

TWENTY  
TWO

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

ANNUAL REPORT FOR FISCAL YEAR ENDING MARCH 31, 2022

I'm amazed at how resilient and creative our team members are. They've shown passion and perseverance to innovate our care to patients while facing a challenging health care environment.

We faced some adversity in Fiscal Year 2022. The COVID-19 pandemic continued, and auto no-fault and reimbursement changes impacted us more than we had anticipated. But our beds remained full. So, we expanded collaboration with mission-similar colleagues.

With our partner Covenant HealthCare, we celebrated the opening of a new hospital designed specifically for rehabilitation in Saginaw. Not only is the building beautifully uplifting, but it also enables us to provide an elevated level of services to the residents of the Great Lakes Bay Region. Mary Free Bed also executed an extensive professional service agreement with Schwab Rehabilitation Hospital in Chicago.

Closer to home, we signed a joint operating agreement with Spectrum Health to enhance post-acute care services with a special emphasis on kids. We're collaborating on children's inpatient rehabilitation care, and we worked jointly to establish a children's ventilator service at Mary Free Bed. With more collaborative plans in the works, the future is bright for Michigan's kids.

The Mary free Bed Advisory Group began working with a small number of hospitals and health systems across the country in order raise the level of rehabilitation care in those communities. Mary Free Bed Rehabilitation

Network now has more than four dozen hospitals located in Michigan, Indiana, Illinois, Georgia and North Carolina.

Mary Free Bed was recognized by U.S. News & World Report as one of the best rehabilitation hospitals in the United States. Of the 1,083 organizations evaluated, we were ranked #17. In a similar review, Newsweek rated Mary Free Bed one of the best places in the nation to receive rehabilitation services. The rankings acknowledge the outstanding Mary Free Bed team of staff, volunteers, governance and donors.



Please take a moment to read the incredible stories and strides that we made last year. You'll meet unforgettable patients and learn how we're changing lives and trajectories every day.

KENT ☺

KENT RIDDLE, CEO





**OUR MISSION** IS TO RESTORE HOPE AND FREEDOM THROUGH REHABILITATION.

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

## OUR VALUES

To restore hope and freedom, we'll:

- **W**ork collaboratively and with innovation.
- **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 JOY**.

## 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, **TOGETHER**.







**BOARD OF TRUSTEES**

**Chairperson**  
David Muir

**Treasurer**  
Dan Vaughan

**Assistant Treasurer**  
Sue Kinsler

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Nancy Albers

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Sandra Gaddy

Michael Jakubowski, M.D.

Deb Kay

Scott Lewis

Holly Peterson

Kent Riddle

Wendy Stock

Amy Stuursman

MaryIn Walton

Cameron Young

**GUILD BOARD OF DIRECTORS**

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Amy Stuursma

**Second Vice President**  
Debbie Locke

**Third Vice President**  
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**Treasurer**  
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**Corresponding Secretary**  
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Sandy Conner

Vickie Dodge

Joan McCrone

Judy Palmer

Susan Porter

Laura Puff

Peni Reed

Terry Sokorai

Wendy Stock

Gayle VanderVeen

Beca Velazquez-Publes

MaryIn Walton

**HOSPITAL ADMINISTRATION**

**Chief Executive Officer**  
Kent Riddle

**Chief Medical Officer**  
Michael Jakubowski, M.D.

**Chief Operations Officer**  
Ingrid Cheslek

**Chief Nursing Officer**  
Maria Opoku-Agyeman

**Chief Financial Officer**  
Ryan Podvin

**Chief of Staff**  
Benjamin Bruinsma, M.D.

**Vice President, Network Operations**  
Bruce Brasser

**Vice President, Communications and External Relations**  
Jane Brierley

**Director Emeritus of Research**  
John F. Butzer, M.D.

**Vice President, Finance/Controller**  
Nathan Guzman

**Vice President, Advisory Group**  
Joyal Pavey

**Vice President, Access**  
Jeff Munford

**Vice President, Advancement**  
Tim Pietryga

**Vice President, Human Resources**  
Karen Powell

**Vice President, Orthotics & Prosthetics + Bionics**  
Scott Riddle

**President, Mary Free Bed Insurance Company PCC**  
Bill Lape

**Administrator, Sub-Acute Rehabilitation**  
Kiersten Cudney

**Compliance Officer**  
Jennifer McWain

**Director of Technology and Innovation**  
Jason Peoples

**Executive Director, Association for the Blind and Visually Impaired**  
Marcus Manders

**General Counsel**  
Michelle La Fleur

**FOUNDATION BOARD**

**Chairperson**  
Lee Perez

**Vice Chair**  
Lindsay Benedict

**President**  
Kent Riddle

**Treasurer**  
Nathaniel Guzman

**Secretary**  
Timothy J. Pietryga

**Trustees**  
Timothy D. Arter

Rev. Katherine Lee Baker

Anne Chamberlin

Gregory Conway

Eva Aguirre Cooper

Marcus Jackson

Michael Jakubowski, M.D.

Jacques Moss

Amy Stuursma

Jennifer Taylor

Diane Vander Maas

**Senior Administrative Assistant**  
Kelly Fitzgerald

LEADERSHIP





## TOPPING THE CHARTS

### Newsweek

*Newsweek* named Mary Free Bedas one of the Best Physical Rehabilitation Centers in the nation for the second straight year. Ratings were based on quality of care, service and follow-up treatment in addition to accommodations and amenities.

This year, 230 organizations were deemed best, and we exceeded our 2020 national standing.

2020 **TOP 8%** 84.16% SCORE

2021 **TOP 5%** 86.5% SCORE



### U.S. News & World Report

For the fifth straight year, Mary Free Bed Sub-Acute Rehabilitation was recognized by *U.S. News & World Report* for Best Short-Term Rehabilitation. We exceeded state and national averages for prevention of readmissions to acute-care hospitals during rehabilitation stays and following discharge, and we had a higher rate of patients return to their homes.



2021

**RANKED #17** OUT OF 1,083 ORGANIZATIONS





## A VALIANT VICTOR

Hailey Naugle is a vibrant University of Michigan student with dreams of becoming a physician. In January 2021, a skiing accident and spinal cord injury gave her a new perspective on recovery.

After receiving care at Beaumont Hospital in Royal Oak, Hailey arrived at Mary Free Bed barely able to move her fingers and toes. With the devotion and creativity of her Mary Free Bed rehabilitation team, family and friends, Hailey slowly regained function and strength, making strides in her recovery before graduating four weeks later.

“This experience will help her tremendously,” said Mary Free Bed physiatrist, Dr. Sam Ho. “When you go through the process, you know what your patient will go through. She’s a bright girl ... I think she’ll become a good doctor.”

From the emotional and physical impact of an injury to fear of the unknown and the effects on loved ones, Hailey has a deeper understanding of what her future patients will face. Watch Hailey’s story [here](#).

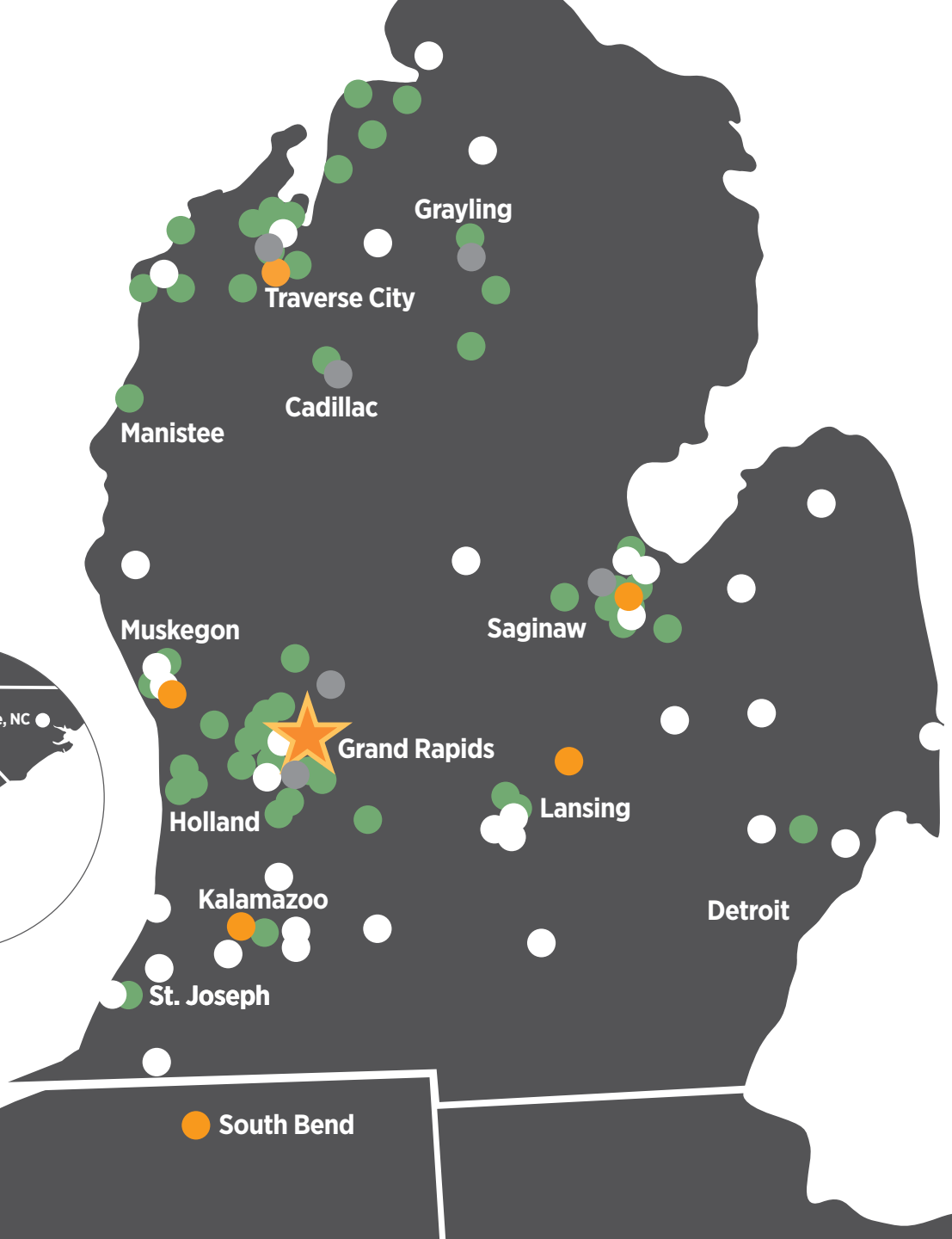


# RECOVER CLOSER TO HOME

Our specialists share expertise and educational resources across the Mary Free Bed Rehabilitation Network, an alliance of more than four dozen hospitals across Michigan and in Georgia, Illinois, Indiana and North Carolina.

Mary Free Bed manages inpatient rehabilitation units at several Network hospitals. In certain cases, these relationships have developed into joint operating agreements (JOAs). 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.

- 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**
  - 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**Trinity Health**
  - Trinity Health Muskegon
  - Trinity Health Shelby Hospital
  - Trinity Health Saint Mary's, Grand Rapids**University of Michigan Health - West, Wyoming**
- Munson Healthcare**
  - Kalkaska Memorial Health Center
  - Munson Healthcare Charlevoix Hospital
  - Munson Healthcare Manistee Hospital
  - Munson Medical Center, Traverse City\*
  - Otsego Memorial Hospital, Gaylord
  - Paul Oliver Memorial Hospital, Frankfort**Phoebe Putney Health System**
  - Phoebe Memorial Hospital
  - Phoebe North Campus**Sinai Chicago**
  - Mount Sinai Hospital
  - Holy Cross Hospital
  - Schwab Rehabilitation Hospital**Sparrow Hospital, Lansing\***
- Spectrum Health Lakeland**
  - Lakeland Medical Center, Saint Joseph
  - Lakeland Hospital Niles
  - Lakeland Hospital Watervliet**University Health Systems of Eastern Carolina (ECU Health)**
  - ECU Health Medical Center
  - ECU Health Beaufort Hospital
  - Maynard Children's Hospital
  - ECU Health Roanoke-Chowan Hospital
  - ECU Health Chowan Hospital
  - ECU Health Duplin Hospital
  - The Outer Banks Hospital
  - ECU Health North Hospital
  - ECU Health Edgecombe Hospital
  - ECU Health Bertie Hospital

\* Joint Operating Agreements



## BRIGHTER FUTURES FOR MORE PATIENTS

### The Spine Center Expands with Chiropractic

Mary Free Bed expanded its services to offer chiropractic care to patients. This holistic, whole-body approach to care provides patients with ways to manage and prevent pain without medications or surgery. Joining Mary Free Bed's outpatient Spine



Center team on the Grand Rapids Main Campus is Dr. Tom Fowler, the only doctor of chiropractic in Michigan who's board-certified in rehabilitation.

Adding chiropractic services expands our multidisciplinary approach to health care, and strengthens our commitment to providing conservative, cost-effective care with positive outcomes.

### Hope, Freedom & Bigger Shoulders

We entered a professional services agreement with Sinai Chicago/Schwab Rehabilitation Hospital with goals of serving more patients and honing operations on Chicago's west side.

In the agreement, Mary Free Bed serves as an independent contractor, and Schwab remains an essential part of Sinai Chicago. Mary Free Bed's responsibilities include overseeing the inpatient hospital and outpatient therapy services, managing day-to-day operations and coordinating rehabilitation marketing.

***"It's an honor to welcome Schwab colleagues into the Mary Free Bed Rehabilitation Network. With an excellent reputation for quality care, the rehabilitation community holds Schwab in high esteem. Our collaboration means more patients will have brighter futures following injuries and illnesses."***

*– Kent Riddle*

### Grand Opening at Covenant HealthCare

In December 2021, we cut the ribbon for Mary Free Bed Rehabilitation at Covenant HealthCare in Saginaw. The three-story building, located on the main Covenant HealthCare campus, is designed especially for rehabilitation. It houses 60 private inpatient rooms, outpatient therapy areas, offices for six board-certified rehabilitation physicians as well as treatment and fabrication space for patients who require braces and prosthetic limbs. The uplifting environment, new programs and additional technology elevate rehabilitative medicine in the Great Lakes Bay Region.



### Bob's Battling Back

A decorated U.S. Marine who served in Vietnam, Bob Podleski has suffered from the effects of Agent Orange exposure for over 20 years. Coupled with a serious bout of COVID-19 in July 2021, the double Purple Heart recipient fought to regain his strength and independence with help from his Mary Free Bed at Covenant family. Watch Bob's story [here](#).

### Mary & Helen Team Up for Kids

With a goal to get more kids the care they need when they need it, we announced an enhanced collaboration with Spectrum Health. Through a joint operating agreement, we are partnering with clinicians at Helen DeVos Children's Hospital to operate an inpatient rehabilitation program at Mary Free Bed.

The partnership evolved from the 2018 Forum for Collaboration between our organizations and paves the way for future projects to expand and improve care in the region. The hospitals will remain independent. Neither organization plans to close or discontinue any existing services.

### Lyli's Breathing Easier

Mary Free Bed and Spectrum Health are collaborating on care for our youngest patients, including a new pediatric ventilator program. Our clinicians team up to keep families together, minimize travel and maximize therapy time. This program bridges two environments of expertise to help kids like Lyli. Learn more about this program [here](#).







# STATISTICS AND FINANCIAL PORTRAIT

83,755 PATIENTS SERVED\*\*  
8,279 INPATIENT  
61,105 OUTPATIENT  
14,371 ORTHOTICS & PROSTHETICS + BIONICS  
4,235 OUTPATIENT VIRTUAL VISITS\*



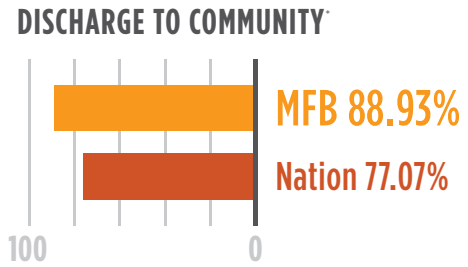
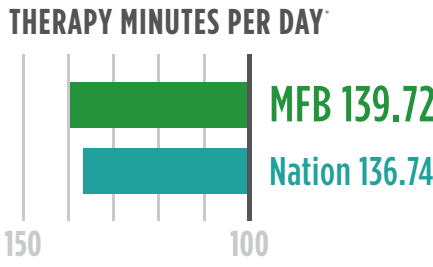
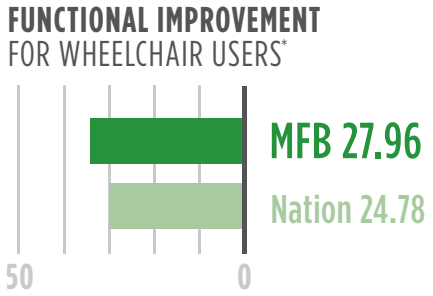
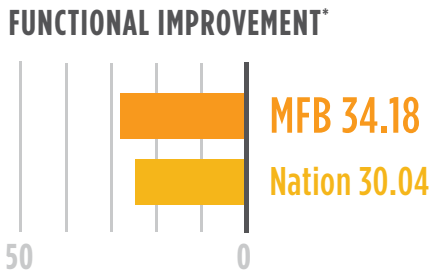
OUTSTANDING RESULTS FOR INPATIENT SAFETY\*  
Our health-acquired pressure ulcer rate in adults is lower than the national average.

\*Throughout Mary Free Bed Rehabilitation Hospital  
\*\*Throughout Mary Free Bed System (includes Network sites)

# FUNCTIONAL IMPROVEMENT USING THE QRP SCALE\*

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

Inpatients at the Grand Rapids campus achieved more functional improvement than the national average as measured through QRP. These comparisons include both adult and pediatric data.



\*Mary Free Bed Rehabilitation Hospital  
Source: eRehab



## PATIENT SATISFACTION INPATIENT\*

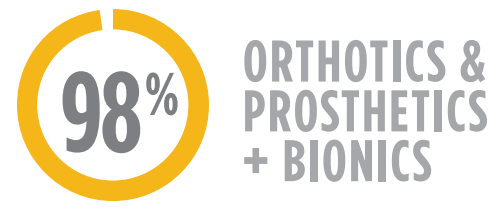
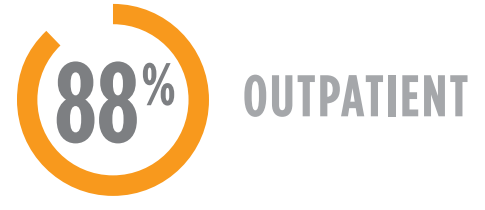
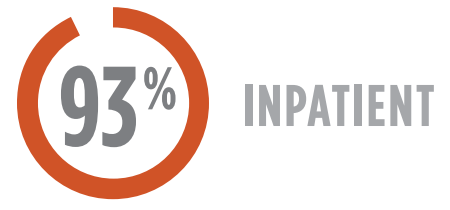
**85<sup>TH</sup> PERCENTILE** OVERALL CARE  
**99<sup>TH</sup> PERCENTILE** LIKELY TO RECOMMEND

## PATIENT SATISFACTION OVERALL RATING OF CARE\*



\*Mary Free Bed Rehabilitation Hospital, Source: Press Ganey, Source: Orthotics & Prosthetics + Bionics: Quality Outcomes

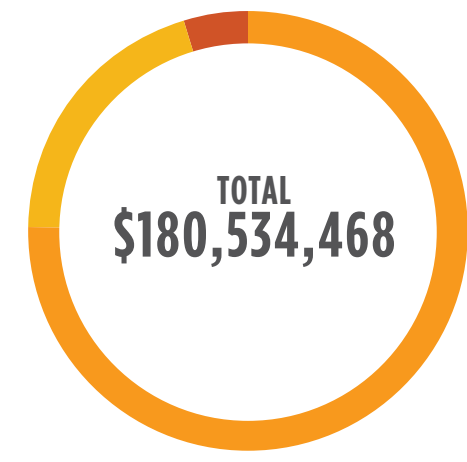
## LIKELY TO RECOMMEND\*



**WE PROVIDED \$18.9 MILLION OF CHARITABLE CARE**

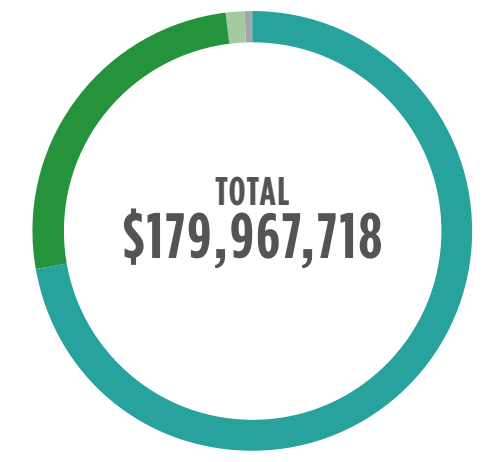
## SOURCES OF REVENUE AVAILABLE FOR OPERATIONS

Net Patient Service Revenue 75.3%  
Other Operating Revenue 20.0%  
Joint Ventures and Collaborative Arrangement Earnings 4.7%



## OPERATING EXPENSE ALLOCATION

Salaries and Benefits 72.3%  
Other Operating Expenses 25.9%  
Facilities and Equipment 1.3%  
Future Improvements 0.4%



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.





## BROTHERS' BOND

On a beautiful winter's day in January 2021, Jaden and Jurian Shaffer were excited by the new fallen snow, eager to go sledding with friends. But a tragic twist of fate changed their lives forever.

The boys were being pulled behind a snowmobile when their sled struck a tree. Older brother Jurian, 13, broke his leg, while Jaden, 10, sustained a traumatic brain injury and broken pelvis. Jaden transferred to Mary Free Bed from Bronson Methodist Hospital in Kalamazoo. Jurian was able to return home, facing a long recovery.

Jaden's brain injury affected his speech and motor function, but after 11 weeks of intensive therapy with Mary Free Bed Kids – and lots of FaceTime calls with Jurian – he was able to graduate and return home. With continued outpatient therapy, Jaden can walk without assistance and is getting stronger every day.

Watch their full story [here](#).

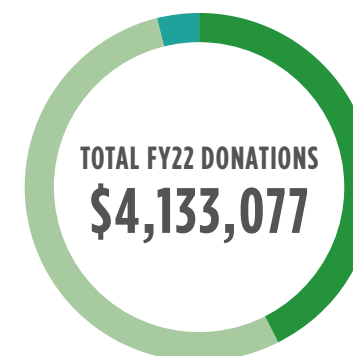






## MARY FREE BED FOUNDATION: ON A MISSION

The Mary Free Bed Foundation has raised more than \$44 million since it was established in 2012. Thanks to the generosity of donors, the Foundation provides a critical connection between the hospital and people with unfunded needs.



**\$1,825,378 UNRESTRICTED**  
**\$2,307,699 PROGRAM RESTRICTED**  
**\$156,518 IN-KIND**

**5,772 GIFTS**  
**1,286 DONORS**

### Stronger Together

Still in the midst of the COVID-19 pandemic, our caring and generous community remained steadfast in its support of restoring hope and freedom for patients and their families. Contributions also supported Mary Free Bed team members to safely provide care at every stage of the pandemic.

### Caring for More Kids

The Foundation continues to focus on improving the lives of our youngest patients with *Full Peds Ahead – An Initiative for Mary Free Bed Kids*. The initiative has helped to expand access and improve our models of care for thousands of Michigan children with a focus on services in our Autism, Cerebral Palsy, Chronic Pain and Early Development programs.



### ‘Thriving’ in Person

After two years of virtual and hybrid events, it was exhilarating to return to in-person events. Despite a postponement, the Foundation hosted *Thrive* in March 2022. Friends of Mary Free Bed came together and raised over \$320,000 for the Betty Bloomer Ford Cancer Rehabilitation program.



## EDUCATION ACADEMY: GIVING CREDITS WHERE CREDITS ARE DUE

The Mary Free Bed Education Academy provides health care professionals with continuing education (CE) to keep licenses current and advance professional knowledge. These courses present the latest evidence-based information, best practices and clinical skills on a wide variety of interprofessional topics.



**206 STUDENTS FROM  
48 COLLEGES AND UNIVERSITIES**

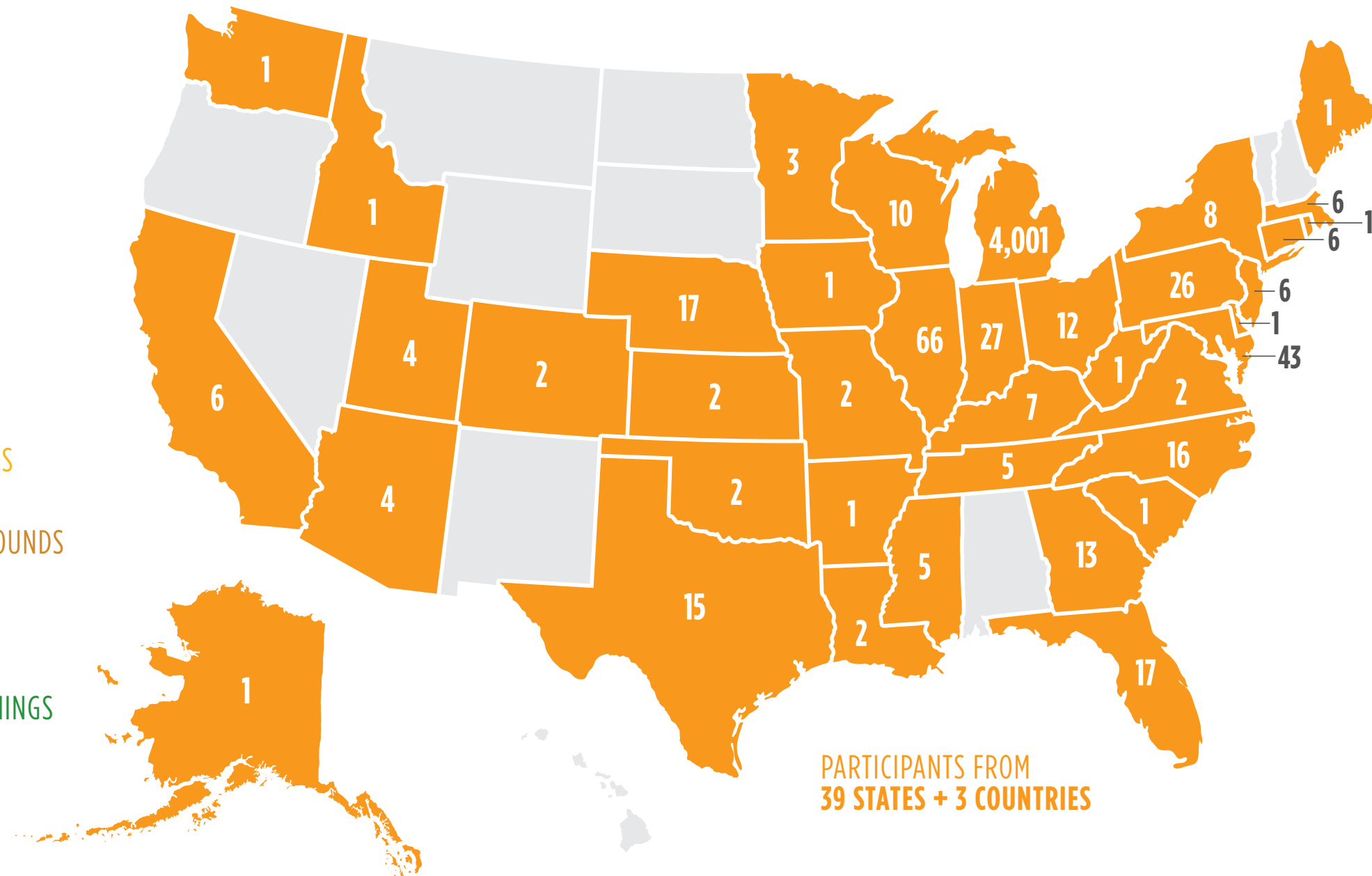
**6 VIRTUAL & HYBRID CONFERENCES  
340 ATTENDEES**

**71 INTERPROFESSIONAL GRAND ROUNDS  
3,212 CE CREDITS AWARDED**

**41 ONLINE MODULES LAUNCHED  
AVAILABLE 24/7**

**5 SPECIALTY WORKSHOPS & TRAININGS  
140 ATTENDEES**

**95% ATTENDEE SATISFACTION**



UNITED STATES  
OF AMERICA  
4,627



SOUTH AFRICA 2



SAUDI ARABIA 1





## EMPOWERING THE NEXT GENERATION OF CARE

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

- 12 PM&R RESIDENTS
- 25 VISITING RESIDENTS
- 41 MEDICAL STUDENT ELECTIVE ROTATIONS
- 96 SECOND-YEAR MEDICAL STUDENTS

We also provided instruction for:

- 2 NEUROLOGIC PHYSICAL THERAPY RESIDENTS
- 2 CLINICAL NEUROPSYCHOLOGY RESIDENTS
- 8 ORTHOTICS AND PROSTHETICS RESIDENTS
- 2 PEDIATRIC PHYSICAL THERAPY RESIDENTS

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.





## UPLIFTING OUR TEAM

**\$260,429** IN TUITION  
REIMBURSEMENT AWARDED

MINIMUM WAGE RAISED TO  
**LIVABLE WAGE**

**EMPLOYEE HEALTH DEPARTMENT**  
CREATED

**NEW EMPLOYEE ORIENTATION**  
REVAMPED to create a better onboarding  
system for new hires

**HIGH SCHOOL DIPLOMAS/GED**  
**REQUIREMENTS REMOVED FOR**  
ENTRY LEVEL POSITIONS

**FERTILITY AND DIABETES**  
**BENEFITS ADDED**



2,166 Employees  
287 Volunteers  
13,139 Hours of Service

### DIVERSITY, EQUITY AND INCLUSION

Our commitment to a diverse, equitable and inclusive environment is part of our culture. It's about embracing everyone, seeking connections in our similarities and celebrating our differences.

- Added a community relations role to enhance DEI initiatives in the community
- 29% of new hires are diverse
- 23 students awarded \$91,750.00 in disability and minority scholarships by the Mary Free Bed Guild





## WHEELCHAIR & ADAPTIVE SPORTS: WE'RE ON A ROLL

Mary Free Bed's Wheelchair & Adaptive Sports Program is one of the largest of its kind in the country. This year, the program celebrates a decade of bringing enriching sporting opportunities to athletes of all ages and abilities.

**2,357** ATHLETES SERVED

**44** PROGRAMS  
**12** COMPETITIVE TEAMS  
**12** CLINICS  
**17** CLASSES  
**6** EVENTS  
**316** VOLUNTEERS

**95% PARTICIPANT SATISFACTION\***

\*Survey Monkey



### PARTICIPANT FEEDBACK

"This was AWESOME! Gavin has been asking to do it every day since!"

*- Parent of adaptive downhill ski clinic participant*

"Anji had an amazing time from start to finish! Such a fun day!"

*- Parent of adaptive sailing participant*

"Quality program, staff and equipment."

*- Parent of a Junior Wheelchair Sports clinic participant*



# YOUTH NEW YOUTH NEW OWT

## SOCIALIZE WITH US!

For the latest stories, updates and happenings, find us online all year round.



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