

# H.O.P.E.

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

ANNUAL REPORT FOR FISCAL YEAR ENDING MARCH 31, 2021

E 2021

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Rehabilitation Hospital  
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# ON TARGET

## T E G R I D L E

Being intentionally grateful is a Riddle family value. Granted, in the midst of challenging times, it can take a moment to determine what to be thankful for, but my mother was correct, there's always something.

During our Fiscal Year 2021, my grateful list consistently included Mary Free Bed—the collective organization, volunteers, donors and especially the staff members who make it phenomenal.

In the coming pages, you'll see we were right on target for the year despite a global pandemic. I'm not saying it wasn't stressful or difficult—we often found ourselves creating pathways, procedures and solutions to situations we'd never encountered. But the Mary Free Bed mission to restore hope and freedom remained our north star.

Sometimes it meant care was delivered in uncomfortable personal protective equipment in a newly constructed unit for patients still testing positive for COVID-19. Other times rehabilitation was delivered in the form of virtual services across the region and state. We even had patients from around the world watching Mary Free Bits—short videos by Mary Free Bed staff to help patients recover at home.

Our constant was experienced and expert employees who remained laser focused on patients. Team members who treated with their hands and healed with their hearts. Team members who were loved and supported by our community through prayers, donations and thoughtful gifts for the soul.

Do I ever want to experience another year like last year? Emphatically NO. But if I must, what do I want? The Mary Free Bed team by my side.

KENT 

KENT RIDDLE, CEO

"This is a 12-pound 'Napoleon' Civil War cannon from 1857 that fires 4½-inch cannon balls. Needless to say, it's important it's on target, too! We save it for special occasions, including the Physical Medicine & Rehabilitation Residency graduation ceremony that's held annually at my home." - KENT RIDDLE, CEO



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

## OUR VALUES

To restore hope and freedom, we'll:

- Work collaboratively and with innovation.
- Include people whose diversity reflects all those we serve.
- Be **Truthful** and respectful.
- Heal with our hands and treat with our hearts.
- Approach our work with **JOY**.

## OUR COMMITMENT

We'll embrace diversity, equity and inclusion by:

- Treating everyone with dignity and respect.
- Opening more doors to opportunities for underrepresented cultures.
- Growing talent and people.
- Evaluating and eliminating disparities.
- Taking action against injustices, bias and racism.
- Honoring our differences and how to collaborate.
- Educating staff, patients and the communities we care for.
- Restoring hope and freedom, **TOGETHER**.





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# CRUSHING COVID-19

As the pandemic quickly spread, there were moments when many of us in health care felt like we were fixing the plane as we were flying it—without flight manuals. Every area of the hospital was affected. Here's an account of Mary Free Bed's response to the viral beast.

**Health care SOS**

We watched in horror as hospitals in southeast Michigan struggled during the spring of 2020, and before we knew it, COVID-19 was at our back door. As beds at general acute-care hospitals quickly filled with critically ill patients, colleagues called for help. Could they transfer patients to Mary Free Bed to free up their beds?

Within a week, our ReCOVery Program was operational. In an isolated area of the hospital, our facilities staff constructed an 18-bed unit for patients who needed intensive rehabilitation but were still positive for the virus. Hands flew up as employees volunteered to work there, knowing they'd spend long shifts in uncomfortable personal protective equipment. By the end of the first day, we were treating eight patients and following a dozen more from across Michigan.



## Patients

COVID-19 and prolonged hospitalizations have many acute side effects, and we saw them all. The most common were significant deconditioning and fatigue, respiratory conditions and strokes. But we quickly learned emotional and physical recovery must be tackled in tandem. Most patients hadn't seen their families in weeks. A donor provided iPads, and we connected patients with ecstatic loved ones. One patient told us it was the first time in months that she'd felt human. We started a support group. Patients shared with staff how frightened they were. We replaced that fear with equal doses of love and hope.

## Collaborate to innovate

People were fighting significant COVID-19 symptoms at home—particularly shortness of breath. We convened an interdisciplinary team, including a pulmonologist from a local hospital, a researcher from a regional university and Mary Free Bed rehabilitation physicians and therapists. They created respiratory therapy techniques and protocols to improve breathing.

## ReCOVery grows

For a time, our outpatient services were closed in compliance with government mandates. When we re-opened, some patients were too sick to leave home. We quickly grew our virtual services program and began serving patients across the state. In FY21, we had 7,509 virtual visits—a 77% increase over FY20.

We created [Mary Free Bits](#). In these short videos, members of the Mary Free Bed ReCOVery team shared breathing exercises and tips for emotional recovery, stamina building, managing tasks and nutrition. They've been viewed thousands of times on our social media platforms and website by people around the world.

## Staff

Needs varied. As the community lockdown occurred, those who could work at home did. The Information Technology staff enabled a record number of employees to log in remotely. Hourly employees who worked on the front lines received additional compensation.

COVID-19 financial side effects forced the furlough of 624 Mary Free Bed employees across the system. If state and federal governmental funds didn't equal 75% of their pay, Mary Free Bed made up the difference. We also continued to pay medical, dental, vision and life insurance coverage. Short- and long-term disability coverages continued for 60 days from the time of furlough. Eighty-seven percent of furloughed employees returned to work at Mary Free Bed.

To remain abreast of rapidly changing regulations, policies and procedures, the marketing team produced a digital newsletter seven days a week.

## Safety measures

We instituted additional infection control measures that remain in place, including multi-layered filtration system on air handlers with N95-rated final filters. Multiple types of hospital cleaning agents are used. "Violet," our high-intensity, ultraviolet light robot oxidizes any life form. Alcohol-based hand sanitizers are located throughout the hospital and outpatient locations.

## Ultimate perspective

Charlunda and David Thompson from metro Detroit lived to celebrate their 20th wedding anniversary in June 2020, marking it as a new beginning. Charlunda, 45, a hospice nurse, and David, 42, a middle school math teacher, beat the virus. Char graduated May 6 from Mary Free Bed's ReCOVery Unit, and—after virtual physical therapy with Mary Free Bed's Outpatient Services—David was able to drive to Grand Rapids and take her home.

[Watch the Thompsons' story.](#)



## THE START OF MANY NEW CHAPTERS



### Construction

- Mary's Therapy Playground reopened after being updated. Bigger and better than ever, it's a happy place where children and adolescents work on their cognitive, physical and social skills, making therapy fun.
- There was a lot cooking at 235 Wealthy Street! To better serve the needs of rehabilitation inpatients, we constructed a kitchen and began our own food and dining service. We also opened the Mary Free Bed Café for patients, visitors and employees. There's now indoor and outdoor dining, a cook-to-order station, a grill, plus grab-and-go meals. Ingredients are locally and regionally sourced whenever possible, and many items are prepared from scratch, avoiding additives, chemicals and preservatives.

### Education

- The inaugural four-member class of Mary Free Bed's Physical Medicine and Rehabilitation Residency graduated with flying colors! One of the graduates, Dr. Thomas Hordt, joined the Mary Free Bed team.

### Leadership

- Ingrid Cheslek was named Chief Operating Officer, becoming the first woman to serve as COO at Mary Free Bed. Ingrid, who previously served as Chief Nursing Officer and Chief Operations Officer, oversees all aspects of hospital operations, including network and outpatient clinical operations.
- Called a leader who "channeled his passionate and personal mission to ensure quality rehabilitation care for all people," Mary Free Bed CEO Kent Riddle was honored by the American Medical Rehabilitation Providers Association with its National Leadership Excellence Award.

### Honors

- Newsweek named Mary Free Bed one of the Best Physical Rehabilitation Centers in the nation for 2020. Ratings were based on quality of care, service and follow-up treatment in addition to accommodations and amenities.
- For the fourth straight year, Mary Free Bed Sub-Acute Rehabilitation was recognized by *U.S. News & World Report* for Best Short-Term Rehabilitation. Mary Free Bed ranked better than both state and national averages for consistency of nurse staffing, fall prevention, the amount of physical therapy patients received and the number of patients able to return home.





# A MARY TALE

Olivia Ancil's story of recovery is about faith over fear and perseverance over pain. It's also one of hope and the undeniable power of love.

On May 28, 2020 the young nurse was leaving a specialty certification class at Holland Hospital to spend time with her boyfriend, Alex Arent. Just 22 and a recent graduate of Cedarville University in Ohio, she'd landed her dream job as a registered nurse at her hometown hospital. Life was sweet.

"Alex and I were walking on the sidewalk," she said. "Then everything changed."

A car veered off the road and onto the sidewalk, striking them both. The impact left Olivia with life-threatening injuries, including a traumatic brain injury and multiple broken bones that spanned the length of her body.

The 73 days Olivia spent at Mary Free Bed were fraught with incredible highs each time a goal was reached and the lowest of lows, when her pain was exhausting and the COVID-19 pandemic prevented her from seeing many loved ones in person. She found support in

heartfelt messages from family and friends and relied heavily on her faith.

After he was discharged from the hospital, Alex also came to Mary Free Bed for rehabilitation. Alex and Olivia supported and encouraged each other. After therapy ended for the day, they were inseparable, traveling the hallways in their wheelchairs and visiting outside on the terrace. Sometimes, he just held her hand, providing a calming force.

Alex graduated from Mary Free Bed a month before Olivia. She spent the following weeks fighting to recover in the face of an unknown future. When she was ready to continue her rehabilitation journey at home, Alex was by her side.

One of the things he worked on during his rehabilitation at Mary Free Bed? How to get down on one knee.

They were married Dec. 3, 2020.

"I truly think my whole recovery would have looked so different without Mary Free Bed, without my therapists, my nurses, my doctors...each person made a difference," Olivia said. "I'm just so thankful."

[Watch Olivia's story.](#)



# TOOLS of GROW

Mason Wright was born earlier than expected. His mom, Stephanie, was diagnosed with preeclampsia at 30 weeks of pregnancy. Just a week later, doctors determined she was too ill to wait any longer and performed a caesarean section. Mason weighed two pounds, 14.5 ounces, and his body still had some developing to do.

When they were released seven weeks later from the neonatal intensive care unit at Mercy Health Saint Mary's Hospital, a doctor recommended the Jenison family try Mary Free Bed's Early Development Program. Developed by Dr. Lisa Voss, who specializes in pediatric physical medicine and rehabilitation, the specialty program provides support for a baby's healthy development.

That includes the coordinated efforts of a multidisciplinary team, which includes nurses, therapists, nutritionists and social workers. Led by Voss, this combination of expertise provides specialized diagnostic and treatment services for optimal growth.

"This is everybody together—this is us, this is the parents," she said. "Everybody has to work together to achieve those goals."

Mason's individualized treatment plan included physical and occupational therapies as well as feeding therapy. The energetic toddler celebrated his third birthday on Feb. 20, 2021.

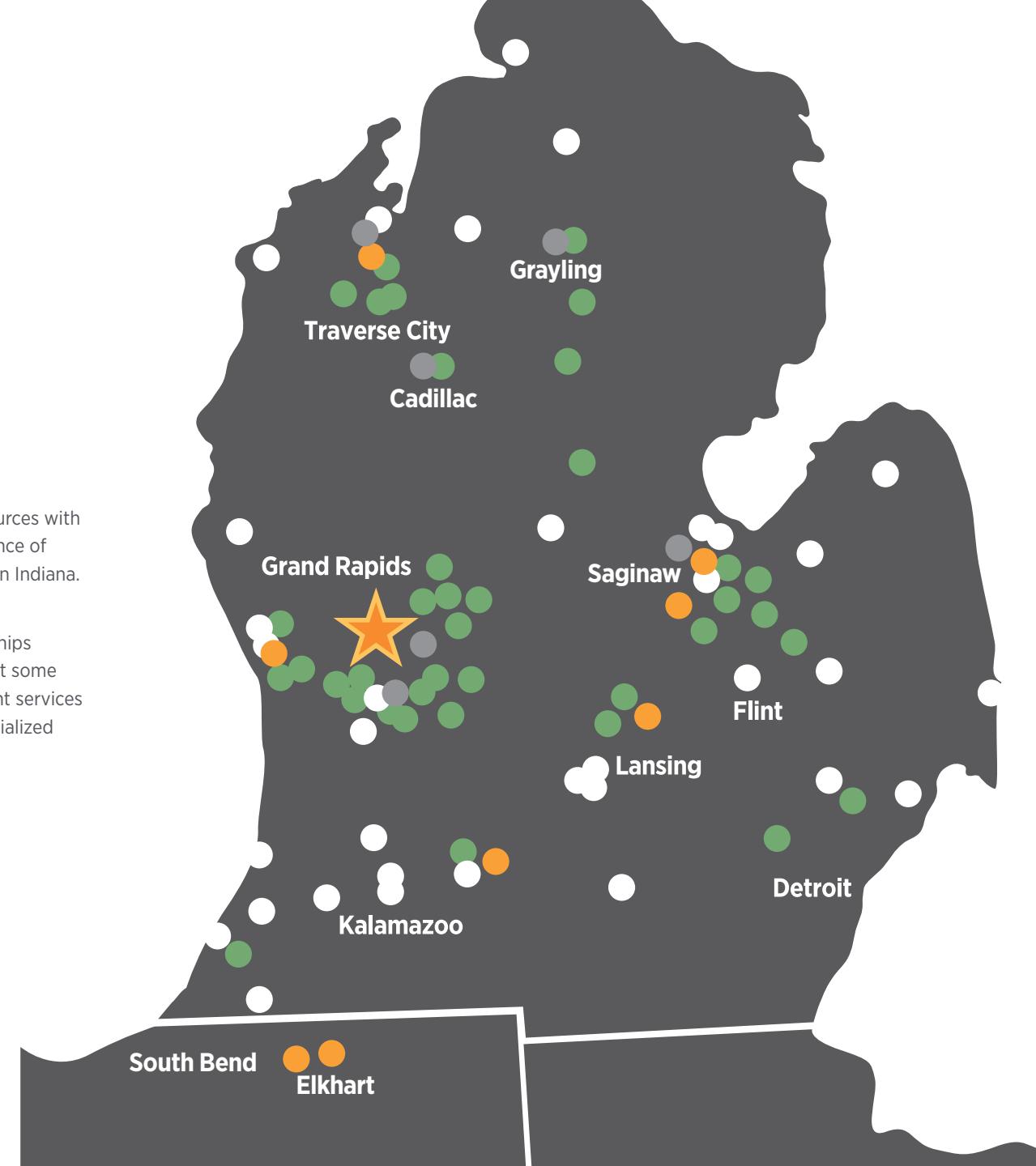
[Watch Mason's story.](#)

# RECOVERY IS CLOSER THAN YOU THINK

Our specialists share expertise and education resources with the Mary Free Bed Rehabilitation Network, an alliance of three-dozen hospitals across Michigan and northern Indiana.

We manage inpatient rehabilitation units at several Network hospitals. In certain cases, these relationships have developed into joint operating agreements. At some locations, the agreements include not only inpatient services but also general outpatient therapy as well as specialized offerings, such as pain rehabilitation and orthotics, prosthetics and bionics.

- 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



## MARY FREE BED REHABILITATION NETWORK

### Ascension Borgess

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

### Beacon Health System

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

### Bronson Healthcare

- Bronson Battle Creek
- Bronson LakeView, Paw Paw
- Bronson Methodist, Kalamazoo
- Bronson South Haven

### Covenant HealthCare, Saginaw\*

### Henry Ford Allegiance Health, Jackson

### Mary Free Bed Rehabilitation Hospital, Grand Rapids

### McLaren Health System

- McLaren Bay Region, Bay City
- McLaren Bay Special Care (LTACH), Bay City
- McLaren Caro Region
- McLaren Central Michigan, Mount Pleasant
- McLaren Flint
- McLaren Greater Lansing
- McLaren Lapeer Region
- McLaren Macomb, Mount Clemens
- McLaren Northern Michigan, Petoskey
- McLaren Oakland, Pontiac
- McLaren Orthopedic Hospital, Lansing
- McLaren Port Huron
- McLaren Thumb Region

### Mercy Health

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

### Metro Health – University of Michigan Health, Wyoming

### Munson Healthcare\*

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

### Sparrow Hospital, Lansing\*

### Spectrum Health Lakeland

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

\* Joint Operating Agreements



## CONSTRUCTION CONTINUES AT COVENANT

Work continued on a \$40.7 million rehabilitation hospital on the Saginaw campus of Covenant HealthCare. The new building, set to open in December 2021, will include 60 inpatient beds, outpatient therapy areas, space for orthotics, prosthetics and bionic plus two therapeutic gardens and a rooftop patio.

The expansion will serve more patients and families from throughout the Great Lakes Bay Region. Covenant and Mary Free Bed launched a joint venture in March 2018 to bring advanced rehabilitation care to the area.



## New locations in Northern Michigan

We expanded our Network relationship with Munson Healthcare, launching a joint operating agreement and adding Mary Free Bed rehabilitation in two more Northern Michigan communities. Mary Free Bed now manages the outpatient physical, occupational and speech-language therapy services at Munson Healthcare's Cadillac and Grayling hospitals. Called Mary Free Bed at Munson Healthcare, the transition expands best practices and specialized care while bringing a greater focus on stroke and brain injury recovery, joint rehabilitation and cognitive pain therapy.

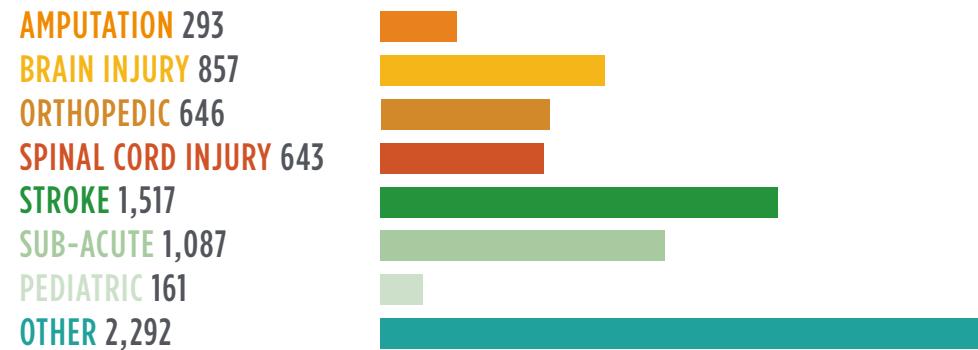


## STATISTICS & FINANCIAL PORTRAIT

**68,429** PATIENTS SERVED\*

**7,486** INPATIENT **50,829** OUTPATIENT **10,114** ORTHOTICS & PROSTHETICS + BIONICS

### INPATIENTS SERVED, BY DIAGNOSIS:



**VIRTUAL SERVICES: 7,509** OUTPATIENT VISITS\*

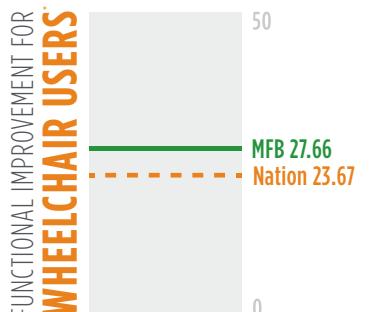
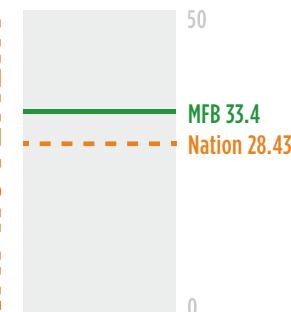
\*Throughout the Mary Free Bed System

# FUNCTIONAL IMPROVEMENT

## USING THE QRP SCALE

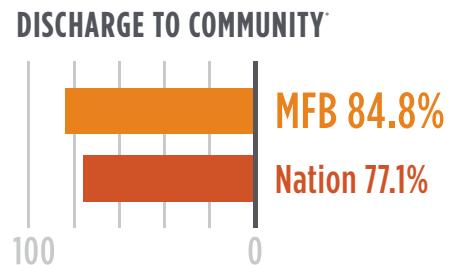


### FUNCTIONAL IMPROVEMENT



The amount of functional improvement patients make in rehabilitation is measured by the difference in abilities between admission and graduation. A variety of skills used in daily living are tracked. We share this information with the Centers for Medicare and Medicaid Services through the Quality Reporting Program, which enables us to compare the functional improvement of our rehabilitation patients to others across the nation.

Inpatients at the Grand Rapids campus achieved more functional improvement than the national average as measured through QRP.



### THERAPY MINUTES PER DAY<sup>\*</sup>



### OUTSTANDING RESULTS FOR INPATIENT SAFETY

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

<sup>\*</sup>Mary Free Bed Rehabilitation Hospital



## PATIENT SATISFACTION INPATIENT\*

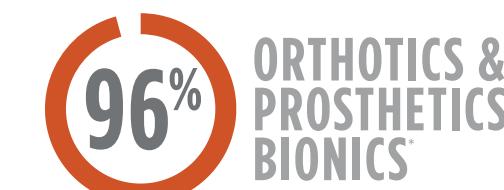
**99<sup>TH</sup> PERCENTILE** OVERALL CARE  
**99<sup>TH</sup> PERCENTILE** LIKELY TO RECOMMEND

## PATIENT SATISFACTION OVERALL RATING OF CARE

**89%** OF INPATIENTS RATE  
US AS VERY GOOD\*

**85%** OF OUTPATIENTS RATE  
US AS VERY GOOD\*\*

## LIKELY TO RECOMMEND BY PATIENTS



\*Mary Free Bed Rehabilitation Hospital

\*\*Mary Free Bed Rehabilitation

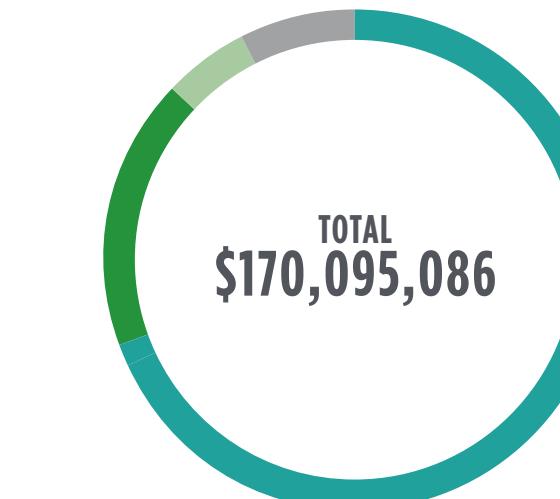
Source: Press Ganey

Source: Orthotics & Prosthetics + Bionics: Quality Outcomes



## SOURCES OF REVENUE AVAILABLE FOR OPERATIONS

Net Patient Service Revenue 71.3%  
Other Operating Revenue 22.3%  
Joint Ventures and Collaborative Arrangement Earnings 6.4%



## OPERATING EXPENSE ALLOCATION

Salaries and Benefits 69.5%  
Other Operating Expenses 17.7%  
Facilities and Equipment 5.4%  
Future Improvements 7.4%

Financial information is from the consolidated Fiscal Year 2021 audited financial statements of the Mary Free Bed Guild and its subsidiaries.

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



# GENEROSITY THRIVES

Thanks to the generosity of donors who believe in our mission, the Mary Free Bed Foundation has raised more than \$40 million since it was established in 2012.

FY21 donations:

**\$10,072,060**  
**TOTAL DONATIONS**  
**\$448,421 UNRESTRICTED**  
**\$9,623,639 PROGRAM RESTRICTED**  
**\$59,541 IN-KIND**

**1,407 DONORS** FROM  
**4,723 GIFTS**

## Donors help athletes 'thrive'

The COVID-19 pandemic didn't deter Mary Free Bed supporters from celebrating its mission and raising funds for Wheelchair & Adaptive Sports, a program funded 95% by philanthropy.

Instead of one large event attended by hundreds of people, dozens of small, private parties hosted by sponsors took place in homes and businesses across West Michigan. The Foundation supplied food and favors to help make each event festive. Donors rose to the occasion, raising \$300,000.

## Full Peds Ahead

Generous gifts continued to support *Full Peds Ahead*, Mary Free Bed's pediatric growth initiative to improve access to rehabilitative care for young people across the state. A lead gift from the Steve and Amy Van Andel Foundation helped establish the Mary Free Bed Kids Chronic Pain Program.

## Pandemic relief

The West Michigan community opened its heart to Mary Free Bed. More than \$235,000 in cash and in-kind donations were raised to support the Foundation's COVID-19 Relief Fund that helped patients with recovery-related needs, supplied PPE, connected patients with their providers via telehealth and helped them stay in touch with loved ones.



## THE GO-TO FOR HOW-TO

A vision turned into reality in August 2020 with the launch of the Mary Free Bed Education Academy. Health care professionals must have specified hours of continuing education to keep their licenses current. The Academy provides courses for physicians, nurses, therapists, psychologists, social workers and other health care professionals. They choose what best meets their schedule and learning needs, such as:

- Virtual interprofessional grand rounds.
- In-person, virtual or hybrid conferences, symposiums and workshops.
- Online courses available 24/7.

Presented by individuals and teams of experts in their field, offerings include the latest, evidence-based information, best practices and clinical skills on a range of topics.

Among its accomplishments in FY21, the Academy:

- Created a Certified Rehabilitation Registered Nurse (CRRN) prep course.
- Added professional certifications.
- Established several internal training platforms for employees.



**264 STUDENTS FROM  
53 COLLEGES AND UNIVERSITIES**

across the country studied with us (residencies and clinical education)

**4 VIRTUAL CONFERENCES  
118 ATTENDEES**

**53 VIRTUAL GRAND ROUNDS  
2,099 ATTENDEES**

**4 VIRTUAL OR LIMITED IN-PERSON  
SPECIALTY WORKSHOPS  
113 ATTENDEES**

**41 ONLINE MODULES LAUNCHED**

## MAKING A MARK

Mary Free Bed's Physical Medicine & Rehabilitation Residency trained:

- 12 PM&R RESIDENTS**
- 25 VISITING RESIDENTS**
- 50 MEDICAL STUDENT ELECTIVE ROTATIONS**
- 93 SECOND-YEAR MEDICAL STUDENTS**

We also provided instruction for:

- 2 NEUROLOGIC PHYSICAL THERAPY RESIDENTS**
- 2 CLINICAL NEUROPSYCHOLOGY RESIDENTS**
- 1 ORTHOPEDIC PHYSICAL THERAPY RESIDENT**
- 6 ORTHOTICS AND PROSTHETICS RESIDENTS**
- 1 PEDIATRIC PHYSICAL THERAPY RESIDENT**

In addition to residency programs for clinicians and physicians, we're the site for the Michigan State University College of Human Medicine Division of Rehabilitation Medicine.



Drs. Anthony Truong and Thomas Hordt joined CEO Kent Riddle in a celebratory shooting of this Civil War-era cannon. The booming event took place during their PM&R Residency 2020 graduation ceremony at Kent's home.

# LIVES IMPACTING

The Center for Research and Innovation at Mary Free Bed continued to partner with rehabilitation networks across the country with the mutual goal of improving care for patients.

## Pandemic response

We prioritized physical and mental health activities to help others during difficult times brought on by the pandemic.

- A study on COVID-19's long-term effects on functional recovery got underway. Since April 2020, we've been enrolling and following patients with a positive diagnosis to track outcomes. This data will help providers and clinicians assess the potential rate of functional recovery and develop complimentary treatment plans.

This level of precision medicine has yet to be implemented in other rehabilitation institutes. Development of a manuscript for a peer-reviewed publication is in the works.

- Thanks to funding generously provided by the Craig H. Neilsen Foundation, our research team created care packages for 40 members of the Mary Free Bed community with spinal cord injuries. To ease the pandemic's effect on access to supplies and services, the care packages included gift cards and wellness supplies as well as information on community-based mental health resources. Chocolate and peanut butter provided a fun treat!

## Learning Health System

Mary Free Bed made a commitment to become a Learning Health System, a supportive infrastructure for continuous cycles of improvement. Learning Health Systems are organizations that adopt self-study measures to improve care delivery and practice. At Mary Free Bed, we use data to assess opportunities for improvement that will result in higher quality as well as safer and more efficient care for patients. Efforts ramped up for a 2021 launch.

## Submissions

The Center had an impressive year, submitting over 10 grant applications to both private and public funding sponsors. Applications of note:

- An interdisciplinary approach to managing and educating providers on chronic pain treatment, submitted to the Michigan Health Endowment Fund.
- A comprehensive Stroke Transitions trial to help discharged patients reintegrate into the community, submitted to the National Institutes of Health.
- An exercise program to improve respiratory function for older adults, also submitted to the Michigan Health Endowment Fund.



**18.5%**

INCREASE IN DIVERSITY  
AMONG EMPLOYEES  
FROM FY20 TO FY21

**13.5%**

OF PHYSICIANS  
ARE MINORITIES

**28%**

OF NURSE TEAM  
MEMBERS ARE  
MINORITIES

**11**  
STUDENTS  
AWARDED

**\$60,750**

IN DISABILITY AND  
MINORITY SCHOLARSHIPS  
BY MARY FREE BED GUILD

## GROWING TOGETHER

Mary Free Bed strives to be a center of healing where everyone feels valued, respected and supported—patients and their loved ones, our employees and the community. It's been our mantra for more than a century and one we work every day toward achieving.

Ours is a culture of caring—one that seeks connections in our similarities and celebrates our differences. A committee of employees from various backgrounds took a good look at our diversity statement and decided it needed to better reflect today's climate. "Our Commitment" is the pride in our promise to work together on this journey and the steps we're taking TOGETHER (see page 5).

We rolled out "Our Commitment" with a video featuring staff from our main campus and Mary Free Bed at Covenant HealthCare who represent different backgrounds, from race and age to people with disabilities and members of the LGBTQIA+ community.

[Watch the video here.](#)

### NOTEWORTHY:

- About 500 employees participated in the CEO Action for Diversity & Inclusion initiative to make changes in everyday behavior to advance diversity and inclusion in the workplace. Mary Free Bed CEO Kent Riddle encouraged employees to join him in supporting the initiative alongside more than 1,000 other businesses in the collective commitment.
- We hired Preferred Construction Group to renovate the fifth floor of the Mary Free Bed Professional Building. PCG is a West Michigan-based Minority Business Enterprise construction company.
- Equity and inclusion values were added to Mary Free Bed's Standards of Behavior.



**33**

**1,997**  
EMPLOYEES

**1,302**

MAIN CAMPUS / OUTPATIENT

**695**

NETWORK

**148** VOLUNTEERS  
**6,565.5** HOURS OF SERVICE

**\$148,683** AWARDED IN TUITION  
REIMBURSEMENT

### NOTEWORTHY:

- We increased the minimum wage to \$14.50.
- Parent Leave of two weeks paid time off became a benefit.
- Employees were awarded discretionary gainshare in recognition of extraordinary work during the pandemic.



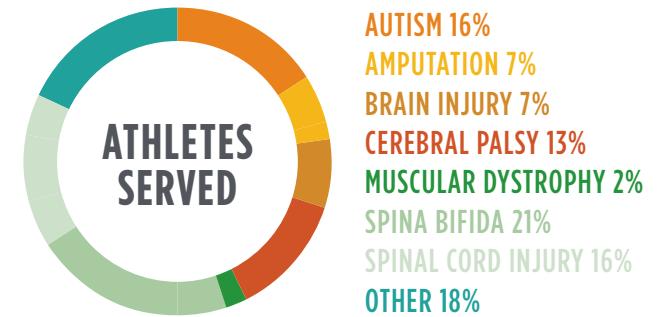
# WE'RE ROLLIN'

People of all ages with disabilities participate in enriching recreational opportunities offered by Mary Free Bed's Wheelchair & Adaptive Sports Program, one of the largest of its kind in the country.

## NOTEWORTHY:

- Twenty-five young campers had a ball at Junior Wheelchair Sports Field Day. This was a smaller version of the annual weeklong camp for kids with disabilities. To ensure a safe environment, the event was held outside, and kids wore masks.  
  
“We all need to socialize and continue doing the things we love,” said manager Maria Besta. “We just have to do it differently.”
- Virtual classes were a hit! We introduced spin classes using table-top hand cranks, martial arts for kids, cardio boxing, high intensity interval training with resistance bands and Pilates that attracted 115 participants.
- Programs typically offered indoors, like wheelchair basketball and yoga, were held outside.

**1,147 ATHLETES SERVED**



**96.8% PARTICIPANT SATISFACTION\***

\*Survey Monkey

**40 PROGRAMS**

**13 COMPETITIVE TEAMS**

**13 CLINICS**

**8 CLASSES**

**6 EVENTS**

**485 VOLUNTEERS**

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