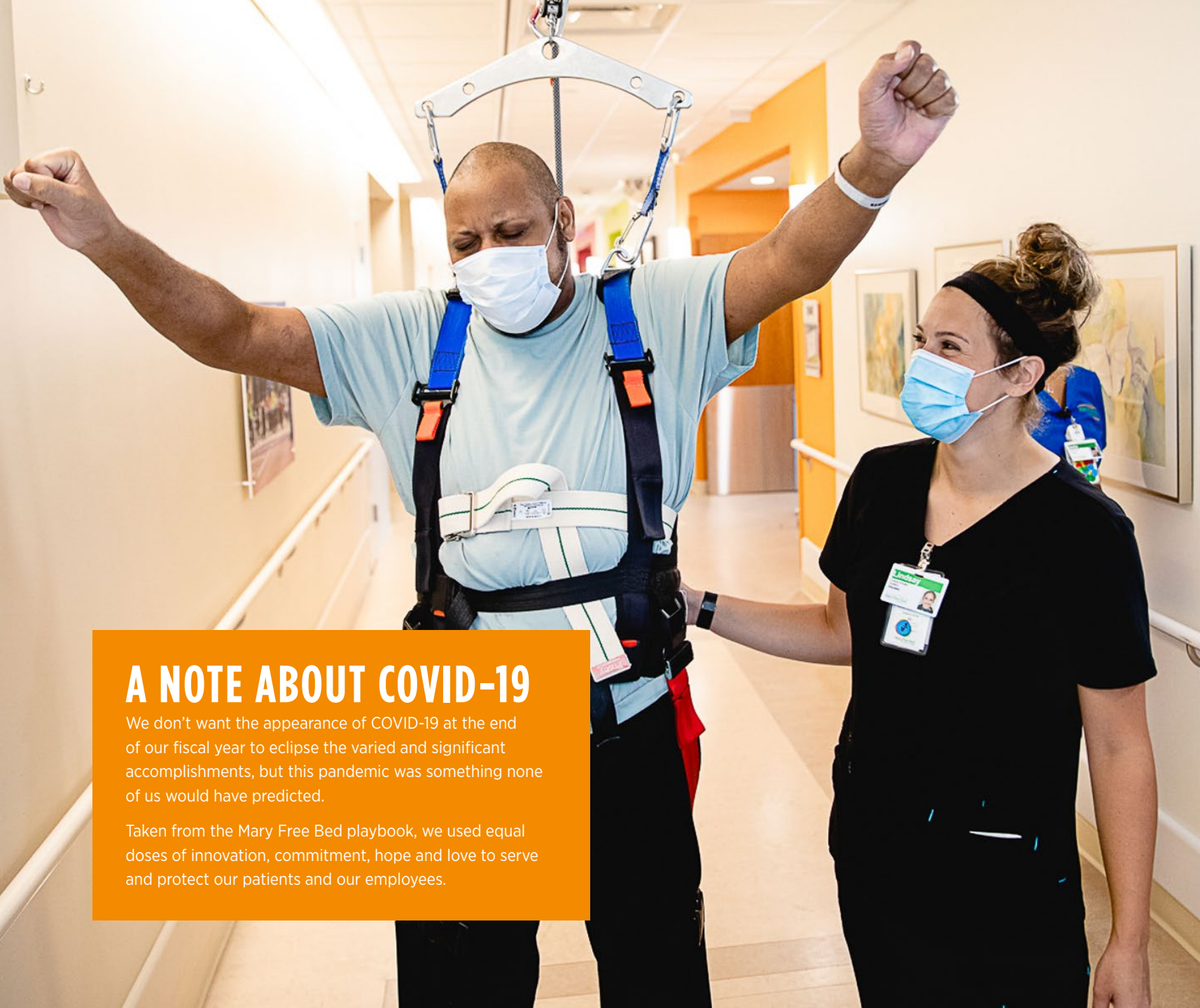
Laura Puff

Carol Springer

Chris VandenBerg, M.D.

Diane VanderMaas





A NOTE ABOUT COVID-19

We don't want the appearance of COVID-19 at the end of our fiscal year to eclipse the varied and significant accomplishments, but this pandemic was something none of us would have predicted.

Taken from the Mary Free Bed playbook, we used equal doses of innovation, commitment, hope and love to serve and protect our patients and our employees.



WORKING TO CREATE REHABILITATIONSHIPS NATIONWIDE

We created the Mary Free Bed Advisory Group to meet requests for advice from providers across the country. Team members share our formula for what we call high-value rehabilitation – a combination of helping patients achieve excellent rehabilitation results at reasonable costs.

Advisory Group team members — led by Joyal Pavey and Jeff Garber — use a collaborative approach to define challenges and identify opportunities. Focused on enhancing the quality of post-acute services throughout the health care continuum, they offer services to enhance operations, coding, documentation and regulatory compliance as well as physiatry recruitment and virtual care.

Visit maryfreebed.com/advisorygroup to learn more.

FOCUS ON THE FUTURE

For more than a century, both Mary Free Bed and the Association for the Blind and Visually Impaired have served people with disabilities in the West Michigan community. So, it was no surprise when the non-profit organizations with similar values, rehabilitation expertise and a heart to serve came together to look ahead.

ABVI became an independent subsidiary of Mary Free Bed, joining forces to enhance programs, services and coordinate care for more adults and children.



HIGH TECH ACHIEVEMENT



Triathletes, marathon runners and athletes who want to take their sport to the next level gained access to sophisticated technology at West Michigan's only Performance Lab. The new Mary Free Bed Sports Rehabilitation clinic provides services typically available for elite athletes, such as body composition scanners that measure the maximum amount of oxygen your body can take in as well as a sweat composition testing unit. Located at the SpartanNash YMCA, athletes of all abilities and ages can safely and scientifically focus on reaching their full potential.



LABOR OF LOVE



Strength and dignity are tools Clementine Sikiri learned while growing up. She was just nine when her family moved to Grand Rapids from a refugee camp in Rwanda, where they lived for several years under circumstances so difficult, she prefers not to talk about them. While thankful for the opportunity to begin a new life in the United States, the transition was fraught with challenges and uncertainty.

Clementine and her family – her parents and 12 brothers and sisters – persevered, finding strength in their faith and support from the community. At 25, she discovered her own path empowering others as a refugee resettlement care manager.

Passion, positivity and a love for life fueled the way she handled her greatest challenge yet. An auto crash left Clementine with life-threatening injuries. The impact was so great it caused her skull to separate from her spinal

column, internally decapitating her. She also experienced a moderately severe traumatic brain injury, her leg and jaw were broken, and she had a stroke during surgery.

Optimism and determination fueled Clementine the next few months as she met every challenge she faced with spirit and loving support from her rehabilitation team, family and friends.

“Mary Free Bed will hold a special place in my heart forever,” she said. “I became so connected to everyone. Every single day we did something that surprised me – things I didn’t think I could do—and I’m so thankful.

Wise beyond her years from challenges most people will never face, Clementine has a simple but powerful outlook: “Life is so precious, and we aren’t promised tomorrow. Just love.”

SKIP AND A JUMP AWAY

A HOPE

During one of his first physical therapy sessions as a Mary Free Bed inpatient, Nathan Wolford was tossing a weighted ball back and forth with his physical therapist.

“That’s the day I realized it was going to be OK,” said Nathan, 20. “It’s the day I learned I’ll still be able to do all the things I did before. I just might have to get a little creative.”

Nathan was cleaning up brush left by Fremont residents as part of his seasonal job with the city where he lives. As he was feeding the brush into a woodchipper, Nathan was struck from behind by a car. Trapped for more than an hour, emergency crews freed Nathan, and he was flown by helicopter to a Grand Rapids hospital.

During the next several weeks, Nathan underwent 18 surgeries to repair damaged tissue and broken bones. He faced serious complications, including a blood clot in his lungs and fast-growing infections in his legs. Despite aggressive treatment, it

became necessary to amputate both of Nathan’s legs above his knees.

“When I first lost my legs, all I could think about were all the things I was never going to be able to do again, like play drums, go to a concert and hang out with my friends,” Nathan said. Then he came to Mary Free Bed. “When I started doing therapy, I thought ‘I can do this.’”

He spent months in our inpatient Amputation Program and months more in outpatient therapy, progressing through a range of prosthetic devices, including running blades. The aspiring youth pastor spent last summer serving as a mentor at camps for kids affected by limb loss and differences.

“It takes super strength and determination to achieve everything he’s accomplished,” said physical therapist Janna Pittman. “He’s someone who gives me hope.”



IN YOUR CORNER

To ensure patients receive the right level of specialized rehabilitation at the right time in the right place, Mary Free Bed collaborates with an alliance of 38 hospitals across Michigan and northern Indiana. We manage care for 351 inpatient beds in rehabilitation units at several network hospitals.



MARY FREE BED REHABILITATION NETWORK

Ascension Borgess

- Borgess Medical Center, Kalamazoo
- Borgess-Pipp (including LTACH), Plainwell

Beacon Health System

- Elkhart General Hospital, Elkhart, Indiana
- Memorial Hospital, South Bend, Indiana

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

Mercy Health

- Mercy Health Hackley, Muskegon
- Mercy Health Lakeshore, Shelby
- Mercy Health Mercy, Muskegon
- Mercy Health Saint Mary's, Grand Rapids

Metro Health – University of Michigan Health, Wyoming

Munson Healthcare*

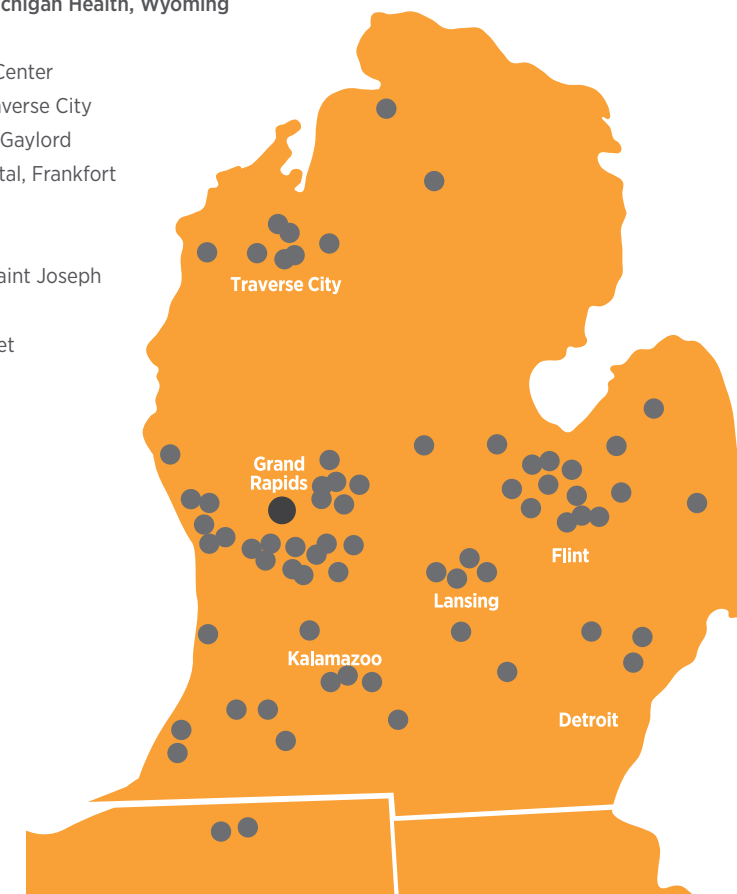
- Kalkaska Memorial Health Center
- Munson Medical Center, Traverse City
- Otsego Memorial Hospital, Gaylord
- Paul Oliver Memorial Hospital, Frankfort

Sparrow Hospital, Lansing*

Spectrum Health Lakeland

- Lakeland Medical Center, Saint Joseph
- Lakeland Hospital Niles
- Lakeland Hospital Watervliet

* Joint Operating Agreements



EXTENDING HOPE AND FREEDOM



We further extended our services across the Network by expanding an existing joint venture, creating a new one and affiliating with an out-of-state health system.

Covenant HealthCare, Saginaw:

Leaders from Covenant HealthCare and Mary Free Bed grew the scope of our existing 50-50 joint venture. In addition to the current 41-bed inpatient rehabilitation unit, four more areas were added to our partnership:

- Outpatient Rehabilitation
- Orthotics and Prosthetics
- Rehabilitation Physician Services
- Covenant Center for Autism

Mary Free Bed at Covenant also provides rehabilitation services for:

- Therapy for patients hospitalized for general acute-care treatment
- Transitional Care Therapy (Covenant HealthCare's skilled nursing program)

A \$40.7 million rehabilitation hospital on Covenant's Saginaw campus will extend rehabilitative care to the Great Lakes Bay Region residents. The new building will include 48 inpatient beds and an outpatient facility with the latest technology.

Beacon Health System, Indiana:

Mary Free Bed has been treating patients from northern Indiana for years, but a new affiliation with Beacon Health System brings that care closer to home. Under the terms of a professional services agreement, Mary Free Bed manages the adult inpatient rehabilitation programs at Elkhart General Hospital in Elkhart and Memorial Hospital in South Bend. Beacon is the first Indiana-based health system to join the Network.

Spectrum Health Lakeland:

A new joint venture supplies enhanced orthotic and prosthetic care for patients in southwest Michigan. Located in Saint Joseph, Mary Free Bed Orthotics & Prosthetics at Spectrum Health Lakeland formalizes the relationship between Mary Free Bed and Lakeland, which joined the Network in 2015. Mary Free Bed certified orthotists and prosthetists help fit patients with adaptive equipment, such as cranial reshaping helmets, artificial limbs and external braces designed to enhance and improve their functional ability after a serious injury, illness or other debilitating condition.



STATISTICS & FINANCIAL PORTRAIT

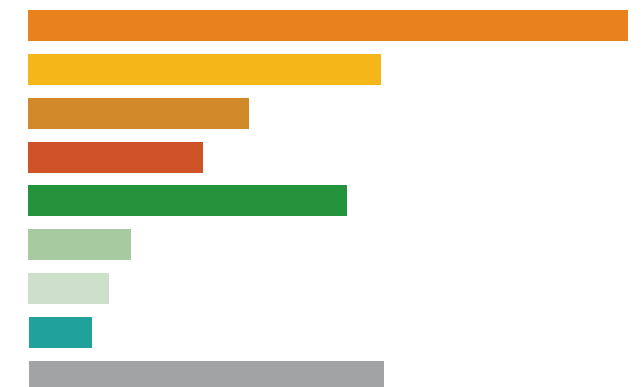
54,746 PATIENTS
SERVED
(inpatient and outpatient
throughout system)

36,465 OUTPATIENTS SERVED
THROUGHOUT SYSTEM

11,428 ORTHOTICS &
PROSTHETICS
+ BIONICS

INPATIENTS SERVED THROUGHOUT SYSTEM:

STROKE 1,635
BRAIN INJURY 961
MULTIPLE TRAUMA 602
SPINAL CORD INJURY 477
ORTHOPEDIC 869
AMPUTATION 278
CANCER 218
PEDIATRIC 171
OTHER 968



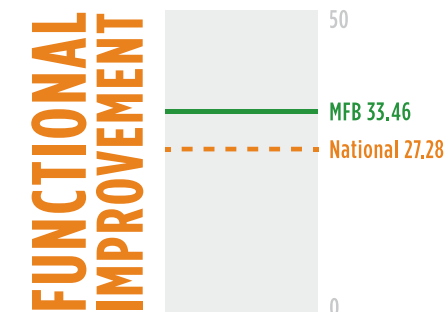
FUNCTIONAL IMPROVEMENT

USING THE QRP SCALE

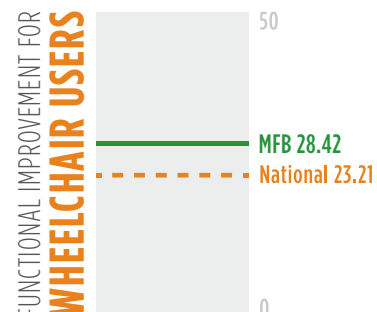
The level of functional improvement of patients in rehabilitation is measured in points gained from admission to discharge for a variety of skills and abilities used in daily life. This is reported to the Centers for Medicare and Medicaid (CMS) through the Quality Reporting Program (QRP), which enables us to compare the functional improvement of Mary Free Bed patients to other rehabilitation patients across the nation.

Mary Free Bed inpatients on the main campus achieved more functional improvement than the national average as measured through QRP.

The following information includes both adult and pediatric data.

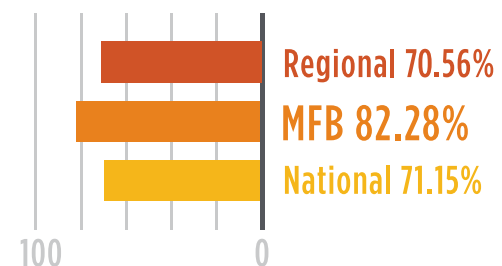


MARY FREE BED PERCENTILE **98.26**

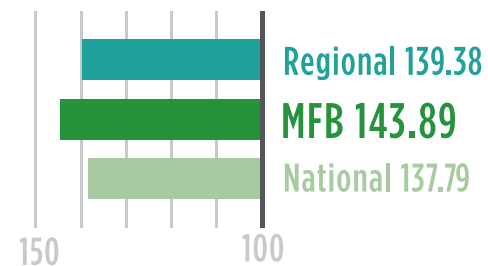


MARY FREE BED PERCENTILE **93.93**

DISCHARGE TO COMMUNITY



THERAPY MINUTES PER DAY



OURSTANDING RESULTS FOR INPATIENT SAFETY

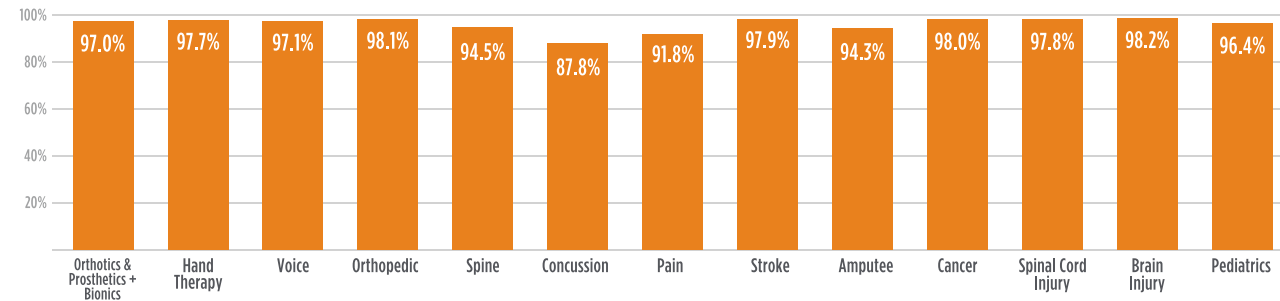
Lower health-acquired pressure ulcer rate (adults) than national average. *Source: eRehab*



PATIENT SATISFACTION ADULT INPATIENT



PATIENT SATISFACTION—OUTPATIENT



PATIENT SATISFACTION PEDIATRIC INPATIENT



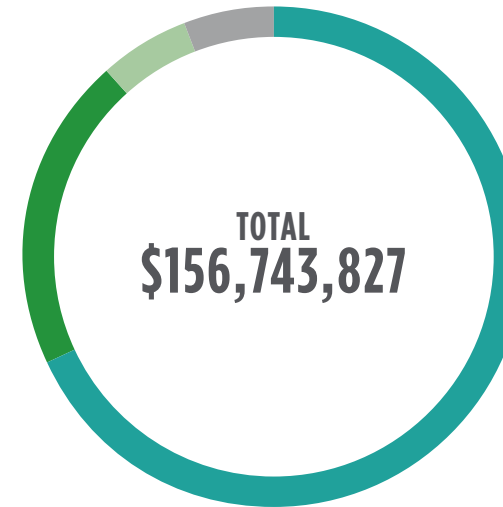
IN PATIENT SATISFACTION (INPATIENT):
AMPUTEE • CANCER • STROKE • TRAUMA • SPINAL CORD INJURY

IN OVERALL SATISFACTION (INPATIENT):
98% of Orthotics & Prosthetics + Bionics patients are likely to recommend.
94% of Amputation Program patients rate us as good or very good.
98% of Cancer Program patients rate us as good or very good.
95% of Stroke Program patients rate us as good or very good.
98% of Spinal Cord Injury Program patients rate us as good or very good.
94.71% of Trauma patients rate us as good or very good.



SOURCES OF REVENUE AVAILABLE FOR OPERATIONS

Net Patient Service Revenue 76.7%
Other Operating Revenue 17.9%
Joint Ventures and Collaborative Arrangement Earnings 5.4%



OPERATING EXPENSE ALLOCATION

Salaries and Benefits 68.1%
Other Operating Expenses 20.5%
Facilities and Equipment 5.7%
Future Improvements 5.7%

Financial information is from the consolidated Fiscal Year 2020 audited financial statements of the Mary Free Bed Guild and its subsidiaries.

The auditor's report is available for inspection at 235 Wealthy St. SE, Grand Rapids, MI 49503-5347.



READY, SET GROW

Mary Free Bed relies on the generosity of donors whose financial support is crucial to improving the lives of our patients and their families. Our Foundation secures philanthropic investments to support innovative programs and specialized technology as well as capital improvements and expansion needs.

In FY20, the Foundation launched Full Peds Ahead – An Initiative for Kids at Mary Free Bed, a robust undertaking to improve access to specialized care.

Its goals:

- Raise \$10 million over the next 10 years to grow programs and increase support for uninsured and under-insured children.
- Increase the Pediatric Endowment to \$20 million over the same 10-year period so the programs will be funded in perpetuity.

Mary Free Bed is the only inpatient rehabilitation hospital in Michigan with a secure unit specifically for children and teens. In FY20, the hospital provided comprehensive rehabilitative care for about 170 inpatients and offered specialized outpatient services and resources in Grand Rapids and Holland.

While Mary Free Bed Kids offers care for young patients recovering from a wide range of illnesses and injuries, new and expanding specialties include chronic pain, cerebral palsy, early development and autism. Mary Free Bed became an Approved Autism Evaluation Center, having met criteria developed by Blue Cross Blue Shield of Michigan and Blue Care Network to provide comprehensive assessments to make or confirm an Autism Spectrum Disorder diagnosis.

\$3,689,449
TOTAL DONATIONS
\$772,901 UNRESTRICTED
\$2,880,056 PROGRAM RESTRICTED
\$36,492 IN-KIND

3,060 GIFTS
1,482 DONORS
FROM

TO THE OCCASION

RISING

When the COVID-19 pandemic arrived in West Michigan in early 2020, community members wanted to know how they could help Mary Free Bed patients and employees. The Foundation created the COVID-19 Relief Fund in March in response to those requests. The donations raised for this fund went to specific areas, such as:

- Assisting patients with needs related to their recovery from COVID-19.
- Suppling patients, staff and visitors with necessary PPE to keep everyone safe.
- Connecting patients with their Mary Free Bed providers via telehealth to progress in their therapy.
- Helping patients use technology to connect with loved ones.

We're humbled by the outpouring of monetary gifts, which were used to purchase necessary medical supplies and equipment as well as the many in-kind donations such as protective masks, catered meals and other thoughtful presents.

"From PPE to protect our patients, staff and visitors, to providing lunch for our frontline staff, to helping patients stay connected to their loved ones, individuals, community groups and businesses overwhelmingly showed their love for Mary Free Bed," said Laura Dulay, the Foundation's Sponsorship and Event manager.





Our clinical education team provides a rigorous schedule of learning opportunities for health care professionals and students.

- 300 students from 50 colleges and universities across the country studied with us (residencies and clinical education)
- 9 Conferences/855 Attendees
- 98 Grand Rounds/5,446 Attendees
- 30 Specialty Workshops/591 Attendees

Additionally, efforts to create the Mary Free Bed Education Academy ramped up for a 2020 launch. The national academy will offer webinars, conferences and lectures for professional development and continuing education credits.

IN A CLASS OF OUR OWN

As a new class of residents entered our Physical Medicine and Rehabilitation Residency, the inaugural four-member class started its final year, bringing the program to its full complement of 12 physicians in various stages of training. Our program was awarded permanent accreditation, citation-free, from the Accreditation Council for Graduate Medical Education (ACGME), both as a sponsoring institution as well as a residency program.

In combination with the Michigan State University College of Human Medicine partnership, the residency enabled us to train:

- 12 PM&R residents
- 41 visiting residents
- 22 medical student elective rotations
- 95 second-year medical students



INTERESTS

MARYING

Mary Free Bed is recognized as a valuable partner by medical and academic institutions across the country. Collaborative studies with our John F. Butzer Center for Research and Innovation contribute to evidence-based medicine that directly impacts lives.

Key initiatives

Two research studies are undergoing data analysis and interpretation, and will be drafted into manuscripts for publication submission to peer-reviewed journals:

- Spinal Cord Injury: Increasing Physical Activity and Health-Related Quality of Life
- Stroke: Long-term Modeling of Rehabilitation Outcomes from Acute Care to Community Living

The research findings will contribute to process improvements and enhance the timely implementation of new findings into patient care.

Collaborative stroke study

Mary Free Bed joined the Shirley Ryan Ability Lab in Chicago (formerly the Rehabilitation Institute of Chicago) to conduct a prospective, observational study that maps recovery trajectories for people with aphasia who have had a stroke. The study is scheduled to continue enrollment through 2021 with a goal of 100 participants.

Employee research

Enabling employee research adds value to our culture and reinforces our commitment to invest in professional growth and development.

Resident physician Dr. Yunna Sinskey and Pain Rehabilitation Program psychologist Eric Lake received Mary Free Bed Investigator Awards to conduct research in their respective areas of interest. As graduates of our Center for Research and Innovation's annual research training workshop series, Drs. Sinskey and Lake were eligible to apply for funding for their proposed projects and were selected by a distinguished committee of scientific reviewers:

- Dr. Sinskey: Utilizing Abdominal-Functional Electrical Stimulation Unit to Improve Respiratory Function of Spinal Cord Injury Patients
- Dr. Lake: Acceptance and Commitment Therapy for Oncological Pain



THE SCIENCE OF DIVERSITY EQUITY & INCLUSION

33

As a champion for people with disabilities for more than a century, Mary Free Bed welcomes differently abled people and former patients as volunteers and employees as well as members of the Mary Free Bed Guild and Board of Trustees. Our culture embraces all people, as we seek connections in our similarities and celebrate our differences.

A growing body of scientific research shows patient satisfaction and health outcomes are improved when providers and their patients have concordance in their racial, ethnic and language backgrounds. More studies have found access, quality of care, innovation, team communication, trust and efficiency improved when diverse employees are available for all patients.

To help defray the cost of education and enhance staff diversity, the Mary Free Bed Guild created two programs: Minority Scholarships and Disability Scholarships. In FY20, 21 students were awarded \$80,000. Over the life of these programs, 102 deserving students have received more than \$831,000.

The scientific findings on the benefits of a robust diversity, equity and inclusion program make empirical and common sense. And for an organization focused on patient outcomes, it becomes a clarion call.

NOTEWORTHY:

- Mary Free Bed joined with cultural and community organizations to develop a more diverse candidate pipeline and support the communities we serve. In FY20, the Grand Rapids Pride Center, Michigan Veterans Affairs Agency and the West Michigan Hispanic Chamber of Commerce joined our existing partners:
 - West Michigan Diversity Officer Collaborative
 - Urban League
 - NAACP
 - West Michigan Works
 - West Michigan Center for Arts and Technology (WMCAT)
 - Black Nurses Association
 - Kent Intermediate School District
 - Association of Rehabilitation Nurses, ARN (West MI/National)
 - Grand Rapids Urban League
 - Grand Rapids Chamber of Commerce
 - Talent 2025
- Partnered on Building Bridges education initiative with West Michigan Hispanic Chamber of Commerce
- Joined LGBTQIA+ Healthcare Consortium
- Participated in Hire Reach Community of Practice Cohort for Evidence-Based Selection Process to increase workforce diversity

37.5% OF NURSE
TECHNICIANS ARE
MINORITIES

12% OF PHYSICIANS
ARE MINORITIES

22 FORMER
VOLUNTEERS WERE
HIRED AS EMPLOYEES

WHAT'S IN A NAME?



Mary Free Bed has a storied history. It began when a small group of women made it their mission to help people who couldn't afford health care. Seeking support from the Grand Rapids community, they asked anyone named Mary and anyone who knew someone named Mary to donate 10 cents. Because Mary was the most popular female name at the time, they soon raised enough money to endow a free bed at a local hospital – the first “Mary free bed.”

As the community's needs grew, so did the group of women. Now 120 members strong, Mary Free Bed Guild members participate on all hospital boards and major committees and volunteer in numerous capacities.

In addition to a \$500,000 annual grant to the John F. Butzer Center for Research and Innovation, in FY20 the Guild also supported:

- Bikes for the Rest of Us
- Disability and Minority Scholarships Program
- Fine Arts Exhibition
- Halloween Heroes Parade
- Holiday Lunch for employees
- Hospital Appreciation Day for employees
- Junior Wheelchair Sports Camp
- Riverbank Run 25K Handcycle, Wheelchair divisions

NOTEWORTHY:

- Increased our minimum wage for employees, because we believed the standard minimum wage was too low compared with the cost of living. Each year, we study the job marketplace to ensure Mary Free Bed pays competitive wages.
- Awarded Bronze Michigan Veteran-Friendly Employer by Michigan Veterans Affairs Agency
- Recognized as a “Health Care TrendBender” by Marsh & McLennan Agency

1,859 EMPLOYEES
376 VOLUNTEERS
15,401 HOURS OF SERVICE
\$154,003 AWARDED IN TUITION REIMBURSEMENT
4.16 NATIONALLY FOR EMPLOYEE SATISFACTION (OUT OF 5)*
95% OF STAFF WOULD RECOMMEND US TO FAMILY OR FRIENDS WHO NEED CARE

*Press Ganey



36

CONNECTING. MOVING. INSPIRING.

The Mary Free Bed Wheelchair & Adaptive Sports Program (WAS) offers enriching opportunities for people of all ages and abilities to challenge the body and the mind. One of the largest programs of its kind in the United States, WAS served 2,832 children and adults during FY20.



62% MEN 37% WOMEN

39% ADULTS 61% YOUTH



AUTISM 21%
SPINA BIFIDA 15%
SPINAL CORD INJURY 14%
CEREBRAL PALSY 13%
AMPUTATION 8%
BRAIN INJURY 7%
MUSCULAR DYSTROPHY 3%
OTHER 19%

93% PARTICIPANT SATISFACTION*

*Survey Monkey

32 PROGRAMS

13 COMPETITIVE TEAMS

12 CLINICS New in FY20:
CrossFit, Pickleball

07 CLASSES New in FY20:
Fencing, Power Soccer Series

05 EVENTS Athletes and teams from 5 countries and 13 states traveled to
Grand Rapids to compete in WAS-hosted tournaments.

476 VOLUNTEERS





HEART WORK **PAYS OFF**

From all of us at Mary Free Bed, thank you for your support, your generosity and your commitment to our mission. We couldn't do what we do for our patients without a community of people like you behind us. We hope this report illustrates the positive impact our collective efforts make for each patient who comes to us needing to have hope and freedom restored through rehabilitation.

616.840.8000 | 235 WEALTHY ST. SE, GRAND RAPIDS, MI 49503

WWW.MARYFREEBED.COM

