

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









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**OVERVIEW**



## A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Thank you for your interest in Mary Free Bed and our mission of restoring hope and freedom through rehabilitation! As you peruse the following pages, you'll learn about our past, present and why we're optimistic for an extraordinary future.

The goal of my message is to share with you what's behind the statistics — the essence of an organization, which focuses on our similarities and celebrates our differences as we collaborate with partners to provide extraordinary rehabilitation services. Our spirit is palpable when you're on site, and please consider this an open invitation to visit.

- We treat with our hands and heal with our hearts. Rehabilitation is rigorous, but our teams have perfected the delicate dance of knowing when to push and when to hug. The proof is in our patient outcomes.
- Treatment teams are led by board-certified physicians. We employ more than 40 physicians who treat both adults and children, including doctors with specialty training in behavioral pain management. We have a residency program for physicians specializing in physical medicine and rehabilitation and serve as the Division of Rehabilitative Medicine for Michigan State University's College of Human Medicine.
- Mary Free Bed is financially liquid and fiscally sound, especially after investing more than \$140 million during the past nine years on capital projects and collaborative ventures. We depend on a combination of industry data and our own research to analyze and maximize the complex "business" of rehabilitation.
- Mary Free Bed extends access to our expertise through a nationally available Advisory Group and an Education Academy. We share our focus on data-driven outcomes research and decision support with the more than three dozen members of our Rehabilitation Network that spans Michigan and northern Indiana. We hope to continue expanding this to many more.

I first came to know Mary Free Bed in 2002, after my wife, Susan, sustained a serious brain injury in an auto crash caused by a drunken driver. I was working in a business career far afield from health care when our lives froze. Susan's now an occupational therapy assistant – a second career that called to her after the accident. This is a prime example of Mary Free Bed's sustainable rehabilitation outcomes across the post-acute continuum.

If you have questions, or if anyone at Mary Free Bed can be of assistance, please don't hesitate to call. We are here to serve.

A handwritten signature in blue ink that reads "KENT". The letters are stylized and connected, with a large "K" and "E".

Kent Riddle, CEO  
MARY FREE BED REHABILITATION HOSPITAL





## OUR MISSION, VISION & VALUES

### OUR MISSION

Restoring hope and freedom through rehabilitation.

### OUR VISION

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.
- Be **t**ruthful and respectful.
- **H**eal with our hands and treat with our hearts.
- Approach our work with **j**oy.

### OUR COMMITMENT

We'll embrace Diversity, Equity and Inclusion by:

- **T**reating everyone with dignity and respect.
- **O**pening more doors to opportunities for underrepresented cultures.
- **G**rowing talent and people.
- **E**valuating and eliminating disparities.
- **T**aking action against injustices, bias and racism.
- **H**onoring our differences and how to collaborate.
- **E**ducating staff, patients and the communities we care for.
- **R**estoring hope and freedom, **t**ogether.

### PILLARS OF EXCELLENCE

Mary Free Bed uses Pillars of Excellence to organize priorities and report progress toward achieving them. These include:

**Quality:** National benchmarks that quantify high quality and patient safety.

**Service:** Standards that reflect our commitment to those we serve.

**People:** Consistent investment in the expertise, knowledge and safety of our employees.

**Growth:** Early identification of opportunities for development and growth.

**Financial Performance:** Operations that promote long-term financial success.

Employee goals support departmental action plans, which are aligned with the strategic plan initiatives. As a result, employees see how important their efforts are to Mary Free Bed's success. The overall strategic plan is developed annually, and all employees have an opportunity for input.



## ORGANIZATIONAL OVERVIEW

It's our privilege to restore hope and freedom through rehabilitation for children and adults who have experienced amputations, brain injuries, congenital abnormalities, cancer, multiple trauma, spinal cord injuries, strokes, complex medical conditions and many other illnesses and conditions.

Mary Free Bed is the nation's most comprehensive rehabilitation provider and one of the largest non-profit rehabilitation hospital systems. Our Grand Rapids campus is home to a nationally accredited, acute-care rehabilitation hospital with a plethora of programs and services. The Mary Free Bed Rehabilitation Network extends our services across the state and into Indiana.

### THUMBNAIL SKETCH (FY 2020 APRIL 1, 2019 – MARCH 31, 2020)

- Inpatient Services
  - Acute Care
    - 303 Acute-care beds owned/managed by Mary Free Bed
    - 6,225 TOTAL inpatients served
  - Sub-acute Care
    - 48 Sub-acute beds
    - 1,253 TOTAL admissions
  - 351 TOTAL Inpatient Beds
- Outpatient
  - General, Clinic and Day Rehab
  - 50 Satellite locations
  - Specialized services
    - Biofeedback
    - Driver Rehabilitation
    - Motion Analysis Lab
    - Pain
    - Spine
    - Sports Rehabilitation
    - Weight Management
    - Wheelchair & Adaptive Sports
  - 36,465 TOTAL outpatients served
- Orthotics & Prosthetics + Bionics
  - Grand Rapids Campus
    - Assistive Technology
    - Customized Wheelchair Seating
    - Fabrication Lab
  - 6 Satellite locations
  - 11,428 TOTAL patients served

- Mary Free Bed at Home
  - 2,405 unique patients served
  - 50,098 visits
- 4,270 Virtual Services patients served
- Physicians
  - 200 on staff
  - 30-plus board-certified physiatrists

### TREATMENT TEAMS

Led by a board-certified rehabilitation physician with decades of experience in a specialty area, team members work with patients and their loved ones to identify goals and craft a customized treatment plan. They confer weekly on progress.

As needed, team members include:

- Rehabilitation nurses
- Physical therapists
- Occupational therapists
- Speech-language pathologists
- Recreational therapists
- Respiratory therapists
- Psychologists and neuropsychologists
- Nutritionists
- Social workers and care managers

Our specialized teams are organized around specific diagnoses. For example, spinal cord injury teams treat only adults with these injuries. When patients graduate from inpatient therapy, there's an outpatient spinal cord injury program as well as multiple support services, such as the Inn at Mary Free Bed. Here, patients with spinal cord injuries become accustomed to living on their own in accessible rooms while receiving outpatient therapy.

- Distinctive programs
- Intensive medical rehabilitation unit for adults
- Michigan's only dedicated and secure inpatient pediatric rehabilitation unit
- ReCOVery<sup>SM</sup> Program for inpatients and outpatients recovering from COVID-19, with specialized respiratory therapy techniques

### SOPHISTICATED TECHNOLOGY

- Robotic ambulation systems (Lokomat and Exoskeleton)
- Ceiling-mounted computerized ambulation
- NASA-developed weightless technology



## ACCREDITATION

Mary Free Bed holds several specialized accreditations from the Commission on Accreditation of Rehabilitation Facilities International (CARF). This voluntary but rigorous accreditation process is based on specific and comprehensive standards ensuring the highest-quality rehabilitation. CARF is an independent organization dedicated to providing reliable information to help patients and families make informed health care decisions. Consumers and medical professionals collaborate to develop the leading-edge measurement standards.

Mary Free Bed is CARF-accredited in the following programs\*:

- Inpatient Rehabilitation Programs — Hospital (Adults)
- Inpatient Rehabilitation Programs — Hospital (Pediatric Specialty Program)
- Inpatient Rehabilitation Programs — Hospital: Amputation Specialty Program (Adults)
- Inpatient Rehabilitation Programs — Hospital: Brain Injury Specialty Program (Adults)
- Inpatient Rehabilitation Programs — Hospital: Spinal Cord Specialty Program (Adults)
- Inpatient Rehabilitation Programs — Hospital: Stroke Specialty Program (Adults)
- Interdisciplinary Outpatient Medical Rehabilitation Programs: Brain Injury Specialty Program (Adults)
- Interdisciplinary Outpatient Medical Rehabilitation Programs: Spinal Cord Specialty Program (Adults)
- Home and Community Services: Brain Injury Specialty Program (Adults)
- Home and Community Services: Spinal Cord Specialty Program (Adults)

We also are accredited through the Joint Commission. This independent, not-for-profit organization has accredited hospitals for more than 60 years, prompting exceptional health and safety standards.

## MARY FREE BED REHABILITATION NETWORK

Mary Free Bed specialists share expertise and educational resources with an alliance of more than 35 hospitals across Michigan and northern Indiana, and manage the rehabilitation care for 350-plus inpatient beds. This coordinated and collaborative effort ensures patients recovering from a serious condition receive the right level of care at the right time in the right place.

Hospitals have a Coordination of Care and Affiliation Agreement with Mary Free Bed that formalizes their membership in the Network. Mary Free Bed manages inpatient rehabilitation units at several Network hospitals. In certain cases, these relationships have developed into joint operating agreements (JOA) between the organizations. In some locations, inpatient JOAs have been expanded to include general outpatient therapy services in addition to specialized offerings, such as pain rehabilitation and orthotics, prosthetics and bionics.

For more than a century, we've worked diligently to provide value to patients, their doctors and now to entire health systems. The goal has always been better outcomes at reduced cost. As the value of healthier, more functional patients and shorter hospital stays has become electrically clear to individuals, systems and insurers, Mary Free Bed's Network has taken off.

**ASCENSION BORGESS**

**BEACON HEALTH SYSTEM**

**BRONSON HEALTHCARE**

**COVENANT HEALTHCARE\***

**HENRY FORD ALLEGIANCE HEALTH**

**HURLEY MEDICAL CENTER**

**MARY FREE BED REHABILITATION HOSPITAL**

**MCLAREN HEALTH SYSTEM**

**MERCY HEALTH**

**METRO HEALTH – UNIVERSITY OF MICHIGAN HEALTH**

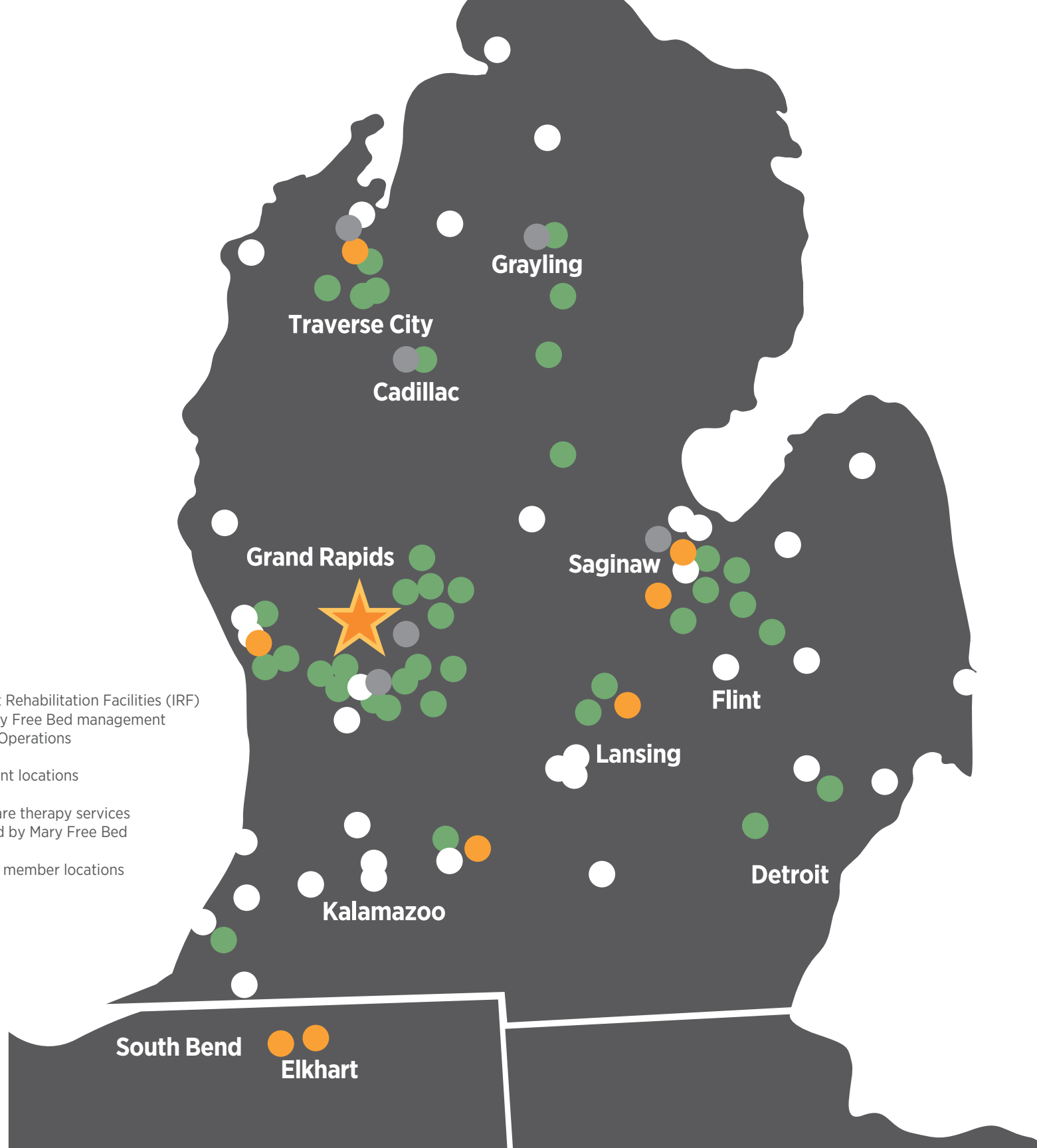
**MUNSON HEALTHCARE\***

**SPARROW HOSPITAL\***

**SPECTRUM HEALTH LAKELAND**



-  Inpatient Rehabilitation Facilities (IRF) with Mary Free Bed management or Joint Operations
-  Outpatient locations
-  Acute-care therapy services managed by Mary Free Bed
-  Network member locations





## DESIGNING THE FUTURE

### CARE TRANSITION

Through our care transition programs, we share risk with acute-care hospitals and are accountable for patient outcomes within our Network and beyond. We work with post-acute providers, such as long-term acute-care hospitals (LTCH), skilled nursing facilities (SNF), home-care agencies and other community-based providers to improve programming to achieve targeted patient outcomes. Projected outcomes are based on clinical patient groupings and measure the performance in relation to established quality targets.

### NAVIGATION TO ACCOUNTABLE, VALUE-BASED CARE

Transitions of care occur daily within health care systems. Ensuring patients receive the right care at the right time is imperative to their recovery. Our care transitions program assesses the medical and post-acute needs of patients and utilizes a combination of proprietary assessment tools and clinical methodologies to predict post-acute trajectories.

These tools assist clinicians in fluidly moving patients to the care setting that best meets their needs, fostering sustainable patient outcomes, decreasing acute-care hospital readmissions and reducing excess days. Continuing care networks ensure post-acute clinical programming accurately aligns with the clinical demands associated with the primary and secondary service areas surrounding acute-care hospitals and hold post-acute providers accountable for outcomes.

This is reason Mary Free Bed has developed collaborative relationships and contracts with acute-care facilities, SNFs, LTCHs, inpatient rehabilitation, home health and community-based service providers that are not part of the Network. We are committed to developing and implementing systems of care to manage patients across the continuum of services and leverage our patient navigation team to achieve better outcomes for patients that are sustainable over time.

### EPIC AND ENTERPRISE DATA WAREHOUSE

Mary Free Bed has achieved tangible operational results and strategic insights by developing a robust enterprise data warehouse (EDW) and business intelligence (BI) capability inhouse. The combination provides critical data about markets and partners that guide how we manage operations to successfully reproduce desired clinical and financial results.

Our BI and EDW systems with a leading electronic medical record (EMR) is the next step. The benefits will be significant: greater efficiency in clinical delivery and outcomes as well as seamless information exchange with our partner health systems.

The Epic EMR is the most prevalent among our partners and is used by the highest-rated health systems in the country. When fully implemented at Mary Free Bed in 2021, Epic will create a common language for data exchange between partners and provide tools to leverage for value-based payment and population health strategies. A significant financial investment, the return on investment will be growth of our BI capabilities and greater flexibility to meet the needs of the changing health care landscape and our growing system.



## ADVISORY GROUP

The Advisory Group is a national consulting and partnership division of Mary Free Bed that was created due to the success of our existing Michigan Network and requests for advice from other providers across the country. The division is focused on enhancing the quality of post-acute services throughout the care continuum and offers a variety of operational, coding, documentation and regulatory consultative services as well as physiatry recruitment services and virtual care.

The structure of our relationships varies based on the specific needs of our clients and are designed to promote patient access to post-acute services, enhance programmatic offerings, facilitate clinical excellence and promote quality of services. Our services include:

### INPATIENT

- Comprehensive analysis
- Documentation
- Coding
- Prospective Payment System coordination
- Audits and appeals
- Quality improvement
- Understanding rehabilitation philosophy
- New construction and program development
- Accreditation and survey preparation

### OUTPATIENT

- Quality and outcome measurement
- Performance improvement
- Documentation, coding and billing
- New programs and program development
- Accreditation and survey preparation
- Audits and appeals

### OTHER SERVICES

- Physician recruitment
- Skilled nursing facility services
- Long-term care hospitals
- Care transitions
- Virtual services



## ASK FOR MARY

Mary Free Bed Guild roots date back to 1891, when a small group of Grand Rapids women wanted to help people who couldn't afford health care. They passed a little black purse asking anyone named Mary – or anyone who knew someone named Mary – to donate 10 cents. Mary was the most popular woman's name at the time, so the group quickly raised enough money to fund a local hospital bed called the "Mary free bed."

Initially, the Guild focused on children:

**1920** Sponsored the first pediatric orthopedic clinic

**1921** Brought the first formerly trained physical therapist to Grand Rapids

**1923** Established accessible classrooms at Grand Rapids Public Schools so children with disabilities could attend school

**1930** Opened the Children's Convalescent Home

**1938** Developed The Brace Shop, a forerunner to Orthotics

**1946** Created the Juvenile Amputee Training Program, which became a national model and was featured in a Life magazine article

Mary Free Bed began providing rehabilitation to adults in 1953, and throughout the polio and Thalidomide crises, beds were filled. In its first century, a growing Mary Free Bed occupied several buildings as programs and services grew to meet the rehabilitation needs of the region.

The 120 women of the Mary Free Bed Guild have equal representation on all boards and committees. They each reflect the Guild's commitment to the hospital and to the greater community of people with disabilities. Since 1985, the Guild has donated more than \$25 million to dozens of organizations dedicated to the furtherance of the quality of life for people with disabilities. That includes the lead gift for the Mary Free Bed YMCA, the world's first, universally designed health and wellness facility that benefits everyone.











# STATISTICAL PORTRAIT



## CLINICAL SUCCESS

Dr. Michael Jakubowski, our chief medical officer, likens Mary Free Bed to “chicken soup for the body and soul.” He’s right. Clinical staff helps people recover emotionally, physically and psychologically.

- Mary Free Bed exceeds national benchmarks in clinical outcomes for:
  - Children, teens and adults returning to their home or community after an inpatient rehabilitation stay.
  - Improved function for pediatric patients with a spectrum of diagnoses.
  - Functional improvement between admission and discharge for adults who’ve experienced:
    - Stroke
    - Spinal cord injury
    - Traumatic brain injury
    - Multiple trauma
    - Amputation

Patients give Mary Free Bed exceptional patient satisfaction scores. Mary Free Bed is in the:

- 95th percentile in national rankings for patients who would recommend our inpatient rehabilitation programs.
- Top 10% in the nation for patient satisfaction with the overall quality of care.

### ADULT INPATIENT SERVICES

In our new state-of-the-art, freestanding hospital on the Grand Rapids campus, we welcome patients who need all types of rehabilitation whether it’s ventilator care, robotic ambulation support, bionic limbs or intensive therapy for a whole host of straightforward conditions.

Patients have the same team throughout their stay. Clinicians have leading-edge technology, high-quality equipment and robust clinical resources at their disposal. The combination of consistency and expertise results in the best possible outcomes for patients.

### ADULT OUTPATIENT SERVICES

As the trend continues to move health care services to lower-cost settings, we’ve been concentrating not only on patient outcomes and satisfaction, but also on how we deliver care. We’ve established clinical performance benchmarks to measure and improve rehabilitation value on our campus and throughout our Network.

Outpatient services staff measures and reports research-grade clinical outcome metrics for roughly 500,000 annual ambulatory visits throughout our Network sites. We also benchmark outcomes related to the process of care delivery, such as visit cancellations, rescheduled visits, relative value units per episode and visits per episode of care.

We use a transdisciplinary approach for delivering care. We’ve discovered this model produces new treatment approaches through a synthesis of disciplinary knowledge, whereas single, multi- and interdisciplinary care delivery can fragment treatment.

This method has helped Mary Free Bed outpatient services adopt a learning health system approach by translating knowledge and innovation across disciplines fostering higher levels of collaboration. It’s helped us be more innovative and narrowed the gap between rehabilitation research, knowledge and clinical practice.

## MARY FREE BED KIDS

Our youngest patients have most of the same diagnoses we see in adults: amputations, brain injuries, burns, cancer, multiple trauma, neurological conditions, strokes, spinal cord injuries and congenital anomalies. Board-certified pediatric physiatrists lead the treatment teams whose members also have pediatric training.

We provide Michigan's most comprehensive pediatric rehabilitation services and have the only dedicated and secure inpatient unit for children and adolescents. Here's our FY 2020 pediatric profile:

### Patients Served

- 171 inpatients
- 65% of Michigan's pediatric inpatients
- 4,970 outpatients

### Clinical Outcomes

- Inpatient
  - Discharge to Home or Community
    - 93.9% Mary Free Bed
    - 89.9% Nation
  - Functional Gain: Functional Improvement Measure (FIM) and WeeFIM calculate the change in function from admission to graduation for several metrics (larger is better).
    - 29.8 Pediatrics – all Mary Free Bed Kids
    - 21.8 Nation

### Patient Satisfaction

- Inpatient
  - 92% Perception of overall care
  - 92% Likely to recommend
- Outpatient – 85.7% Likely to recommend

### Financial Profile

- Pediatric patients with Medicaid
  - 34% of inpatients
  - 49% of outpatients
- Pediatric outpatient programs
  - 25 of 26 outpatient programs did not make budget
  - Outpatient programs realized only \$26,334 income from operations







## GROWTH

Mary Free Bed's growth continues to soar. Within the past nine years, milestones of note include:

- Served more than 54,746 patients during FY 2020
- Constructed a new freestanding rehabilitation hospital on the Grand Rapids campus that acts as a rehabilitation tool:
  - 167 private rooms
  - Multiple, specialized therapy gyms on each patient floor
  - Sophisticated technology
  - Small apartments on every floor with bedroom, bathroom, kitchen and seating areas so patients can practice daily living skills
  - Decentralized nursing and therapy services for more collaboration and greater efficiency
  - Therapeutic gardens for uplifting outdoor spaces
  - Un-hospital décor with bright colors, original patient art, destination locations for patients and visitors, a solarium and even a rooftop terrace
- Established a full continuum of rehabilitation care with the addition of sub-acute rehabilitation
- Created comprehensive rehabilitation offerings with more than 100 specialized medical and sports rehabilitation programs
- Developed a Rehabilitation Network that now has more than three dozen acute-care hospital members
- Established a physical medicine and rehabilitation medical residency program that is fully accredited
- Created the Mary Free Bed Foundation that has raised more than \$30 million in eight years

## FINANCIAL STRENGTH

Mary Free Bed Rehabilitation Hospital has a history of maintaining a strong financial position with low levels of debt and an operating margin that exceeds those of "A" rated health systems as reported by Standards and Poor's and Fitch. Mary Free Bed Rehabilitation Hospital and its obligated group enjoyed a solid "A" rating (uninsured) for its last tax-exempt issue. The current debt is not rated.

The Mary Free Bed Fund, a supporting organization under IRS rules, maintains investments of more than \$25 million, which represent an added 100-plus days of cash available to support our corporations.

The Mary Free Bed Foundation manages capital campaigns. It has an annual fund drive and endowment funds to support the hospital on a long-term basis. More than \$30 million has been raised in the past eight years.

During Fiscal Year 2020 (April 1, 2019-March 31, 2020), Key Performance Indicators continue to improve. Through this date, we achieved the following:

- Increase over the previous year:
  - 7.20% Inpatient admissions
  - 7.60% Outpatient volumes
  - 17.3% Contract and Network revenue
- Operating margin increases:
  - 5.70% FY 2018
  - 6.90% FY 2019
  - 7.20% FY 2020

The success of Mary Free Bed has and will continue to be rooted in providing exceptional treatment and patient service. Our staff, facilities and strategies align with the singular goal: to restore hope and freedom through rehabilitation. In the mercurial health care environment, Mary Free Bed seeks to collaborate with innovative acute health care systems to maximize the value of care delivered by giving patients the best functional outcome for the cost.



## MARY FREE BED FOUNDATION

As a nonprofit organization, Mary Free Bed relies on the generosity of donors whose financial support is crucial to improving the lives of our patients and their families. Established in 2012, the Mary Free Bed Foundation secures philanthropic investments to support innovative programs and specialized technology as well as capital improvements and expansion needs.

- Since its inception, the Foundation has cultivated a development infrastructure featuring planned giving and endowment programs, well-attended signature events and program-specific funds.
- During the past eight years, more than \$30 million has been raised. Highlights include:
  - “Join the Movement” capital campaign
    - Largest in the hospital’s history
    - Exceeded \$16 million goal by nearly \$1 million
    - Supported the \$66.4 million building expansion and renovation project
  - Full Peds Ahead
    - Mary Free Bed Kids initiative to improve access to specialized care
    - Goal: \$10 million over the next 10 years to grow programs and increase support for uninsured and underinsured children
    - Goal: Increase the Pediatric Endowment to \$20 million over the same 10-year period to fund programs in perpetuity
  - Betty Bloomer Ford Cancer Rehabilitation Program
    - Established new sub-specialty of cancer rehabilitation in our community
    - Former first lady, Betty Bloomer Ford was a founding member of Mary Free Bed’s Junior Guild in 1935.
    - Her mother, Hortense Neahr Bloomer, was Guild President from 1931 to 1932.
  - Therapeutic Healing Gardens
    - \$1.3 million project provides restorative spaces for patients
    - Funded solely by community donations
  - The Foundation’s base has grown to more than 5,000 donors.

## RESEARCH

In 2014, Mary Free Bed launched the John F. Butzer Center for Research and Innovation in a major commitment to transform our research program. Shortly thereafter, an affiliation with the Michigan State University College of Human Medicine led MSU to establish its Division of Rehabilitation Medicine at Mary Free Bed. This partnership also provides for our physicians and clinicians to be on the MSU College of Human Medicine faculty.

The increased emphasis on research and innovation is proving to be successful. We’ve been awarded competitive research grants from the Craig H. Neilsen Foundation and have served as a collaborating partner on federally funded projects with the University of Michigan and Shirley Ryan Ability Lab (formerly known as the Rehabilitation Institute of Chicago). Mary Free Bed is recognized as a valuable partner by medical and academic institutions across the country, resulting in multiple collaborative studies that contribute directly to evidence-based medicine facilitating the delivery of cutting-edge treatment.

Patients and payers expect quality clinical outcomes, achieved in the shortest possible time, at the lowest cost. We’re working with multiple stakeholders to conduct research that enables us to achieve measurable improvements in managing the value of rehabilitative medicine.

## EDUCATION

Mary Free Bed launched a Physical Medicine and Rehabilitation Residency in 2016. The residency has permanent accreditation, citation-free, from the Accreditation Council of Graduate Medical Education (ACGME), both as a sponsoring institution and as a medical residency program.

Last year, the PM&R Residency in combination with the Michigan State University College of Human Medicine partnership enabled us to train:

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

Mary Free Bed offers residencies in Neurologic Physical Therapy, Orthopedic Physical Therapy, Pediatric Physical Therapy, Clinical Neuropsychology and Orthotics and Prosthetics. We also have a long history of providing clinical education for nurses, therapists, psychologists and other clinicians in addition to administrative interns. Annually, it's typical to have 300 students study with us from 50 colleges and universities across the country.

Finally, the Mary Free Bed Education Academy was created in 2020, to coordinate webinars, conferences and lectures for professional development and continuing education credits that have been offered for decades.

## PATIENT-DRIVEN, TEAM-DELIVERED INPATIENT CARE

Patients have the same team throughout their stay. It's led by a physiatrist and includes rehabilitation nurses, physical, occupational and recreational therapists, speech-language pathologists, psychologists, neuropsychologists, registered dietitians and care managers. Clinicians have leading-edge rehabilitation technology, high-quality equipment and robust clinical resources at their disposal. The combination of consistency and expertise results in the best possible outcomes for patients.

This method of care delivery enables us to really know patients and their families during what can be for many, the worst time of their lives. Patients talk about feeling safe, having hope for the future, being motivated – and yes, even loved. It's difficult to quantify the power of hope and love, but we see it work on a daily basis.

## QUALITY

Mary Free Bed is committed to providing safe, high-quality care for all patients. We look at quality like a three-legged stool encompassing safety, patient satisfaction and clinical outcomes. We strive to continuously improve outcomes in all three areas, measuring our performance using internal and external benchmarks. Key performance metrics are defined, measured, analyzed and reported across our system's inpatient acute and sub-acute programs, as well as outpatient and specialty services.

We track actual and potential safety issues and hold daily safety huddles Monday through Friday. Programmatic medical directors and teams, individual departments and quality and medical executive committees routinely review quality measures. Reports go to senior leadership and the Board of Trustees. Action plans are implemented when opportunities for improvement are identified.



## PATIENT SATISFACTION ADULT INPATIENT (FY 2020)



**92%**

Perception of  
Overall Care



**91%**

Likelihood to  
Recommend

## PATIENT SATISFACTION PEDIATRIC INPATIENT (FY 2020)



**92%**

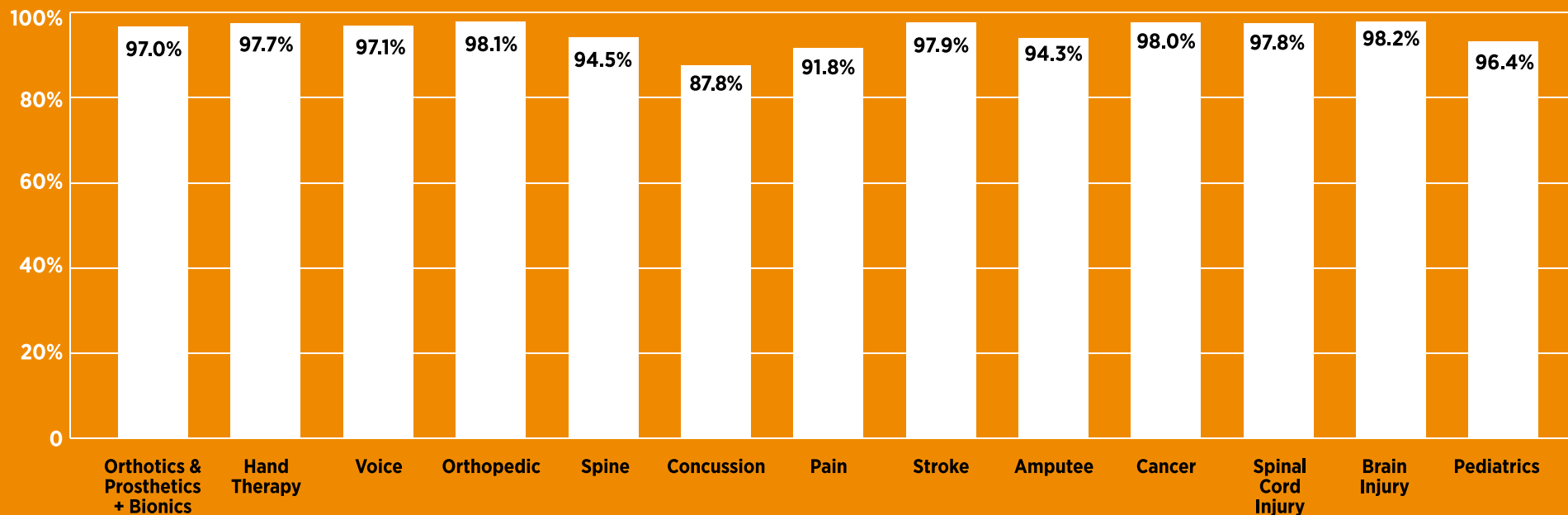
Perception of  
Overall Care



**92%**

Likelihood to  
Recommend

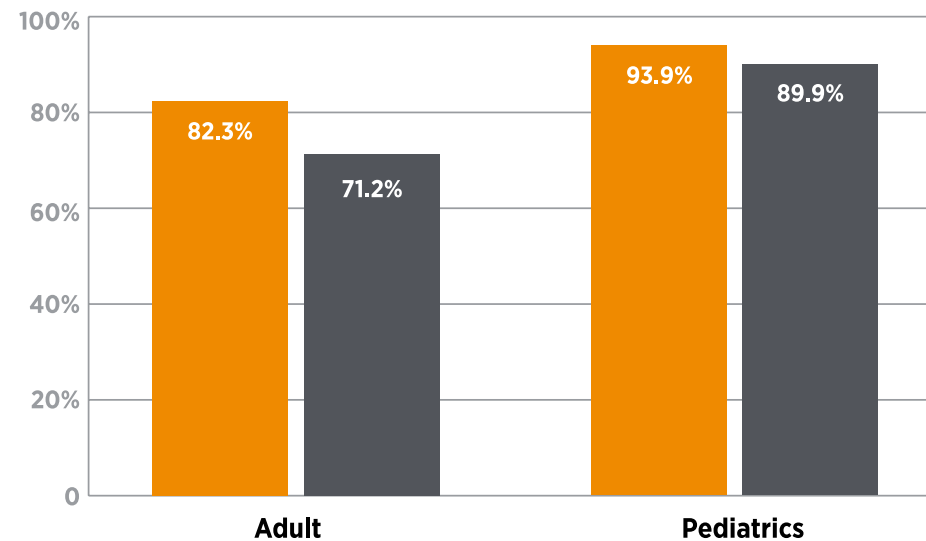
## OUTPATIENT OVERALL SATISFACTION SCORES



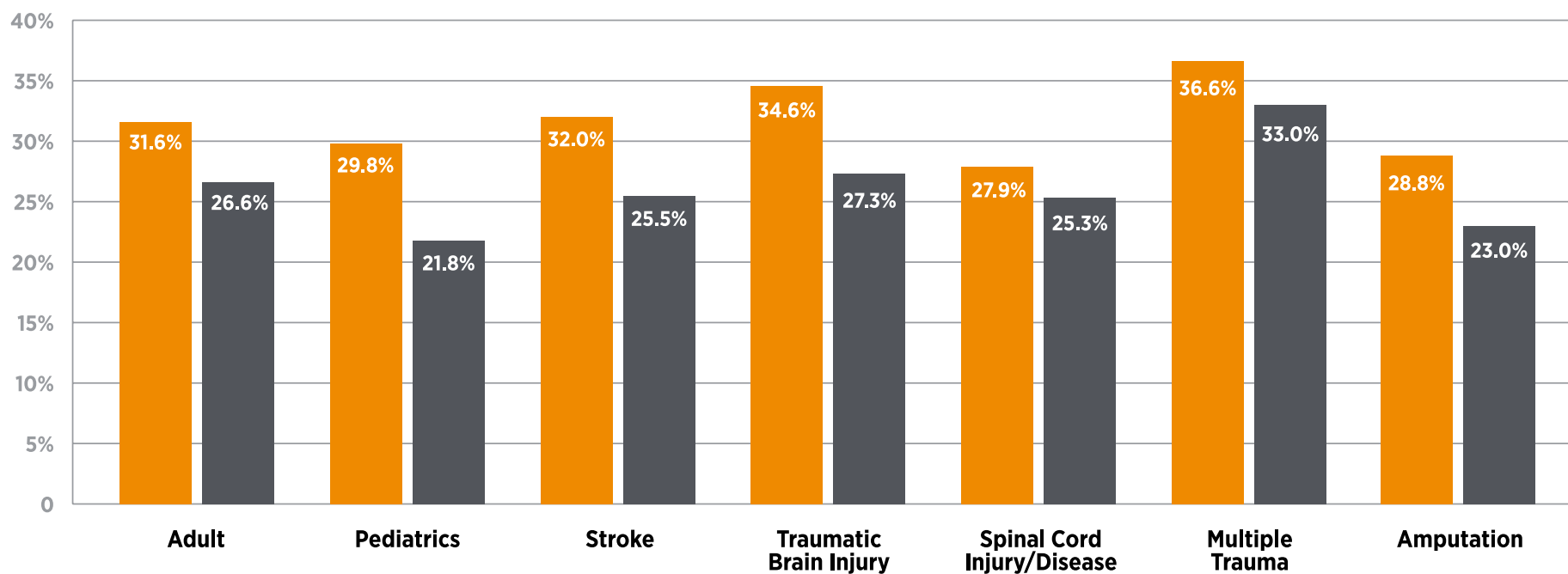
## SAMPLING OF QUALITY OUTCOMES

■ Mary Free Bed ■ Nation

INPATIENT DISCHARGE TO HOME OR COMMUNITY (FY 2020)



INPATIENT FUNCTIONAL GAIN (FIM AND WEEFIM CHANGE) (FY 2020)





## COMPARISON DATA, EXTERNAL BENCHMARKS

Mary Free Bed compares results achieved in Key Performance Indicators (KPIs) against external comparison groups whenever possible. This provides us with a perspective on how performance compares to other organizations and often provides best practice resources that are used to make improvements at Mary Free Bed.

Mary Free Bed uses the following resources for external comparison:

- eRehabData
- Uniform Data System for Medical Rehabilitation (UDS-MR)
- Program for Evaluating Payment Patterns Electronic Report (PEPPER)
- National Database for Nursing Quality Indicators (NDNQI)
- Exchanged Quality Data for Rehabilitation (EQUADR)
- Press Ganey
  - Patient Satisfaction
  - Employee Satisfaction
- Occupational Safety and Health Administration (OSHA)

Mary Free Bed uses an integrated clinical/financial database that supports decision-making, performance improvement and management of operations. This database enhances real-time decisions through linkages that supply information to improve the management of quality, cost and organizational performance.

## COMMUNITY BENEFIT

### UNINSURED PATIENTS

All patients receive the same treatment regardless of their ability to pay. We have a formal charity policy in place and have never turned away a patient because of the inability to pay.

### COMMUNITY BENEFIT AND CHARITABLE SERVICES

We participate in a county and region-wide formal community assessment process with all local acute-care hospitals and other health agencies. The review outlined several key needs, none of which was specific to rehabilitation.

Mary Free Bed and the Mary Free Bed Fund support a variety of community agencies and programs for people with disabilities, including:

- Specific aid for indigent people with medicine, equipment, transportation, meal subsidies and other needs
- Alternatives in Motion
- Amway Riverbank Run (Handcycle, Wheelchair divisions)
- Arts in Motion Studio
- Bikes for the Rest of Us (provides people with disabilities with an adaptive bike)
- Brain Injury Association
- Disability Scholarship Program
- Disability Advocates
- Indian Trails Camp
- Ronald McDonald House of Western Michigan
- Mary Free Bed Wheelchair & Adaptive Sports
  - Adaptive classes and clinics, such as golf, rock climbing, sailing, kayaking, waterskiing and scuba diving
  - Adaptive competitive sports, including wheelchair basketball, wheelchair tennis, sled hockey, Junior Paralympics and X-games
- Minority Scholarship Program
- YMCA, YWCA





**SCOPE OF CARE**



Mary Free Bed has diagnostic-specific teams of experienced doctors, nurses, therapists and other clinicians. This specialization results in excellent patient outcomes and satisfaction.

### **SPECIALTY REHABILITATION PROGRAMS:**

Amputee  
Brain Injury  
Cancer  
Chronic Pain  
Intensive Medical Rehabilitation  
Mary Free Bed Kids  
Orthopedic  
Stroke  
Spinal Cord Injury  
Sub-Acute

**We offer a full range of inpatient and outpatient rehabilitation programs and services to treat complex and common conditions, including:**

Amyotrophic Lateral Sclerosis (ALS)  
Aneurysm  
Autism  
Back pain  
Brachial plexus

Bone health  
Cerebral palsy  
Concussion  
Clubfoot  
Deconditioned  
Dysphasia  
Early Development  
Feeding and swallowing difficulties  
Fibromyalgia  
Guillain-Barré Syndrome  
Hand  
Limb differences  
Lymphedema  
Meningitis  
Multiple trauma  
Musculoskeletal  
Myelodysplasia  
Myopathy  
Neurological impairment, such as multiple sclerosis  
Orthopedic  
Parkinson's disease  
Pelvic and abdominal  
Plagiocephaly  
Post-concussion  
Scoliosis  
Spasticity  
Spine

Sports concussion and injuries  
Torticollis  
Ventilator and pulmonary rehabilitation  
Vestibular  
Visual impairment  
Voice and breathing

### **SPECIALTY SERVICES INCLUDE:**

Advanced Management of Pediatric Spasticity  
Animal-assisted therapy  
Assistive Technology  
Applied Behavioral Analysis  
Aquatic therapy  
Audiology and vestibular evaluation  
Balance and fall prevention  
Biofeedback  
Botox  
Center for Limb Differences  
Constraint-Induced Movement Therapy  
Cranial remodeling  
Custom wheelchair seating  
Day Rehabilitation  
Driver Rehabilitation

Feeding treatment  
General Movement Analysis  
Hand therapy  
Home + Community  
Intrathecal Baclofen  
LSVT BIG and LOUD  
Mary Free Bed at Home  
Motion Analysis Laboratory  
Music therapy  
Neuropsychology  
Nutrition  
Occupational therapy  
Orthopedic  
Orthotics & Prosthetics + Bionics  
Pain rehabilitation  
Patient Portal  
Pelvic and abdominal rehabilitation  
Physical therapy  
Psychology  
Rehab Technology  
Recreational therapy  
Return to Work  
Schroth therapy  
Serial casting  
Spasticity management  
Speech-language pathology

Sports

- Concussion
- Rehabilitation
- Performance
  - Golf
  - Performance Lab
  - Running
  - Sport Psychology

Technology, including:

- AlterG Anti-Gravity Treadmill
- ArmeoSpring
- Ceiling-mounted ambulation systems
  - Tollox
  - ZeroG
- Dynavision – D2
- Indego Exoskeleton
- LokomatPro
- RT300 FES Cycle
- Therapeutic pools
- Vision Coach Interactive Light Board

Therapeutic and medical massage

Vestibular

Virtual Services

Weight Management

Wheelchair & Adaptive Sports classes, clinics and teams



# LEADERSHIP



## HOSPITAL ADMINISTRATION

### KENT RIDDLE



#### CHIEF EXECUTIVE OFFICER

Kent's professional background has been as an entrepreneur. He earned a bachelor's degree in Construction Management and Engineering from Purdue, and throughout the 1980s, he owned a commercial real estate development business. During the 1990s, he worked for Steelcase, overseeing the company's global real estate mergers and acquisitions. In 2000, he co-founded a company that focused on green building development for Fortune 500 companies.

His career path took a turn after his wife suffered a traumatic brain injury and recovered at Mary Free Bed. He joined the hospital board in 2004, serving as treasurer and vice chair before becoming chairman in 2007. In 2011, he was invited to become Chief Executive Officer.

He established the Mary Free Bed Rehabilitation Network and more than quadrupled the organization's size. He also planned a significant expansion and renovation of the Grand Rapids campus. Kent's leadership has inspired the team to achieve these results:

- 774.5% percent increase in the number of patients served.
- 145% growth in the number of employees.
- 109% increase in the number of inpatient beds – from 80 to 167 – on the main Grand Rapids campus.
- Created in 2011, the Mary Free Bed Rehabilitation Network has more than 35 members and 350-plus inpatient beds across Michigan and Indiana.
- The Mary Free Bed Foundation has raised over \$30 million since its inception in 2012.

### INGRID CHESLEK RN



#### CHIEF OPERATING OFFICER

Ingrid has an impressive track record of career accomplishments, especially her ability to create innovative programs, lead high-performing teams and achieve exceptional patient experience outcomes.

She spent more than three decades at Metro Health Hospital in Wyoming, Michigan, serving in various capacities, most recently as vice president of Patient Services and Chief Nursing Officer.

Joining Mary Free Bed Rehabilitation Hospital in 2015 as Chief Nursing Officer, a year later, Ingrid added Chief Clinical Operations Officer for all of our clinical settings and sites to her list of responsibilities. She has led our "Climb to Excellence" journey, which resulted in improved patient satisfaction, staff engagement, patient outcomes, excellent CMS star ratings and financial sustainability. Ingrid recently was named Chief Operating Officer and will lead all of our health care operations.

She holds a bachelor's degree in Nursing from Ferris State University as well as a bachelor's degree in Health Studies and a master's degree in Public Health from Western Michigan University.

## MICHAEL JAKUBOWSKI M.D.



### CHIEF MEDICAL OFFICER

Dr. Jakubowski was educated at Cornell University and the University of Michigan's medical school. He was a board-certified internist when he returned to complete a second residency at the University of Michigan in Physical Medicine and Rehabilitation.

Dr. Jakubowski was drawn to West Michigan by the opportunity to provide comprehensive rehabilitation services at Mary Free Bed. He served as the institution's Chief of Staff before becoming its Chief Medical Officer. Under his tenure, Mary Free Bed's medical staff has grown to 200 physicians, including more than 30 board-certified physiatrists.

Dr. Jakubowski was instrumental in Mary Free Bed's accreditation by the Accreditation Council for Graduate Medical Education as a sponsoring institution and in the development of its Physical Medicine and Rehabilitation Residency.

His clinical interests over the years have been inpatient rehabilitation and complicated pain and spine problems. A portion of his time and energy is now spent on the generation of new models of care delivery to improve outcomes for both patients and payers.

## RYAN PODVIN



### CHIEF FINANCIAL OFFICER

A patient of Mary Free Bed after a traumatic spinal cord injury in 2010, Ryan knows first-hand the challenges and value of exceptional rehabilitation care.

He began his career in design and planning, working with municipalities, universities and private clients helping them to execute their community, organizational and business visions. He learned important strategies to dissect complex problems, create innovative solutions and bring multiple stakeholders to consensus, skills he leverages today.

After graduating from Mary Free Bed and re-learning how to walk, Ryan returned to Grand Valley State University with a new passion for health care, earning an MBA with a finance emphasis. He joined Mary Free Bed in 2012 as a graduate intern in Human Resources and later with Finance. He soon leveraged an analyst role into a management position, building a decision support team to help execute and steward the system's rapid growth. He was promoted to vice president of Finance and chief information officer, spearheading Mary Free Bed's decision to move to Epic as our EMR.

In his role as CFO, Ryan is helping to prepare the growing Mary Free Bed Rehabilitation System for value-based care and to be a transformative partner in post-acute care. He believes with scale, a comprehensive post-acute partnership strategy and its unparalleled history and culture, Mary Free Bed can thrive as an independent specialty partner. Ryan serves on multiple boards and continues to help evaluate regional partnership opportunities, defining and executing the Mary Free Bed value proposition to partners. He credits Mary Free Bed for not only the excellent care that's enabled him to return to a productive life, but for taking good risks to be a capable partner in a dynamic statewide health care market.



## JEFF GARBER



### CHIEF STRATEGY OFFICER

Jeff joined Mary Free Bed in 2011, tasked with leading the establishment of the Mary Free Bed Network, an innovative alliance of hospitals and providers. As chief strategy officer, Jeff develops affiliations and partnerships that create a rehabilitation continuum committed to stellar outcomes, greater accessibility and improved health care.

Jeff's experience in rehabilitation health care is vast. He developed and supervised Sultan Bin Abdulaziz Humanitarian City in Riyadh, Saudi Arabia, one of the largest rehabilitation facilities in the world. As CEO, he oversaw the successful activation of a \$250 million, private non-profit medical facility, developed strategic business plans and ensured compliance with quality standards, policies and objectives. He handled the supervision of more than 2,500 clinical and non-clinical staff from 28 countries.

Jeff also served in leadership roles at Tampa General Hospital and created the JSG Advisory Group, a comprehensive health care consulting company that helped clients throughout Florida achieve positive patient and financial outcomes, and improved customer satisfaction.

He earned a master's degree in Public Health from the University of South Florida.

## MARIA OPOKU-AGYEMAN RN



### CHIEF NURSING OFFICER, VICE PRESIDENT OF INPATIENT SERVICES

A patient-centered caregiver passionate about rehabilitation nursing, Maria is focused on quality, safety and extraordinary outcomes. She's also deeply committed to staff engagement and the wellbeing of those who care for patients.

Maria began her health care career in 1999 as a CENA and graduated from nursing school in 2003. She has 18 years of nursing experience, including 13 in leadership capabilities. She spent 10 years at Spectrum Health before joining Mary Free Bed in 2014 as clinical care coordinator. Her career continued to grow, and she became a nursing manager and then nursing director before being selected as Chief Nursing Officer in September 2020.

During her time at Mary Free Bed, she's successfully implemented new processes that improve patient and team outcomes, staff engagement and patient satisfaction. She played a key role in the operationalization of several units at Mary Free Bed, including the Mary Free Bed Kids inpatient unit for children and adolescents and the ReCOVery unit for patients affected by COVID-19.

Maria, a Certified Rehabilitation Registered Nurse, earned a bachelor's degree in Nursing from Chamberlain University. She's planning to continue her education by pursuing a master's degree.

## ANDREA KULDANEK M.D.



### CHIEF OF STAFF

Dr. Kuldaneck, a member of the Mary Free Bed family since 1982, has played an instrumental role in the growth of Mary Free Bed's pediatric programs. As medical director of the Mary Free Bed Kids inpatient program for children and adolescents, she oversees its dedicated and secure unit while providing rehabilitative care for patients with a range of conditions.

Board-certified in both pediatrics and physical medicine and rehabilitation, Dr. Kuldaneck specializes in the treatment of brain injuries and disorders arising from trauma, stroke, infection and other complex neurological conditions.

A graduate of Wayne State University Medical School, Dr. Kuldaneck also specializes in the treatment of patients with cerebral palsy and spasticity management.

## BRUCE BRASSER RN



### CHIEF NURSING OFFICER, CHIEF CLINICAL OPERATIONS OFFICER OF MARY FREE BED REHABILITATION NETWORK

Bruce is chief nursing officer and chief clinical operations officer for the Mary Free Bed Rehabilitation Network, overseeing operation of all inpatient and outpatient rehabilitation services at member organizations across Michigan and northern Indiana. Additionally, Bruce provides support for Mary Free Bed's Orthotics & Prosthetics + Bionics teams throughout the Network.

Bruce's clinical background as a registered nurse with extensive experience in critical care settings has supplied a valuable understanding of the challenges facing direct care providers. Prior to joining Mary Free Bed as the Chief Nursing Executive in 2002, he was director of Education for the Grand Rapids/Michigan State University General Surgery Residency Program. Bruce also has worked at Spectrum Health in various clinical and leadership roles and was a staff surgical nurse for the Hospital of the University of Pennsylvania.

Bruce earned bachelor's and master's degrees in Nursing at the University of Pennsylvania School of Nursing and the Wharton School of Business, respectively. He also earned a master's degree in Business Administration from Western Michigan University. In 2011, he reached fellowship status in the American College of Healthcare Executives.



## BRYAN WILLIAMS



### **VICE PRESIDENT OF MEDICAL GROUP, CONTRACT SERVICES AND OUTPATIENT OPERATIONS**

In 2001, Bryan completed a master's degree in Physical Therapy at Grand Valley State University and began his career as a spine physical therapist at Mary Free Bed. Since then, he's provided clinical and operational leadership for several outpatient programs and contract services. In 2014, he began a consulting role for the Mary Free Bed Rehabilitation Network, leading strategic efforts to improve value and operational performance for post-acute programs at member locations.

He currently serves as vice president of the Medical Group, Contract Services and Outpatient Operations, providing operational and business development leadership for teams throughout the Upper Midwest.

## KIERSTEN CUDNEY



### **ADMINISTRATOR OF SUB-ACUTE REHABILITATION**

After graduating in 2015 with a master's degree in Public Administration from Grand Valley State University, Kiersten became a licensed nursing home administrator in 2017. She has leadership experience in the skilled nursing and senior care arenas.

Since joining Mary Free Bed in 2018, Kiersten has created a collaborative and compassionate culture in the hospital's Sub-Acute Rehabilitation program and has successfully lead the team through regulatory and reimbursement changes.

## SCOTT RIDDLE



### **VICE PRESIDENT OF ORTHOTICS & PROSTHETICS + BIONICS**

After Scott graduated from the University of Michigan, he cofounded several startups before discovering a passion for orthotics and prosthetics. He enrolled at Northwestern University, becoming a certified prosthetist/orthotist. He's also an American Board for Certification (ABC)-certified prosthetist/orthotist.

He founded and operated LiteLimb Orthotic & Prosthetic Solutions, a mobile O&P clinic, managing all aspects of the Denver-based operation, from accounting and credentialing to compliance and comprehensive care delivery. In 2018, LiteLimb merged with RISE Prosthetics + Orthotics, where Scott most recently worked as clinical director, also in Denver.

Scott returned to West Michigan in 2021 to join Mary Free Bed Rehabilitation Hospital, heading its multi-location Orthotics & Prosthetics + Bionics department, including its Custom Seating and Assistive Technology service lines. He's focused on maximizing integrative growth, collaborative care and technological development.

## MARCUS MANDERS



### **EXECUTIVE DIRECTOR OF THE ASSOCIATION FOR THE BLIND AND VISUALLY IMPAIRED, DIRECTOR OF SUPPLY CHAIN**

Marcus is celebrating 10 years with Mary Free Bed, where he's served in a variety of roles, from onboarding new employees and overseeing volunteer resources for Human Resources to serving as procurement project manager for furniture, fixtures and equipment for our new, state-of-the-art hospital.

As the director of Supply Chain, Operations and Sustainability, Marcus leads a handful of supply chain teams tasked with leveraging the best price and quality and promoting supplier diversity. He most recently added executive director of the Association for the Blind and Visually Impaired to his responsibilities. The longstanding local organization became an independent subsidiary of Mary Free Bed in January 2020, joining forces to enhance programs, services and coordinate care for more adults and children.

He holds a bachelor's degree in Business Administration from Ferris State University and a master's degree in Healthcare Administration from Grand Valley State University. Marcus also earned Master's Certification in Supply Chain Management at Michigan State University.



## JOYAL PAVEY



### **VICE PRESIDENT OF MARY FREE BED ADVISORY GROUP**

Joyal became part of the Mary Free Bed family in 2019, as vice president of the Mary Free Bed Advisory Group. With more than 18 years of experience in the world of acute inpatient rehabilitation, Joyal has a wealth of knowledge garnered from years of experience in hospital administration.

Joyal has a successful record of programmatic growth, census development and navigating regulatory and compliance issues. She's led Joint Commission and Commission on Accreditation of Rehabilitation Facilities surveys, including specialty accreditations. She recently became a CARF surveyor. She has diverse experience, including inpatient rehabilitation, home health care, swing beds, skilled nursing, acute care and outpatient rehabilitation. Before Joyal joined Mary Free Bed, she served as market director of inpatient rehabilitation services for the Rehabilitation Institute of Michigan, Sinai-Grace Hospital and Children's Hospital of Michigan in Detroit. She also was director of rehabilitation at Atlanta Medical Center, executive director for a freestanding rehabilitation hospital in northern Michigan and a manager of rehabilitation operations at Spectrum Health.

She completed a master's degree in Business Administration at the University of North Alabama and a bachelor's degree in Occupational Therapy and Gerontology from Western Michigan University.

## BILL LAPE



### **PRESIDENT OF MARY FREE BED INSURANCE COMPANY PCC**

Bill has dedicated his career to innovations at the intersection of health care and insurance industries. He spent 13 years at MMI Companies, Inc., originally a captive insurance operation launched by leading not-for-profit hospitals. MMI gained acclaim for implementing clinical risk reduction innovations, and the company eventually went public on the New York Stock Exchange. Bill served as MMI's senior vice president of Operations. Since then, he's worked as CEO of other insurance and reinsurance companies, including the American Continental Life Insurance Company and the Ludgate Insurance Company in London. He's a board member of Transport Insurance Company and R&Q Reinsurance Company.

A graduate of Stanford University, Bill also advised and invested in a series of technology companies that would impact health care delivery. In 2003, he co-founded Certify Data Systems, a pioneering health information exchange platform that was sold to Humana in 2012. Other early-stage clients included Qualys, Inc. (publicly traded since 2012), Digital Fuel (sold to VMWare in 2011) and HealthPlan Services (sold to Wipro in 2016).

In 2014, Bill founded R&Q Health, a value-based initiative that utilized partnerships with academic medical centers to address the opioid crisis plaguing the United States' workers compensation reinsurance market.

## KAREN POWELL



### VICE PRESIDENT OF HUMAN RESOURCES

With more than 20 years of experience in human resource management, Karen balances the needs of employees while supporting Mary Free Bed's longstanding mission and culture. She has a shared vision for attaining organizational excellence and has advised on equity and inclusion initiatives that facilitated growth and advanced efforts.

Karen is dually certified by the Society for Human Resource Management and the Human Resources Certification Institute. She further supports health care and the HR profession as an active member of the Michigan Healthcare Human Resource Association Board and as a member and Roundtable participant on the Grand Rapids Chamber's Health Care and Human Resources Committee. Through these and other community efforts, she continues to share ideas and cultivate best practices to ensure the best patient, employee and community experience.

A graduate of Davenport University with a degree in Accounting, Karen joined Mary Free Bed in 2012.

## ARNESIA RICHARDSON



### LEADER OF DIVERSITY, EQUITY AND INCLUSION

Arnesia leads the organization's commitment to offer unique experiences and diverse perspectives that yield positive experiences for our patients and their loved ones, our employees and the communities we serve.

To be a center for healing where everyone feels valued and supported, Arnesia leads initiatives, policies and practices that support, strengthen and advance diverse, equitable and inclusive culture.

Since joining Mary Free Bed in 2019, she's developed internal communications and resources to increase cultural competence and secured relationships with community organizations with the same goal. Her efforts have included development of an updated organizational mission statement focused on diversity, equity and inclusion, and implementation of a monthly "safe space" for employees to have uncomfortable discussions that further education, togetherness and healing.

Arnesia also serves as manager of Human Resources, partnering with Karen Powell, Mary Free Bed's vice president of HR, to develop and implement strategies that support an organizational goal of being an employer of choice.

Arnesia holds a master's degree in Business Administration from Cornerstone University and is certified by the Society of Human Resources and Human Resources Certification Institute. She's also a member of West Michigan Diversity Officer Collaborative.



## TIM PIETRYGA



### VICE PRESIDENT OF ADVANCEMENT

Since Tim joined Mary Free Bed in 2012, he's built a development department for the hospital, established the Mary Free Bed Foundation, initiated a planned giving program and launched a successful capital campaign for a campus-wide renovation and expansion.

His work with the Gerald R. Ford Foundation earned him a leadership role in the planning and execution of the funerals for President and Mrs. Ford. These relationships helped him secure the name for the Betty Bloomer Ford Cancer Rehabilitation Program at Mary Free Bed.

Tim, who spent 35 years with Consumers Energy, was appointed by Gov. Rick Snyder in 2012 to the Michigan Film Advisory Council and has served on many boards of directors, including Hospice of Michigan and Experience Grand Rapids. He holds a bachelor's degree in Broadcast Journalism from Southern Illinois University.

## JANE BRIERLEY



### VICE PRESIDENT OF EXTERNAL RELATIONS

After being honored as best broadcast journalist in Michigan, Jane joined West Michigan's NBC-affiliate television station. She co-anchored the evening newscasts, which became the highest-rated local news program.

Recruited by the largest hospital in West Michigan, Jane established its first public relations department. In a competitive environment, the hospital became the market-dominant during her tenure. She also managed revisions of state planning regulations enabling the development of two sub-specialty pediatric programs.

Since joining Mary Free Bed in 2012, Jane has developed the hospital's distinctive branding. The award-winning advertising campaigns, combined with social media, the website and news coverage, have supported Mary Free Bed's growing census.

Jane holds a bachelor's degree from Albion College and a master's degree in Public Administration with a health care concentration from Western Michigan University.

## NATE GUZMAN



### **VICE PRESIDENT OF FINANCE, CONTROLLER**

Nate began his career in public accounting, earning his CPA while auditing governmental and nonprofit entities. Nate brought over 10 years of health care finance experience to his role as vice president of Finance/Controller, overseeing the organization's financial functions, including accounting, audit, treasury, corporate finance and annual budgeting. He's responsible for maximizing the data available to hospital management and optimizing the return on financial assets by establishing financial analysis, forecasting, budgeting, policies, procedures, controls and reporting systems.

Nate earned a bachelor's degree in Accounting from Grand Valley State University and a master's degree in Accounting and Taxation from the Seidman School of Business at GVSU. He joined Mary Free Bed in 2016.

## JENNIFER MCWAIN



### **COMPLIANCE OFFICER**

Jennifer has been a member of the Mary Free Bed family since 1991, when she began her career as a physical therapist on the spinal cord injury and stroke inpatient teams. Three years later, she transferred to our outpatient team, developing clinical specialties in therapy for patients with amputations, vestibular and balance disorders, and lymphedema. Her passion for compliance began when she moved into clinical leadership roles beginning in 2013.

She's served as compliance officer since 2018, dedicated to protecting patients, our employees and the organization. She also continues to provide patient care.

Jennifer holds a bachelor's degree in Physical Therapy from Grand Valley State University and a master's degree in Neuro Physical Therapy from the University of Indianapolis. She completed her Healthcare Compliance Association certification in 2018 and continues to actively maintain her certification and participation in the HCCA.

## JEANNETTE POLLATZ RN



### **DIRECTOR OF INTERPROFESSIONAL EDUCATION**

Jeannette leads Mary Free Bed's education initiatives on the main campus and its system sites for patient education, clinical outcomes and patient experiences. She brings a wealth of knowledge and experience to the table, having worked as an acute-care education oversight/educator, Emergency Department clinical nurse specialist and as a registered nurse in medical surgical clinical settings. She has over 20 years of combined leadership, teaching, online learning, population health, collaboration, mentoring and change management experience. Jeannette is a senior nurse and business professional with a proven record of implementing innovative strategies to support community, hospital and systems objectives and is a collaborative leader with successful and sustainable project outcomes in acute care and rehabilitation settings.

She began her career at Mary Free Bed in 2017 as nursing manager of Interprofessional Education, providing clinical education and process improvements for a variety of teams. She was promoted to director of Interprofessional Education in 2018. Her scope of responsibility encompasses interprofessional clinical education, medical and allied health education, and oversight of the Mary Free Bed Education Academy.

Jeannette holds a bachelor's degree in Business and bachelor's and master's degrees in Nursing. She also earned a Doctor of Nursing Practice in Healthcare Systems Leadership.

## REBECCA CISTARO



### **DIRECTOR OF BUSINESS INTELLIGENCE AND INFORMATICS, DECISION SUPPORT, JOHN F. BUTZER CENTER FOR RESEARCH & INNOVATION**

Rebecca joined Mary Free Bed in 2016 as an analyst within Decision Support and was influential in developing real-time, automated Tableau reporting – a tool the hospital has leveraged for greater insights into clinical care, financial progress and process improvement and research. As a statistician, she has provided invaluable statistical support and expertise related to numerous rehabilitation projects within the John F. Butzer Center for Research & Innovation.

As director of Business Intelligence and Informatics, Rebecca leads an innovative group of data architects and engineers, BI developer analysts and the Research & Innovation team. Under her leadership, this team works to optimize advanced information and analytics to facilitate research and analyze outcome data. These results are used to develop and implement evidence-based clinical practices as we move toward a learning health system model. She's passionate about Mary Free Bed's focus on the value of rehabilitation to reduce the cost of patient care and improve overall quality of life.

Rebecca holds a master's degree in Biostatistics and a bachelor's degree in Psychology from Grand Valley State University.



## PHYSICIANS

### DANIEL ADAMS, D.O.

Dr. Adams provides physiatry services for patients at Mary Free Bed's main campus in Grand Rapids and at its Holland and Muskegon locations. He specializes in spine and musculoskeletal conditions as well as musculoskeletal ultrasound and EMG, an electrodiagnostic procedure.

He joined Mary Free Bed in 2020 following a fellowship in interventional spine and pain management through Michigan State University/Comprehensive Pain Specialists. He's a graduate of A.T. Still University's Kirksville College of Osteopathic Medicine and went on to complete his residency in Physical Medicine and Rehabilitation at William Beaumont Hospital – Royal Oak, where he served as chief resident.



### KELLY ARMSTRONG, M.D.

Dr. Armstrong specializes in treating patients with back, neck and joint pain, sports-related injuries, women's health and pelvic floor dysfunction. She joined Mary Free Bed in 2015.

A graduate of Michigan State University College of Human Medicine, she completed her Physical Medicine and Rehabilitation residency at Mayo School of Graduate Medical Education.



### KIMBERLY AUGENSTEIN, M.D.

Dr. Augenstein specializes in treating children and adolescents with developmental and physical disabilities and traumatic brain injury, and spasticity in adults and children. She also performs electrodiagnostic testing, is a member of the inpatient rehabilitation team at Munson Medical Center and performs rehabilitation consults at Grand Traverse Pavilions in Traverse City. She's been a member of the Munson medical staff since 1998.

Dr. Augenstein is board-certified in three specialties: physical medicine and rehabilitation, general pediatrics and pediatric rehabilitation medicine. She's a fellow of the American Academy of Physical Medicine and Rehabilitation, the American Academy of Cerebral Palsy and Developmental Medicine, and is a member of the Christian Medical Association. She earned her medical degree from the University of Michigan, where she also completed a joint residency in PM&R and pediatrics. She joined the team at Mary Free Bed in 2019.

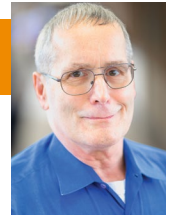


### RICHARD BALL, M.D. Director, Physical Medicine and Rehabilitation Residency

Dr. Ball performs EMGs for Mary Free Bed outpatient programs offered on the main campus and in Holland. An EMG is a specialized electrodiagnostic procedure that tests nerve and muscle function. It's used to diagnose or rule out neuromuscular diseases, disorders or injuries, from carpal tunnel syndrome to amyotrophic lateral sclerosis (ALS).

Dr. Ball is director of Mary Free Bed's Physical Medicine and Rehabilitation Residency program. He's board-certified in physical medicine and rehabilitation, and electrodiagnostic medicine. He also holds ABMS subspecialty certification in pain medicine.

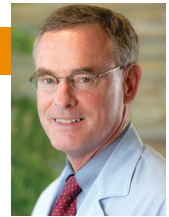
He earned his medical degree, a Ph.D. in biochemistry and completed his PM&R residency at the University of Michigan. He worked in private practice in Traverse City for 30 years before joining Mary Free Bed in 2018.



### BENJAMIN BRUINSMA, M.D.

A staff member since 1989, Dr. Bruinsma specializes in the care of patients with amputation, stroke and orthopedic conditions.

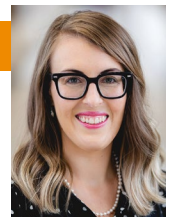
He's a graduate of the University of Michigan and Wayne State University's School of Medicine. Active with the American Medical Association, Dr. Bruinsma's a fellow for both the American Academy of Physical Medicine and Rehabilitation and the American Association of Electrodiagnostic Medicine.



### VICTORIA DUFOUR, D.O.

Dr. Dufour is a pediatric physiatrist who cares for Mary Free Bed Kids patients in both our Grand Rapids hospital's inpatient program and outpatient clinic. She joined Mary Free Bed in October 2020.

She earned her medical degree at Des Moines University College of Osteopathic Medicine and completed a residency in Physical Medicine and Rehabilitation at Case Western Reserve University – MetroHealth Medical Center in Cleveland. Dr. Dufour also completed a fellowship in pediatric rehabilitation medicine at Spaulding Rehabilitation Hospital – Harvard Medical School in Boston.



### DANIEL FECHTNER, M.D.

Dr. Fechtner provides inpatient physiatry services at Mary Free Bed, treating patients with a variety of impairments and diagnoses. His specialties include spasticity management, cancer rehabilitation, Parkinson's disease and other neurological conditions.

A graduate of Northwestern University Feinberg School of Medicine, he joined Mary Free Bed in 2013.



### IAN GONZALES, M.D.

Dr. Gonzales cares for adults and children with a variety of diagnoses in the inpatient rehabilitation unit at Covenant HealthCare in Saginaw as well as its outpatient clinic. He joined Mary Free Bed in August 2020.

Dr. Gonzales attended Michigan State University College of Human Medicine and completed a residency in physical medicine and rehabilitation at Oakland University – William Beaumont Hospital, where he was chief resident. He completed a fellowship in pediatric PM&R at the University of Michigan.



### DOUGLAS HENRY, M.D.

Dr. Henry cares for Mary Free Bed Kids patients. He's board-certified in three specialties: physical medicine and rehabilitation, pediatrics and pediatric rehabilitation medicine.

Dr. Henry, who joined our team in 2019 from the Cleveland Clinic, specializes in the treatment of physical and cognitive issues, including cerebral palsy, spasticity management, traumatic injuries, stroke and muscle and nerve disorders. He's an expert in pediatric chronic pain conditions, including complex regional pain syndrome and fibromyalgia. His special interests include adaptive sports.

He earned his medical degree from Wayne State University and completed a joint residency in pediatrics and PM&R at Children's Hospital of Michigan and the Detroit Medical Center Rehabilitation Institute of Michigan, respectively.



### SAM HO, M.D.

Dr. Ho specializes in spinal cord injury rehabilitation. He's a fellow of the American Academy of Physical Medicine and Rehabilitation and is a board-certified Diplomate of the American Board of Physical Medication and Rehabilitation.

A graduate of Korea University Medical College in Seoul, Dr. Ho completed an internship at Dalhousie University, his PM&R residency at Queens University and a fellowship in spinal cord injury at Long Beach VA Medical Center.



### THOMAS HORDT, M.D.

Dr. Hordt is a familiar face at Mary Free Bed. He became a member of the inaugural class of our Physical Medicine and Rehabilitation Residency in 2017 and now provides physiatry consults for Mary Free Bed at Grand Rapids area acute-care hospitals. He also serves patients in Mary Free Bed's outpatient clinic and provides weekend coverage for inpatients in our hospital.

He earned his medical degree at St. George's University School of Medicine in Grenada.



### MUHAMMAD JILANI, M.D.

Dr. Jilani provides rehabilitation consults for Mary Free Bed at Covenant HealthCare as well as area acute-care hospitals and sub-acute care facilities in the Great Lakes Bay Region. He specializes in treating patients with amputations, stroke and auto- and work-related injuries as well as fibromyalgia, back, neck, joint and extremity pain. He performs electromyogram and nerve conduction studies, and Botox injections for migraines and spasticity management.

Dr. Jilani completed his Physical Medicine and Rehabilitation residency at Kingsbrook Jewish Medical Center, where he served as chief resident. He joined Mary Free Bed in 2019.



## PHYSICIANS

### NAOMI KAPLAN, MBBS

Dr. Kaplan specializes in rehabilitation for patients with chronic pain and symptoms associated with cancer diagnoses and treatment. She sees patients at Mary Free Bed's outpatient sites in Grand Rapids and Holland.

She earned her medical degree at University College London in England. After immigrating to the United States, Dr. Kaplan completed an internship in internal medicine at the University of Missouri and a residency in Physical Medicine and Rehabilitation at Zucker School of Medicine at Hofstra/Northwell. She completed a fellowship in hospice and palliative medicine at Mercy Health. Dr. Kaplan also is an alumna of the ABC News Medical Unit. She joined Mary Free Bed in August 2020.



### JEFFREY KRAMER, M.D.

Dr. Kramer specializes in musculoskeletal injury, concussion and traumatic brain injury, spinal cord injury, electrodiagnosis and Botox for spasticity management.

A graduate of the University of Michigan and Wayne State University School of Medicine, he joined Mary Free Bed in 1994.



### ADAM LAMM, M.D.

Dr. Lamm specializes in the care of adults with brain injuries and strokes, and works with patients in our inpatient and outpatient Brain Injury programs as well as our post-concussion program. He joined Mary Free Bed in August 2020.

Dr. Lamm is a graduate of Case Western Reserve University School of Medicine, where he earned his medical degree as well as a master's degree in Bioethics. He completed his Physical Medicine and Rehabilitation residency at Spaulding Rehabilitation Hospital/Harvard Medical School, where he served as chief resident. Following residency, he completed a brain injury medicine fellowship at Spaulding. His research interests include brain injury rehabilitation outcomes and medical education.



### CHRISTIE MCKINNEY, D.O.

Dr. McKinney, who joined Mary Free Bed in 2018, provides physiatry services for patients in the Muskegon area, primarily at Mercy Health's inpatient rehabilitation unit and outpatient locations.

Her clinical interests include musculoskeletal medicine, osteopathic manipulation, therapeutic musculoskeletal ultrasound, electrodiagnostics and Botox for spasticity management.

She's a graduate of the Michigan State University College of Osteopathic Medicine and completed her PM&R residency at University of Michigan Hospital.



### CHRISTOPHER MORELLI, D.O.

Dr. Morelli specializes in spine procedures, therapeutic and diagnostic musculoskeletal ultrasound, sports medicine and electrodiagnostics. He joined Mary Free Bed in 2014. A graduate of Lake Erie College of Osteopathic Medicine, he completed his PM&R residency at the University of Wisconsin Hospital and Clinics. He led a rehabilitation team during his interventional spine and musculoskeletal fellowship at Spine West Physiatry and Sports Physicians.



### PAUL OLEJNICZAK, M.D.

Dr. Olejniczak provides physiatry services for Mary Free Bed at Munson outpatient clinics in Traverse City, where he also provides weekend coverage for Munson Medical Center's inpatient rehabilitation unit. He specializes in rehabilitation for patients with musculoskeletal issues and performs EMGs, a specialized electrodiagnostic procedure, and trigger point injections.

After earning his medical degree at Wayne State University's School of Medicine, he completed a residency in Physical Medicine and Rehabilitation at Sinai Hospital in Detroit. He joined Mary Free Bed in September 2020.





### KEVIN ORLOSKI, M.D., D.C.

Dr. Orloski provides physiatry services for Mary Free Bed at Covenant HealthCare, as well as consults at other acute-care hospitals in the Great Lakes Bay Region. He joined Mary Free Bed in 2020.

Dr. Orloski's clinical interests include stroke, brain injury, musculoskeletal medicine and electromyography. Prior to completing medical school and a Physical Medicine and Rehabilitation residency, Dr. Orloski worked in private practice as a chiropractor for many years. A graduate of the International University of the Health Sciences, Dr. Orloski completed his PM&R residency at Wayne State University/Oakwood Hospital System.



### MARSHALL POOLE, D.O.

Dr. Poole provides physiatry services for the inpatient rehabilitation unit and for outpatient locations in Traverse City. He specializes in neurological rehabilitation. Dr. Poole is a graduate of Michigan State University College of Osteopathic Medicine. He completed his Physical Medicine and Rehabilitation residency at University of Michigan, where he was chief resident. He joined Mary Free Bed in 2019.



### CHRISTOPHER RIZIK, D.O.

Dr. Rizik specializes in spine and musculoskeletal conditions, musculoskeletal ultrasound and EMG electrodiagnostic procedures. He provides physiatry care for patients at Mary Free Bed's main campus in Grand Rapids and at its Holland and Muskegon locations.

A graduate of Arizona College of Osteopathic Medicine, Dr. Rizik completed his residency in Physical Medicine and Rehabilitation, serving as chief resident, at William Beaumont Hospital – Royal Oak. He completed a fellowship in interventional spine and pain management through Michigan State University/ Comprehensive Pain Specialists before joining Mary Free Bed in 2020.



### TOM SHAHWAN, M.D.

Dr. Shahwan is a fellow with the American Board of Disability Analysts and the American Academy of Physical Medicine and Rehabilitation. He holds subspecialty certification in brain injury and serves on the Advisory Committee to the Orthopedic and Rehabilitation Medical Devices Panel for the U.S. Food and Drug Administration.

A graduate of the University of Illinois College of Medicine, he completed dual residency training in PM&R at Thomas Jefferson University and orthopedic surgery at Mayo Clinic, followed by interventional pain management with Professional Pain Associates. He's been with Mary Free Bed since 2014.



### MEAGAN SMITH, D.O.

Dr. Smith provides inpatient physiatry care with a focus on cancer rehabilitation. A graduate of Michigan State University College of Osteopathic Medicine, Dr. Smith also completed her residency in Physical Medicine and Rehabilitation there. She joined Mary Free Bed in 2017.



### MARGARET SNOW, M.D.

Dr. Snow provides physiatry care for the inpatient rehabilitation unit at Covenant HealthCare as well as its outpatient clinic. She joined Mary Free Bed in 2014. A graduate of George Washington University School of Medicine and Health Sciences, she completed her Physical Medicine and Rehabilitation residency at Medical College of Wisconsin Affiliated Hospitals.



### ELIZABETH SPAULDING, M.D.

Dr. Spaulding provides physical medicine and rehabilitation services for Mary Free Bed at Munson Medical Center's inpatient rehabilitation unit and outpatient follow-up clinics. After working in rehabilitation for several years, Dr. Spaulding utilized her multilevel expertise as an emergency room physician. She returned to rehabilitation, joining Mary Free Bed in 2016.

She's a graduate of the University of Kansas Medical School and completed her PM&R residency at the Shirley Ryan Ability Lab (formerly the Rehabilitation Institute of Chicago) – Northwestern University. She subsequently completed an internal medicine residency at the University of Nevada – Reno. She's board-certified in both specialties.



## PHYSICIANS

### MITCHELL STUCK, D.O.

Dr. Stuck joined the Pain Rehabilitation Program in 2019 after 13 years of primary care and urgent care practice. He sees patients at Mary Free Bed at Munson Medical Center – Long Lake.

Dr. Stuck, who's certified by the American Osteopathic Board of Family Physicians, specializes in the management of chronic pain, chronic illness and addiction. He's a graduate of Michigan State University College of Osteopathic Medicine. He completed his internship and family practice residency at Munson Medical Center.



### CHRIS TOURT, M.D.

Dr. Tourt provides physiatry services for adults at Ascension Borgess Medical Center in Kalamazoo as well as physical medicine and rehabilitation consults for Mary Free Bed at Ascension Borgess and Bronson Healthcare hospitals. He also cares for outpatients at the Mary Free Bed Kalamazoo Southwest location.

He earned his medical degree at Ross University School of Medicine in Bridgetown, Barbados, and completed his PM&R residency at Case Western Reserve University – MetroHealth Medical Center in Cleveland. He is a fellow of the American Academy of Physical Medicine and Rehabilitation. He joined Mary Free Bed in October 2020.



### W. CHRISTIAN VANDENBERG, M.D.

Dr. Vandenberg specializes in cancer rehabilitation, traumatic and non-traumatic neurological impairments (spinal cord injury, brain injury, stroke and multiple sclerosis) and spasticity/dystonia. He's been a staff member since 1989.

Dr. Vandenberg is a graduate of the Michigan State College of Human Medicine and completed his PM&R residency through Northwestern University at the Rehabilitation Institute of Chicago.



### JONATHAN VANDENBERG, D.O.

Dr. Vandenberg specializes in the care of adults with spinal cord injuries and medically complex conditions, and works with inpatients in our Spinal Cord Injury Rehabilitation and Intensive Medical Rehabilitation programs. He also sees patients in Mary Free Bed's outpatient clinic.

A graduate of Michigan State University's College of Osteopathic Medicine, Dr. Vandenberg completed a residency in Physical Medicine and Rehabilitation at Rush University Medical Center in Chicago, where he served as chief resident. Dr. Vandenberg, who also did a spinal cord injury medicine fellowship at the University of Texas Science Center at Houston, joined Mary Free Bed in September 2020.



### CAROLYN VOLLMER, M.D.

Dr. Vollmer's practice is focused on rehabilitating spine, sports and other musculoskeletal conditions. She works with patients to develop a foundation of health and wellness through evidence-based lifestyle modifications.

A graduate of Michigan State University's College of Human Medicine, Dr. Vollmer completed her residency in Physical Medicine and Rehabilitation at the University of California Los Angeles. She received additional fellowship training in interventional spine physiatry at University of Michigan Health System and is board certified in Lifestyle Medicine by the American Board of Lifestyle Medicine. She joined Mary Free Bed in 2015.



### LISA VOSS, D.O.

Dr. Voss, who specializes in pediatric physical medicine and rehabilitation, is on the Mary Free Bed Kids team. She's an expert in the treatment of neurologic, neuromuscular and developmental disorders.

She came to Mary Free Bed in 2016, following a fellowship in pediatric PM&R at the University of Michigan. Dr. Voss earned her medical degree from Michigan State University College of Osteopathic Medicine. She completed her PM&R residency at the University of Michigan.



### **TYLER VOSS, D.O.**

Dr. Voss has been contracted since 2017 to provide inpatient care on weekends at Mary Free Bed's Grand Rapids campus. He's a primary care sports medicine physician at Orthopedic Associates of Muskegon. A graduate of Michigan State University College of Osteopathic Medicine, Dr. Voss completed his residency in family medicine and osteopathic manipulative treatment at St. Joseph Mercy Brighton, where he served as chief resident. He also completed a fellowship in primary care sports medicine at Providence Athletic Medicine.



### **RALPH WANG, M.D.**

Dr. Wang primarily cares for adult inpatients with a variety of diagnoses at Mary Free Bed's main campus in Grand Rapids. He earned his medical degree at Northwestern University and completed his residency at the Baylor College of Medicine and TIRR Memorial Hermann. He served as Illinois medical director for U.S. Physiatry prior to joining Mary Free Bed in 2019.



### **STACEY WATSON, M.D.**

Dr. Watson's practice is based in the Pain Rehabilitation Program at Mary Free Bed's Kalamazoo location. She has extensive experience managing chronic disease and chronic pain, and with acute symptom management. Dr. Watson is certified by the American Board of Internal Medicine and is a Certified Physician Executive. She's a graduate of the University of New Mexico's School of Medicine and completed her residency in internal medicine at Michigan State University.



### **JENNIFER WEEKES, M.D.**

Dr. Weekes, who joined Mary Free Bed in August 2020, provides rehabilitative care for adults in Mary Free Bed at Covenant HealthCare's inpatient rehabilitation unit and outpatient clinics.

She holds a master's degree in Health Administration from the University of Michigan and attended medical school at Indiana University School of Medicine. She completed her PM&R residency at Oakland University - William Beaumont Health System, where she was chief resident. She completed a fellowship in spinal cord injury from the University of Michigan.



### **STUART A. YABLON, M.D.**

Board-certified in both brain injury medicine and physical medicine and rehabilitation, Dr. Yablon's special interests include neurobehavioral and neuromedical complications of acquired brain injury, including syndromes of impaired consciousness, spasticity and related motor disorders, seizure disorders and venous thromboembolic disease. He has extensive experience in non-traumatic acquired brain injury, particularly in the care of patients with hemorrhagic stroke and brain tumor. He joined Mary Free Bed in 2019.

He's a graduate of the University of Texas Medical Branch at Galveston and completed his PM&R residency at the University of Medicine and Dentistry of New Jersey/New Jersey School of Medicine (now Rutgers New Jersey Medical School), where he served as academic chief resident. He completed a Rehabilitation Research Career Development Fellowship with the Department of Physical Medicine and Rehabilitation at Baylor College of Medicine, specializing in brain injury rehabilitation.





## PSYCHOLOGISTS

### LUKE ANDERSON, PH.D.

Dr. Anderson earned his doctorate in clinical psychology from Fuller Theological Seminary and finished his neuropsychology pre-doctoral internship at Hamilton Health Sciences/McMaster University in 2015. He completed a post-doctoral residency in neuropsychology at Mary Free Bed in 2017. Dr. Anderson worked as a staff neuropsychologist at Bronson Neuroscience Center before returning to Mary Free Bed in 2019.

His clinical interests include the neuropsychological evaluation of adult and geriatric patients with a range of neurological and neurodegenerative conditions, including concussion, traumatic brain injury, stroke, multiple sclerosis, Parkinsonian disorders, mild cognitive impairment and dementia.



### BETH BLACKBIRD, PSY.D., ABPP(RP)

Dr. Blackbird, who joined Mary Free Bed in 2001, is board certified in rehabilitation psychology by the American Board of Professional Psychology. She's a member of Division 22 of the American Psychological Association. Her special interests include working with patients and families dealing with spinal cord injury, cancer, stroke, neuromuscular/neurodegenerative disorders, dementia and acquired brain injury. Her focus is on helping people develop resilience and coping strengths in the face of trauma, disability and other major life transitions.

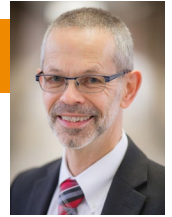
Dr. Blackbird did therapy and diagnostic practicums at the Shirley Ryan Ability Lab (formerly the Rehabilitation Institute of Chicago) and at the University of Chicago, Billings Hospital. She completed her internship at Illinois Masonic Medical Center and a fellowship at Magee Rehabilitation Hospital and Hahnemann University Hospital.



### JACOBUS DONDERS, PH.D., ABPP Chief Psychologist

Dr. Donders, who's been with Mary Free Bed since in 1988, serves as chief psychologist. He's board certified by the American Board of Professional Psychology in clinical neuropsychology, rehabilitation psychology and pediatric clinical neuropsychology. The associate editor of the journals Child Neuropsychology and Archives of Clinical Neuropsychology, he also serves on the editorial boards of several other journals and on the board of directors of the American Board of Clinical Neuropsychology. He has more than 100 publications in peer-reviewed journals.

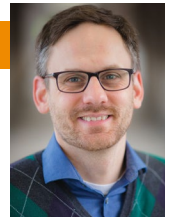
Dr. Donders is a fellow of the National Academy of Neuropsychology and of Divisions 40 (Society for Clinical Neuropsychology) and 22 (rehabilitation psychology) of the American Psychological Association. He has received national recognition for his work from the American Board of Rehabilitation Psychology (Diller Award, 2012) and the National Academy of Neuropsychology (Reitan Award, 2019.)



### ROGER ERICKSON, PH.D.

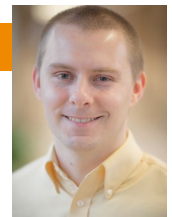
Dr. Erickson is on the inpatient pediatric rehabilitation and outpatient day rehabilitation teams, helping children and their families cope and adjust to hospitalization and medical illness and injury. He joined Mary Free Bed in 2016.

Dr. Erickson earned a doctorate in clinical psychology from Fuller Theological Seminary and three years of specialized post-doctoral training. He first completed a one-year pediatric psychology post-doctoral fellowship through the University of Arkansas for Medical Sciences, a training program that included working with patients with chronic medical conditions and developmental disabilities, and specialized interdisciplinary training through the Leadership and Education in Neurodevelopmental Disabilities program. He also completed a two-year fellowship in pediatric rehabilitation psychology and neuropsychology through the University of Michigan Health System, Department of Physical Medicine and Rehabilitation.



### TIMOTHY GRUPPEN, PSY.D.

Dr. Gruppen joined Mary Free Bed in 2013. He earned a master's degree and doctorate in clinical psychology from Wheaton College. He completed his pre-doctoral internship at Meier Clinics and began working in the rehabilitation field at Methodist Rehabilitation Center during his post-doctoral training. Dr. Gruppen enjoys working with patients with a variety of rehabilitation concerns, including stroke, spinal cord injury, brain injury, concussion and oncology. He's a member of Division 22 of the American Psychological Association.



### **MAGGIE TRAVIN, MA, LLP, LPC**

Maggie, who joined Mary Free Bed in 2016, has served patients with developmental and acquired disabilities in a variety of positions since 2010. She began working in the rehabilitation field with University of Michigan's Spinal Cord Injury Modeling Systems in 2013 and has continued her work in both research and clinical capacities.

She earned a master's degree in clinical psychology from the Chicago School of Professional Psychology. Her interests include cancer rehabilitation, post-concussion, spinal cord injury and trauma assessment and treatment.



### **JESSICA TSOU, PSY.D.**

Dr. Tsou has been with Mary Free Bed since 2016. She completed her doctoral degree in clinical psychology from Nova Southeastern University, a pre-doctoral internship at Broward Health Medical Center and a post-doctoral fellowship in neurorehabilitation psychology at the University of Kansas Medical Center.

Her interests include assessment and treatment of adults with traumatic brain injury, stroke, spinal cord injury and medical complexities.



### **KATE WILSON, PH.D., ABPP**

Dr. Wilson obtained her Ph.D. from the University of Nebraska-Lincoln in 2009 and completed an internship at Oregon Health Science University's Child Development and Rehabilitation Center, a LEND program. She did her post-doctoral residency at Mary Free Bed in 2011. Dr. Wilson worked with the pediatric acute and rehabilitation teams at Wake Med before returning to Mary Free Bed in 2017.

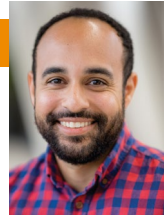
Her primary interests include the neuropsychological assessment of children and adolescents with neurological and developmental concerns, such as traumatic brain injury, concussion, spina bifida and sickle cell disease, as well as working with underserved populations.



### **CHRISTOPHER ZACHAR-TIRADO, PSY.D.**

Dr. Zachar-Tirado joined Mary Free Bed in 2019 as a neuropsychology postdoctoral resident. He holds a master's degree from the Chicago School of Professional Psychology and earned a doctoral degree in clinical psychology from Nova Southeastern University. He completed his pre-doctoral internship at the VA Illiana Health Care System.

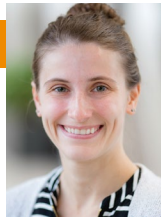
His interests include the neuropsychological assessment of adults with neurological concerns, such as traumatic brain injury, stroke, epilepsy, neurodegenerative diseases and concussion. He also enjoys working therapeutically with those who have a variety of rehabilitation concerns. He's a member of Divisions 22 and 40 of the American Psychological Association as well as the Hispanic Neuropsychological Society.



### **RACHEL ZACHAR-TIRADO, PSY.D.**

Dr. Zachar-Tirado received her Psy.D. from Nova Southeastern University and completed her pre-doctoral internship at VA Illiana Health Care System. She joined Mary Free Bed in 2019 for her post-doctoral residency in lifespan rehabilitation neuropsychology.

Her primary interests include concussion, traumatic brain injury, dementia, LGBTQ advocacy and autoimmune/genetic conditions that affect cognition across the lifespan.



## PAIN PSYCHOLOGISTS

### KIMBERLY BANCROFT, PH.D.

Dr. Bancroft joined Mary Free Bed in 2017. She completed a doctorate in Clinical Psychology from Western Michigan University and her pre-doctoral internship in Pediatric Psychology/ Consultation and Liaison at The Kennedy Krieger Institute/Johns Hopkins University.

She's worked in a variety of settings, including outpatient behavioral health clinics, inpatient psychiatric units, acute and rehabilitation hospitals, and residential settings. She has experience with clients across the lifespan, with particular emphasis on youth with acute and chronic medical conditions and neurodevelopmental concerns, and their families. Dr. Bancroft treasures the opportunity to help people and their loved ones learn strategies to manage their health in order to return to valued activity.



### ANTHONY BONITA, PH.D.

Dr. Bonita earned his doctorate degree in Clinical Psychology from Western Michigan University. He completed his predoctoral internship at the Battle Creek VA Medical Center and went on to join the VA as a staff psychologist working in a recovery framework with veterans struggling with issues such as homelessness, depression, trauma and substance use.

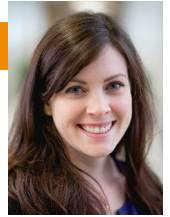
He joined Mary Free Bed in 2018 and provides services with the Pain Rehabilitation Program based in Kalamazoo. In addition to chronic pain, he has interests in helping people recover from anxiety, depression and sleep disorders as well as helping people improve their relationships.



### JULIA CRANER COOPER, PH.D., ABPP

Dr. Craner Cooper is a clinical psychologist and the team leader for pain psychology at Mary Free Bed. She completed her doctoral degree at the University of Maine, an internship at the VA Ann Arbor Healthcare System and a postdoctoral fellowship in Health Psychology at the Mayo Clinic. She is board certified in Behavioral and Cognitive Psychology and has an adjunct assistant professor affiliation with Michigan State University College of Human Medicine. Dr. Craner Cooper also is involved with Michigan Psychological Association's Pain Task Force and Early Career Psychologist committees.

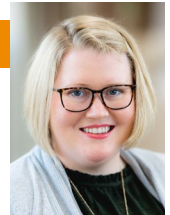
Her clinical and research interests focus on the way individuals interpret and respond to somatic symptoms, such as chronic pain, and how these can be modified in treatment to improve outcomes. She has over 40 publications in this area. Dr. Craner Cooper, who joined Mary Free Bed in 2017, also is interested in evaluating treatment outcomes and dissemination of evidence-based practices for chronic pain.



### LINDSAY FLEGGE, PH.D.

Dr. Flegge joined Mary Free Bed in 2020 for her post-doctoral fellowship in pain psychology. She holds master's degrees from both Indiana University and Ball State University. She earned her doctoral degree in school psychology from Ball State and completed her pre-doctoral internship at IU Health Ball Memorial Hospital.

She enjoys working therapeutically with adult patients with a variety of presenting concerns. She has a special interest in women's health, gender and sexuality, religious trauma and holistic wellness.





#### KRISSA KIRBY, PSY.D.

Dr. Kirby became part of the Mary Free Bed team in 2018 after 18 years of practice as a health psychologist. She completed her doctorate in psychology at the Illinois School of Professional Psychology at Chicago, a pre-doctoral internship at Primary Children's Medical Center and a post-doctoral residency at Health & Pediatric Psychology Associates.

Dr. Kirby treats pediatric and adult patients coping with chronic pain conditions, including back pain, headaches, fibromyalgia and complex regional pain syndrome. She practices at Mary Free Bed (Long Lake) in Traverse City.



#### ERIC LAKE, M.A., LLP

A master's-level psychologist who specializes in the treatment of chronic pain, Eric joined the Mary Free Bed Pain Rehabilitation Program in 2016. Eric focuses on the use of evidence-based psychological treatment for chronic pain, helping patients get back to the things in life which are most important to them. In addition to individual therapy, Eric enjoys providing group treatment for chronic pain and research into pain and its treatment. He values the development of a collaborative relationship, working with patients to achieve goals that increase quality of life.

Eric received his master's degree in Counseling Psychology from Western Michigan University and practices as a Limited Licensed Psychologist. He's a certified alcohol and drug counselor and also has experience in the treatment of pain, mental health issues and substance use disorders in several different settings.



#### KATHRYN MCLEAN, PSY.D.

Dr. McLean earned her doctorate in Clinical Psychology from Wheaton College. She completed her predoctoral internship and residency at Lawndale Christian Health Center. Dr. McLean continued to work at the FQHC providing behavioral health primary care consultation services before joining Mary Free Bed and the Pain Rehabilitation team in 2021.

Her clinical interest is to provide care in an interdisciplinary setting to address the intersection of mind and body on health, and to empower patients to live more consistently with their values and goals.



#### ARIANNA PERRA, PSY.D.

Dr. Perrra specializes in working with patients with chronic illnesses and the many ways health issues can impact our lives. She joined Mary Free Bed in 2020 with 12 years of experience across chronic pain, rehabilitation and hospital settings.

Dr. Perrra earned her doctorate in Clinical Psychology from Loyola University Maryland. Her areas of focus include interdisciplinary care, evidence-based psychotherapies, collaborative treatment planning, the sociocultural context of mental health and training and supervision.

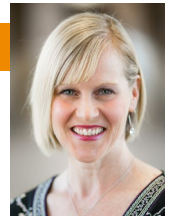


#### HEATHER DERMYER, PH.D.

Dr. Dermeyer is a clinical health psychologist who specializes in pain management, trauma and sport psychology who joined Mary Free Bed in 2018. She earned a master's degree in Health Psychophysiology and a doctorate in Integrative Health Psychology from Saybrook University. In addition to experience in many health care settings, Dr. Dermeyer has instructed doctoral students in mind-body medicine and was a mind-body specialist at the United States Olympic training site in Marquette, where she worked with Olympic-hopeful athletes, among others. She's also worked with the Green Bay Packers, the Northern Michigan University football team and the United States cross country team.

While working at inpatient and outpatient substance abuse facilities, she gained contractual experience with the Federal Bureau of Prisons and the Michigan Department of Corrections with incarcerated individuals.

Dr. Dermeyer (and her registered therapy dog) work for Mary Free Bed in Traverse City, where she conducts opioid assessments, presurgical evaluations and provides treatment for teens and adults with a range of psychological needs.



## PAIN PSYCHOLOGISTS

### EVAN PARKS, PSY.D.

Dr. Parks earned a master's degree in Psychology from Western Michigan University and a doctorate in Clinical Psychology from the Forest Institute's Chicago campus. He completed his post-doctoral fellowship in clinical psychology at Wayne State University School of Medicine. He serves as an adjunct assistant professor in the Division of Rehabilitation Medicine at Michigan State University College of Human Medicine. He has been on staff at Mary Free Bed Rehabilitation Hospital since 2017.

Dr. Parks is the author of the book, "Chronic Pain Rehabilitation: Active pain management to help you get back to the life you love." He is a contributor to Psychology Today.



### OLGA SLAVIN-SPENNY, PH.D.

Dr. Slavin-Spenny joined Mary Free Bed in 2020. She earned a doctorate in Clinical Psychology from Wayne State University, completed her pre-doctoral internship in Health Psychology at Henry Ford Hospital and her post-doctoral fellowship at the VA Ann Arbor Healthcare System.

Her interests include working with patients with chronic pain, chronic health concerns and trauma. She is a member of Division 38 of the American Psychological Association and the Michigan Psychological Association's Pain Task Force.



### EMILY STANDISH, PH.D.

Dr. Standish joined Mary Free Bed in 2018. She earned her doctorate in Clinical Psychology from Wayne State University. She completed her pre-doctoral internship at the VA Ann Arbor Healthcare System and her post-doctoral work at the Battle Creek VA Medical Center.

Dr. Standish treats adolescent and adult patients coping with chronic pain conditions at the Mary Free Bed Kalamazoo Southwest location. Her clinical interests include the treatment of trauma and chronic pain.



### DONALD TOPP, PSY.D.

Dr. Topp is a licensed psychologist who earned his doctorate in clinical psychology at Rutgers – the State University of New Jersey. He's been with Mary Free Bed since 2018.

Prior to joining Mary Free Bed's Pain Rehabilitation team, Dr. Topp worked in private practice in West Michigan. He treats adults with chronic pain, fibromyalgia, CRPS and headache conditions at the Muskegon site.



### CARNIGEE TRUESDALE, PSY.D., ABPP

Dr. Truesdale earned a master's degree in Counseling and a Doctorate in Clinical Psychology, both from Argosy University. She completed her pre-doctoral Internship at Detroit Medical Center Children's Hospital, then a post-doctoral fellowship with the Consortium of Advanced Psychological Training at Hurley Medical Center.

Dr. Truesdale has worked in a variety of settings, including outpatient behavioral health clinics, inpatient psychiatric units and residential settings. Her experience includes work in behavioral health with pediatric and adult populations.

Board certified in Child and Adolescent Psychology, her interests are in health psychology, pediatrics, women's interests and program development. Dr. Truesdale joined Mary Free Bed in 2019 as a pain psychologist at the Troy clinic and via telehealth.



## GOVERNANCE

Mary Free Bed is “owned” by the community-at-large and operates under the direction of a governing board of trustees that includes Mary Free Bed Guild members and other community leaders selected for their skills and experience.

The Guild approves board membership for all trustees. Mary Free Bed’s Chief Executive Officer, Chief Medical Officer and Chief of Staff are board members. Each position on the Board of Trustees is a voting member. The board meets nine times per year, approves the strategic plan and the hospital budget, and reviews organizational performance in each pillar of excellence.

Senior leadership systematically communicates to ensure employees, physicians and Guild members are informed, have an opportunity to participate in key decision-making and understand developments affecting Mary Free Bed.

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**CORPORATE OVERVIEW**  
UPDATED JUNE 2021

**Mary Free Bed**  
Rehabilitation

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