



# Mary Free Bed<sup>®</sup>

Rehabilitation System

CORPORATE OVERVIEW

MARCH 2023





CONTENTS

OVERVIEW

A Message from the Chief Executive Officer ..... 3

Our Mission, Vision & Values..... 4

Pillars of Excellence ..... 4

Organizational Overview ..... 5

Accreditation ..... 6

Mary Free Bed Rehabilitation Network ..... 6

Designing the Future

    Care Transition ..... 8

    Navigation to Accountable, Value-Based Care ..... 8

    Epic and Enterprise Data Warehouse ..... 8

    Advisory Group ..... 9

Ask for Mary ..... 10

STATISTICAL PORTRAIT

Clinical Success

    Adult Inpatient Services ..... 13

    Adult Outpatient Services ..... 13

    Mary Free Bed Kids ..... 14

Growth ..... 16

Financial Strength ..... 16

Mary Free Bed Foundation ..... 17

Research ..... 17

Education ..... 18

Patient-Driven, Team-Delivered Inpatient Care ..... 18

Quality ..... 18

Functional Improvement Using the QRP Scale ..... 20

Comparison Data, External Benchmarks ..... 21

Community Benefit ..... 21

SCOPE OF CARE

Conditions and Services ..... 23

LEADERSHIP

Hospital Administration ..... 25

Clinical Leadership ..... 36

Governance..... 37





# 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 physical medicine rehabilitation physicians. We also have a residency program for physicians specializing in physical medicine and rehabilitation.
- Mary Free Bed has an "A" rating from Standard & Poor's and Fitch. During the past 10 years, we've invested more than \$160 million 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 and decision support with more than three dozen members of our Rehabilitation Network that spans Michigan, Illinois and Indiana. We continue expanding 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. She also runs the Riddle household, which includes caring for our alpacas. 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're here to serve.

KENT

Kent Riddle, CEO  
MARY FREE BED REHABILITATION





## 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.
- Include 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 adults and children who've experienced amputations, brain injuries, cancer, multiple trauma, spinal cord injuries, strokes, complex medical conditions and many other illnesses and conditions. This year, we'll do just that for over 83,000 patients.

Mary Free Bed is the nation's most comprehensive rehabilitation provider and, we believe, the largest not-for-profit, independent rehabilitation hospital system. Our Grand Rapids main campus is home to an internationally accredited, acute-care rehabilitation hospital with an additional nine specialty accreditations. We offer a plethora of inpatient and outpatient programs and services.

The Mary Free Bed Rehabilitation Network reaches across Michigan, Illinois and Indiana, and provides advisory services nationwide.

U.S. News & World Report and Newsweek rate Mary Free Bed as a Best Rehabilitation Hospital for 2022-23.



### PATIENTS SERVED IN FISCAL YEAR 2022 (APRIL 1, 2021-MARCH 31, 2022)

**83,755** PATIENTS SERVED\*\*

**8,279** INPATIENT

**61,105** OUTPATIENT

**14,371** ORTHOTICS & PROSTHETICS + BIONICS

**4,235** OUTPATIENT VIRTUAL VISITS\*

\*Throughout Mary Free Bed Rehabilitation Hospital

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

### SOPHISTICATED TECHNOLOGY

From a gravity-defying treadmill to a robotic walking device, Mary Free Bed has invested in some of the most advanced rehabilitative technology and therapeutic tools available to put patients quickly and safely on the path to recovery.

- Robotic ambulation systems
- Ceiling-mounted computerized ambulation
- NASA-developed weightless technology
- Virtual reality system
- Therapeutic pools

### DISTINCTIVE PROGRAMS

Mary Free Bed offers more than 100 specialized medical and sports rehabilitation programs and services for patients with conditions that range from common to complex.

- CARF-accredited specialty programs for patients with amputations, brain injuries, spinal cord injuries and strokes
- Intensive Medical Rehabilitation Program for adults, including those who need mechanical ventilation
- Michigan's only dedicated and secure inpatient pediatric rehabilitation unit
- Behavioral pain management
- Cancer rehabilitation
- Long COVID-19 rehabilitation
- Mind-and-body treatment approach to manage chronic pain
- Orthotics & Prosthetics + Bionics
- Sports rehabilitation programs for athletes of all abilities
- Wheelchair & Adaptive Sports, one of the largest programs of its kind in the U.S.

### TREATMENT TEAMS

The Mary Free Bed Network has nearly 270 providers with privileges. Of that number, 39 are board-certified physiatrists and 13 are physical medicine and rehabilitation residents.

Led by a physiatrist, 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
- Care managers and social workers

Our specialized teams are organized around specific diagnoses. For example, spinal cord injury teams mainly treat adults with these injuries. When patients graduate from inpatient therapy, there's an outpatient team that treats specific conditions as well as multiple support services.



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, effective through Oct. 31, 2022:

- 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 by 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

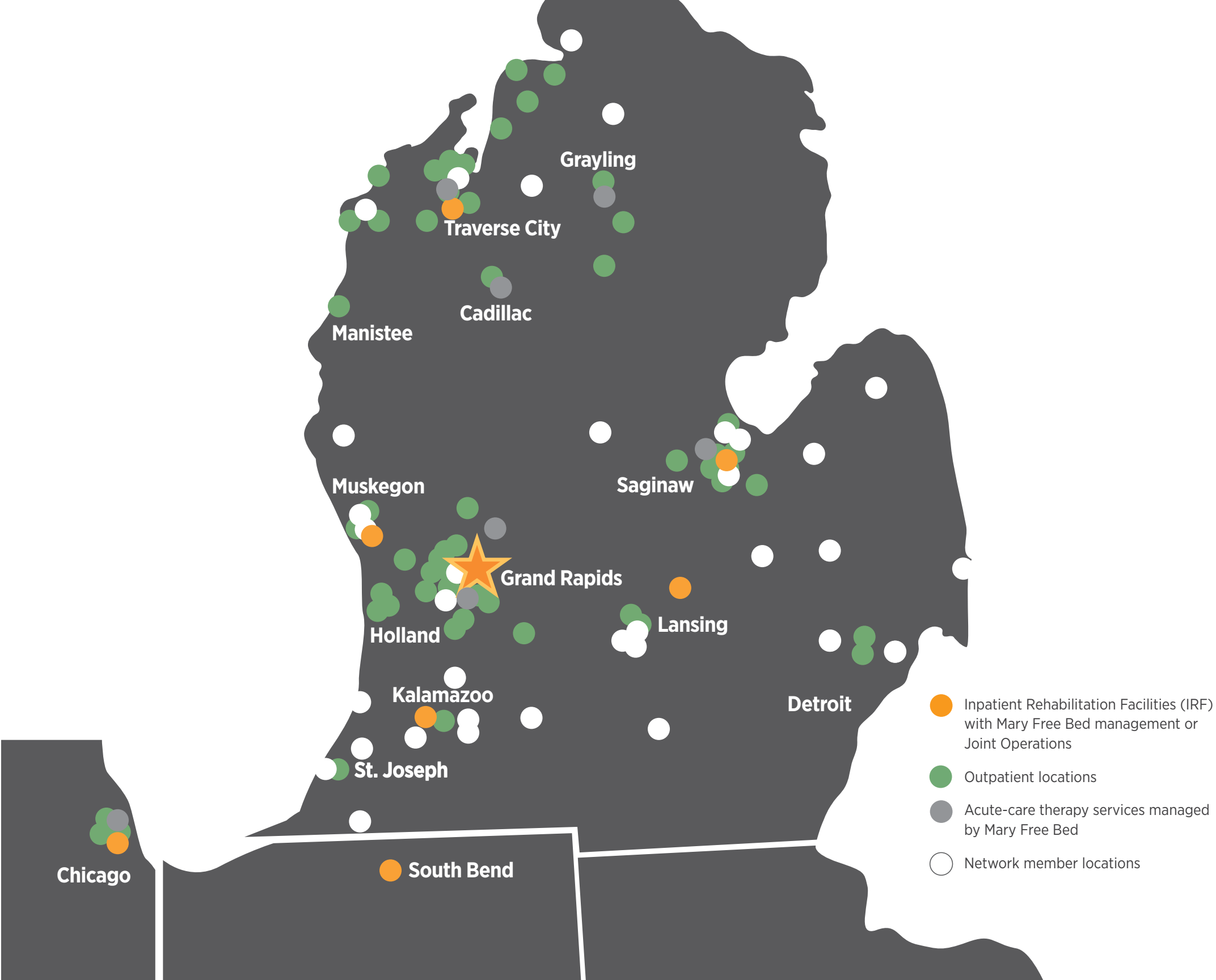
Mary Free Bed specialists share expertise and educational resources with an alliance of more than three dozen hospitals across Michigan, Illinois and Indiana. This coordinated and collaborative effort ensures patients recovering from serious conditions receive the right level of care at the right time, in the right location.

Hospitals have a Coordination of Care and Affiliation Agreement with Mary Free Bed that formalizes their Network membership. We manage or provide rehabilitation for 275 licensed inpatient beds at seven Network hospitals. Additionally, we manage 170 acute and sub-acute rehabilitation beds on our main campus in Grand Rapids, where we’re adding 20 more inpatient beds.

In some cases, our Network relationships have evolved into joint operating agreements. In all inpatient JOAs, we’ve needed to increase the number of beds to accommodate patient demand. Some agreements have expanded to include general outpatient therapy services in addition to specialized offerings, such as pain rehabilitation or Orthotics & Prosthetics + Bionics. In December 2022, we celebrated the first anniversary of the opening of our new Mary Free Bed at Covenant HealthCare hospital in Saginaw. Like Grand Rapids, it’s a sophisticated tool specifically designed for rehabilitation.

We’re known for providing value-based services to patients, providers and payors. Our goal has always been to create better outcomes at reasonable costs — that’s our definition of value. As the significance of healthier, more functional patients and shorter hospital stays has become critically clear, the Mary Free Bed Network is growing exponentially.

- ASCENSION BORGESS**  
**BEACON HEALTH SYSTEM**  
**BRONSON HEALTHCARE**  
**COVENANT HEALTHCARE**  
**HENRY FORD ALLEGIANCE HEALTH**  
**MARY FREE BED REHABILITATION**  
**MCLAREN HEALTH SYSTEM**
- TRINITY HEALTH**  
**MUNSON HEALTHCARE**  
**SINAI CHICAGO**  
**SPARROW HOSPITAL**  
**SPECTRUM HEALTH LAKELAND**  
**UNIVERSITY OF MICHIGAN HEALTH-WEST**





## DESIGNING THE FUTURE

### CARE TRANSITION

Through our Care Transition program, we share risk with acute-care hospitals and insurance companies, being held 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 organizations to improve programming and achieve targeted patient outcomes. Projected outcomes are based on clinical patient groupings and measure 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 timely care at the appropriate level 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 why Mary Free Bed has developed collaborative relationships and contracts with providers outside our Network across all care levels, including acute-care, SNF, LTCH and inpatient rehabilitation as well as home health and community-based service organizations. We're 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

We're people-centric with technology at our core. Mary Free Bed achieves tangible operational results and strategic insights through robust Enterprise Data Warehouse (EDW) and Business Intelligence (BI) capability. The combination provides critical data around markets and partners — guiding our operations to successfully produce desired clinical and financial results.

We use an electronic medical record (EMR) created by EPIC. It's the most prevalent among our partners and used by the highest-rated health systems in the country. EPIC provides a common language for data exchange between partners as well as tools to leverage value-based payment and population health strategies.

It supports the growth of our BI capabilities and delivers 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 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 and virtual care.

The structure of our relationships varies based on the specific needs of our clients, whether it's enhancing patient access to post-acute services, enriching programmatic offerings, facilitating clinical excellence or promoting the quality of care. Our services include:

#### INPATIENT

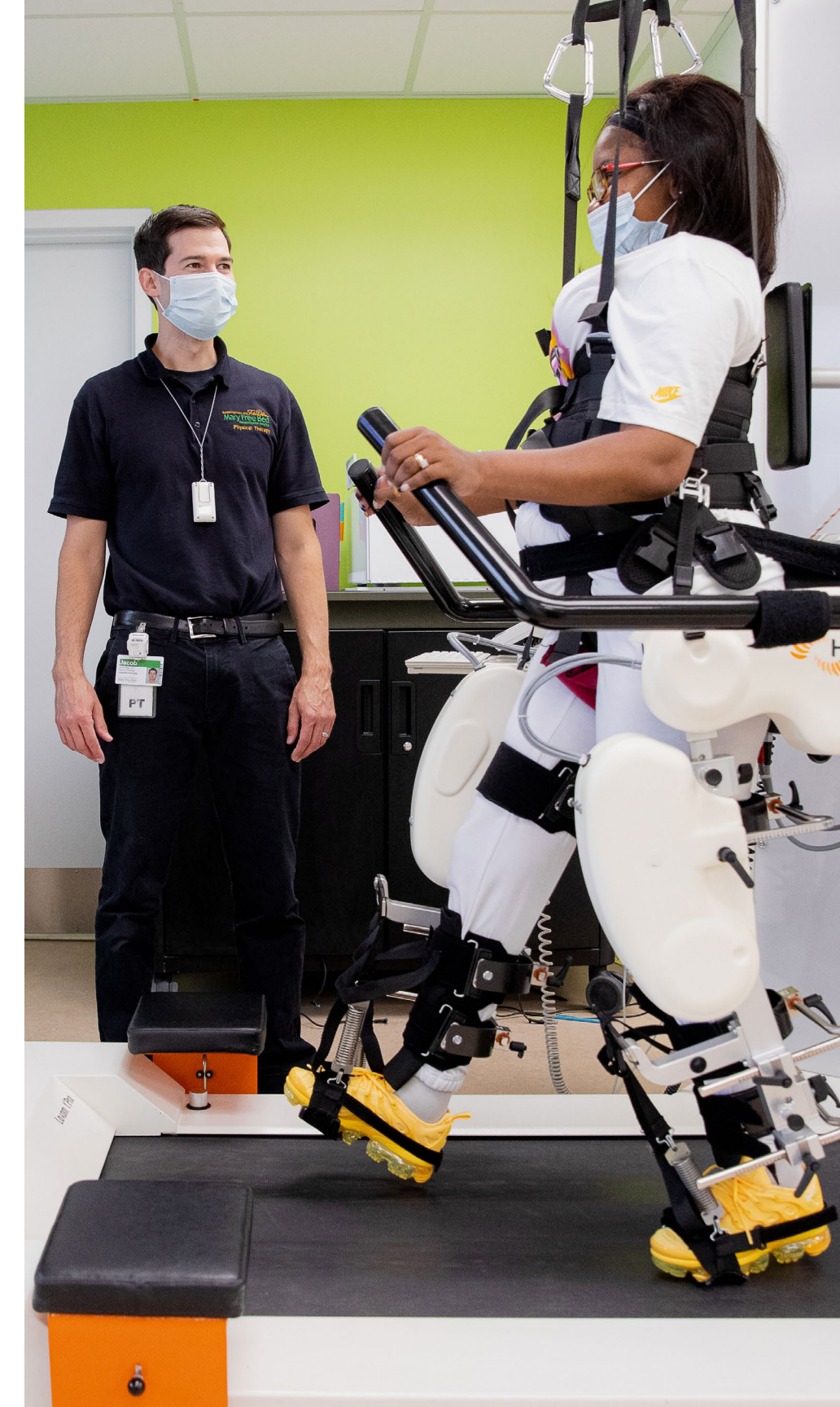
- Comprehensive analysis
- Documentation
- Coding
- Prospective Payment System coordination
- Audits and appeals
- Quality improvement
- Understanding rehabilitation philosophy
- New construction and program development
- Accreditation and survey preparation

#### 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

In 1891, the Mary Free Bed Guild established its roots when a small group of Grand Rapids women saw a need 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 formally 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 our present-day orthotics service

**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.

Now 120 women strong, the Guild has representation on all hospital boards and committees. Its reach extends into the community, where the Guild has donated more than \$28 million to dozens of organizations dedicated to furthering 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.

Most importantly, the Guild is keeper of our nurturing culture, ensuring a positive experience and a better future for patients.







# 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:

- Kids, 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 have experienced:
  - Stroke
  - Spinal cord injury
  - Traumatic brain injury
  - Amputation
  - Cancer

Patients give Mary Free Bed exceptional patient satisfaction scores.

Mary Free Bed is in the:

- 93rd percentile in the nation for patient satisfaction with overall quality of care.
- 89th percentile in national rankings for patients who would recommend our inpatient rehabilitation programs.

## ADULT INPATIENT SERVICES

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

Patients have the same team throughout their stay. Clinicians have immediate access to advanced technology, high-quality equipment and robust clinical resources. 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 care delivery. We’ve established clinical performance benchmarks to measure and improve rehabilitation value on the Grand Rapids campus and throughout our Network.

Outpatient services staff members measure and report 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

We provide Michigan’s most comprehensive pediatric rehabilitation services and have the only dedicated and secure inpatient unit for children and adolescents. Board-certified pediatric physiatrists lead the treatment teams whose members also have pediatric training.

Patients in the Mary Free Bed Kids Program have a variety of diagnoses including brain injuries, multiple trauma, neurological disorders, feeding difficulties, strokes, cerebral palsy, pain disorders, spinal cord injuries, cancer, amputations, autism and congenital conditions. Here’s our FY 2022 pediatric profile:

- PATIENTS SERVED
- 211 inpatients
  - 2,067 outpatients

- CLINICAL OUTCOMES
- Inpatient
    - Discharge to home or community
      - 98.1% Mary Free Bed Kids
      - 92.9% Nation
    - Functional Improvement: The WeeFIM (Functional Independence Measure) scale calculates the change in function from admission to graduation for several metrics.
      - 27.4 Mary Free Bed Kids
      - 22.3 Nation

- PAYER PROFILE
- Mary Free Bed Kids with Medicaid
    - 34% of inpatients
    - 38% of outpatients

**CHILDREN’S REHABILITATION HOSPITAL**  
As part of a shared vision with Corewell Health Helen DeVos Children’s Hospital, we’re planning Michigan’s first hospital designed specifically for children’s rehabilitation. Inpatient, outpatient and specialized services will be conveniently available under one roof. Clinicians from both organizations will collaborate with shared goals to increase efficiencies and improve quality of care.

This children’s rehabilitation hospital will be built in Grand Rapids, Michigan, and serve children from the entire state and beyond. The project will double the number of inpatient beds and increase outpatient visits 20%, allowing us to serve 8,500-9,000 children annually. Funding is underway and the \$60M project will be provided from public and private sources — including individuals as well as local and state governments. Construction is planned to begin Spring 2024.

[Learn more about the project.](#)





## GROWTH

Mary Free Bed’s growth continues to defy industry trends. Within the past ten years, notable milestones include:

- Served more than 83,700 patients during FY 2022
- Constructed a freestanding rehabilitation hospital on the Grand Rapids campus that acts as a rehabilitation tool:
  - 170 private rooms, with another 20 being added
  - Multiple, specialized therapy gyms on each patient floor
  - Sophisticated technology
  - Small apartments on every floor with bedroom, bathroom, kitchen and seating areas for patients to practice daily living skills
  - Decentralized nursing and therapy services for more collaboration and greater efficiency
  - Uplifting outdoor therapeutic gardens
  - Un-hospital-like decor with bright colors, original patient art and destination locations for patients and visitors to enjoy, including a solarium and rooftop terrace
- Opened a newly-constructed, freestanding hospital designed specifically for rehabilitation with our Saginaw JOA partner
- Established a full continuum of care with the addition of sub-acute rehabilitation Medicare approved home health care
- Created comprehensive rehabilitation offerings with over 100 specialized medical and sports rehabilitation programs
- Developed the Mary Free Bed Rehabilitation Network that now includes more than three dozen acute-care hospital members
- Established a fully accredited Physical Medicine and Rehabilitation Residency program
- Created the Mary Free Bed Foundation, which has raised more than \$60 million in ten years
- Since 2011, we’ve increased:
  - The number of employees across the system by 280%
  - Ethnic diversity among employees by 530%
- As of Jan. 1, 2023:
  - 14% of physicians are diverse
  - 25% of nurse team members are diverse
  - 14% of therapy team members are diverse
  - 19% of all other team members are diverse

## 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 Standard & 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 Guild Fund, a supporting organization under IRS rules, maintains investments of more than \$28 million, which represent an added 50-plus days of cash available to support the hospital as well as a variety of community agencies and individuals who work with the physically disabled.

The Mary Free Bed Foundation raises funds with the help of generous supporters for programs, projects, services and capital needs. It has an annual fund drive, hosts special events and manages endowment funds to support the hospital on a long-term basis. More than \$60 million has been raised in the past ten years.

During FY 2022 (April 1, 2021-March 31, 2022), key performance indicators continued to improve.

Historical Operating Margin:

- 5.2% FY 2019
- 5.7% FY 2020
- 7.4% FY 2021
- 0.3% FY 2022

The success of Mary Free Bed has been, and will continue to be, rooted in providing exceptional treatment and patient service. Our staff, facilities and strategies align with our mission 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 by giving patients the best functional outcome for the lowest possible cost.

## MARY FREE BED FOUNDATION

As a not-for-profit organization, Mary Free Bed is grateful for generous donors whose financial support is crucial to improving the lives of 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.

In October 2022, the Foundation celebrated its 10th anniversary. Since its inception, the Foundation has established a development infrastructure featuring planned giving and endowment programs, well-attended signature events and program-specific funds.

During the past decade, more than \$60 million has been raised.

Highlights include:

- Numerous programs supported by philanthropy
  - *Full Peds Ahead – An Initiative for Mary Free Bed Kids*
  - Pediatric Feeding Program
  - Pediatric Recreational Therapy
  - Sleep Disorders Program
  - Music Therapy
  - Art Therapy
  - Wheelchair and Adaptive Sports
  - Daily breakfast at the Mary Free Bed Inn
  - Animal-Assisted Therapy Dogs
  - Children’s Therapy Playground
- “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
- Signature fundraising events
  - Thrive gala celebrates rehabilitation during an evening filled with fun, friends and phenomenal stories. The funds raised benefit a specially-selected program each year.
  - *Let Freedom Spring* luncheon highlights powerful stories of recovery as it supports Mary Free Bed’s mission
  - Mary Free Bed Open golf outing benefits Mary Free Bed Wheelchair and Adaptive Sports
  - Employee Giving Campaign supports Mary Free Bed programs
- 1891 Legacy Society Planned Giving event honors those who’ve chosen to support Mary Free Bed by making a planned gift

## RESEARCH

The John F. Butzer Center for Research and Innovation was founded in 2014. As federal agencies continue to focus on value by expanding bundle payment and value-based payment models, it’s more important than ever for inpatient rehabilitation to substantiate patient outcomes at each level of service and across the care continuum. This includes completing broader research related to pharmaceutical trials and therapy and nursing interventions, while innovating care delivery models and treatment tools.

We’ve been awarded competitive research grants from the Craig H. Neilsen Foundation and the Blue Cross Blue Shield Health Endowment Fund and have served as a collaborating partner on federally funded projects with University of Michigan and Shirley Ryan AbilityLab, most recently being awarded Spinal Cord Injury Model Systems in collaboration with University of Michigan.

Mary Free Bed also has committed to become a Learning Health System — an iterative approach for continuous improvement. Learning Health Systems adopt self-study measures using data to assess improvement opportunities that will result in higher quality, safer and more efficient care for patients.



EDUCATION

Mary Free Bed established 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.

In fiscal year 2022, the PM&R Residency, in collaboration with the Michigan State University College of Human Medicine partnership, trained:

- 12 Mary Free Bed PM&R residents
- 25 visiting residents
- 41 medical students on elective rotations
- 96 second-year medical students

Mary Free Bed offers residencies in neurologic physical therapy, orthopedic physical therapy, pediatric physical therapy and clinical neuropsychology as well as Orthotics & Prosthetics. We have a long history of providing clinical rotations for nurses, therapists, psychologists and students in other disciplines, as well as administrative interns. Annually, it's typical to have 300 students study with us from 50 colleges and universities across the country.

The Mary Free Bed Education Academy launched in 2020 to coordinate conferences, symposiums and workshops, both in person and virtually, for professional development, continuing education credits and professional certifications.

PATIENT-DRIVEN, TEAM-DELIVERED INPATIENT CARE

Patients have the same team throughout their stay. Every team is led by a physiatrist and includes rehabilitation nurses, physical, occupational and recreational therapists, speech-language pathologists, psychologists, neuropsychologists, registered dietitians and care managers. 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 extraordinary care. We view quality as a three-legged stool encompassing safety, patient satisfaction and clinical outcomes. Internal and external benchmarks are used to continuously measure performance and create data that's analyzed and reported across our system to improve our services.

We track actual and potential safety issues and hold daily safety huddles Monday through Friday. Quality reviews are routinely conducted by programmatic medical directors and teams, individual departments and quality and medical executive committees. Reports go to senior leaders and the Board of Trustees. When opportunities for improvement are identified, action plans are quickly implemented.

PATIENT SATISFACTION INPATIENT\*

85<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

88% OF OUTPATIENTS RATE US AS VERY GOOD

LIKELY TO RECOMMEND\*

93% INPATIENT

88% OUTPATIENT

98% ORTHOTICS & PROSTHETICS + BIONICS

\*Mary Free Bed Rehabilitation Hospital, Source: Press Ganey  
Source: Orthotics & Prosthetics + Bionics: Quality Outcomes Fiscal Year 2022

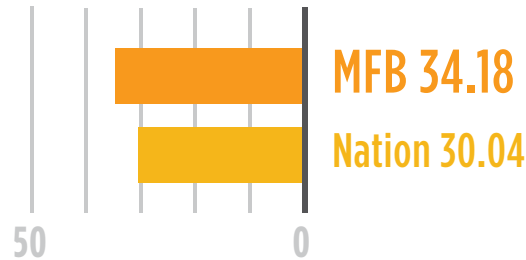


FUNCTIONAL IMPROVEMENT  
USING THE QRP SCALE

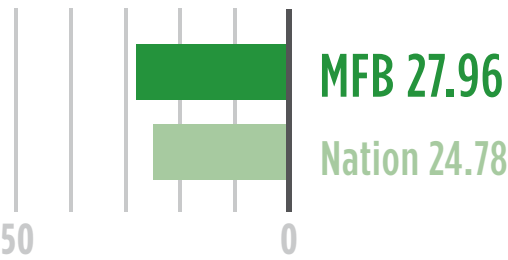
The amount of functional improvement patients make in rehabilitation is measured by the difference in abilities between admission and graduation. Our teams track a variety of daily living skills. We share this information with the Centers for Medicare and Medicaid through the Quality Reporting Program,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

FUNCTIONAL IMPROVEMENT\*



FUNCTIONAL IMPROVEMENT  
FOR WHEELCHAIR USERS\*



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 to assist those with financial challenges.

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:

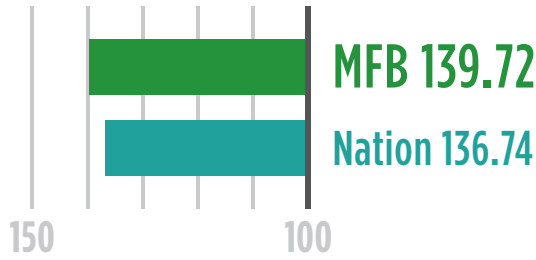
- Specific aid for people with medicine, equipment, transportation, meal subsidies and other needs
- Alternatives in Motion
- Amway Riverbank Run (Handcycle and Wheelchair divisions)
- Artists Creating Together
- Arts in Motion Studio
- Bikes for the Rest of Us (provides people with disabilities with an adaptive bike)
- Disability Scholarship Program
- Disability Advocates
- Equest Center for Therapeutic Riding
- Indian Trails Camp
- Ronald McDonald House Charities West Michigan
- Mary Free Bed Wheelchair and 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
- Disability Scholarship Program
- Minority Scholarship Program
- Ms. Wheelchair America
- YMCA, YWCA



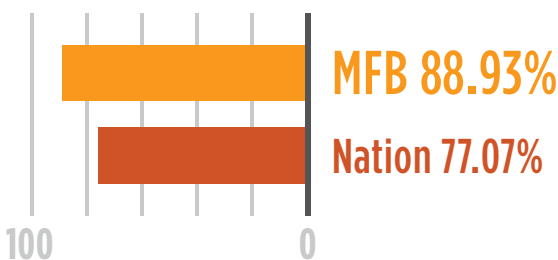
OUTSTANDING  
RESULTS FOR  
INPATIENT SAFETY

Our health-acquired pressure ulcer rate in adults is lower than the national average.

THERAPY MINUTES PER DAY\*



DISCHARGE TO COMMUNITY\*



\*Mary Free Bed Rehabilitation Hospital  
Source: eRehab





# 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:**

- Amputation
- Brain Injury
- Cancer
- Chronic Pain
- COVID-19
- Intensive Medical Rehabilitation
- Mary Free Bed Kids
- Multiple Trauma
- Orthopedic
- Spinal Cord Injury
- Stroke
- Sub-Acute Rehabilitation

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

- Aches, pains and strains
- ALS
- Aneurysm
- Autism
- Back/spine pain
- Blindness and low vision
- Brachial plexus

- Brain tumor
- Bone health
- Burns
- Cancer
- Cardiac conditions
- Cerebral palsy
- Complex Regional Pain Syndrome
- Concussion
- Clubfoot
- Critical illness myopathy
- Deconditioning
- Disorders of consciousness
- Dysphasia
- Early Development
- Encephalitis
- Feeding difficulties
- Fibromyalgia
- Functional Neurologic Disorder (FND)
- Guillain-Barre syndrome
- Hand
- Headaches
- Limb differences
- Lymphedema
- Malnutrition
- Meningitis
- Multiple sclerosis
- Multiple trauma
- Myelodysplasia
- Myelomeningocele
- Myopathy
- Neurological disorders
- Neuropathy

- Orthopedic
- Parkinson's disease
- Pelvic and abdominal conditions
- Plagiocephaly
- Post-concussion
- Pulmonary rehabilitation/Ventilator care
- Scoliosis
- Spasticity
- Speech difficulties
- Spine
- Sports concussion and injuries
- Toe walking
- Torticollis
- Visual impairment
- Voice and breathing disorders

**SPECIALTY SERVICES INCLUDE:**

- Advanced Management of Pediatric Spasticity
- Alexa Skill
- Animal-assisted therapy
- Aquatic therapy
- Assistive technology
- Applied behavioral analysis
- Aquatic therapy
- Audiology evaluation
- Balance and fall prevention
- Biofeedback
- Bone health
- Botox
- Center for Limb Differences
- Constraint-induced movement therapy

- Cranial remodeling
- Custom wheelchair seating
- Day Rehab
- Ergonomic Assessments
- Feeding difficulties
- Functional Capacity Assessment
- General movement analysis
- Hand therapy
- Home + Community
- Intrathecal baclofen
- LSVT BIG and LOUD
- Mary Free Bed at Home
- Motion Analysis Laboratory
- Music therapy
- Myofunctional training
- Neuropsychology
- Nutrition
- Occupational therapy
- Orthotics & Prosthetics + Bionics
- Pelvic and abdominal rehabilitation
- Physical therapy
- Post-concussion
- Psychology
- Recreational therapy
- Return to work
- Schroth therapy
- Serial casting
- Spasticity management
- Speech-language pathology
- Sports concussion
- Sports rehabilitation

- Technology, including:
- AlterG Anti-Gravity Treadmill
  - ArmeoSpring
  - Biofeedback
  - Ceiling-mounted ambulation systems
    - Tollos
    - ZeroG
  - Dynavision - D2
  - Indego Exoskeleton
  - LokomatPro
  - REAL virtual reality system
  - RT300 FES Cycle
  - Therapeutic pools
  - Vision Coach Interactive Light Board
- Therapeutic and medical massage
- Vestibular rehabilitation
- Virtual Services
- Vocational rehabilitation
- Work hardening
- Wheelchair & Adaptive Sports





# 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:

- 993% percent increase in the number of patients served
- 173% growth in the number of employees
- 109% increase in the number of inpatient beds – from 80 to 167 – on the main campus in Grand Rapids
- Created in 2011, the Mary Free Bed Rehabilitation Network has more than three dozen members and nearly 300 licensed inpatient beds across Michigan, Illinois, Indiana and Georgia.
- The Mary Free Bed Foundation has raised over \$60 million since its inception in 2012.

### INGRID CHESLEK RN



#### CHIEF OPERATIONS 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 leads 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's board certified in both Internal Medicine and Physical Medicine and Rehabilitation having returned to the University of Michigan as an internist to complete the additional residency.

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, responsible for all clinical services. Under his tenure, Mary Free Bed's medical staff has grown to some 270 physicians and advanced practice providers. More than 40 are board-certified physiatrists.

Instrumental in the process of Mary Free Bed becoming a sponsoring institution for graduate medical education, he subsequently worked on development of a Physical Medicine and Rehabilitation Residency that's now fully accredited by the Accreditation Council for Graduate Medical Education. He also oversees Mary Free Bed's Center for Research and Innovation.

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 implementation of novel care delivery models to improve the value of health care services for both patients and payors.

## 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 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.

After graduating from Mary Free Bed and re-learning how to walk, Ryan returned to Grand Valley State University with a passion for health care, earning an MBA with a finance emphasis. He joined Mary Free Bed in 2012 as an 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 prepare the growing Mary Free Bed Rehabilitation System for value-based care and to be a transformative partner in post-acute care. Ryan serves on multiple boards and continues to help evaluate regional partnership opportunities, defining and executing the Mary Free Bed value proposition to partners.

## BENJAMIN BRUINSMA M.D.



### CHIEF OF STAFF

Since joining the Mary Free Bed family in 1989, Dr. Bruinsma has dedicated his career to helping patients live life to its fullest. He's directed the inpatient Amputation and Stroke Rehabilitation programs for over 30 years and was instrumental in development of the outpatient Amputation program. Whether a patient's lost a limb due to illness or injury, or has a congenital limb difference, this interdisciplinary program provides medical care and support for a lifetime. He heads a team of specialists that includes nurses, physical therapists, prosthetists and amputee care liaisons who work together to help patients meet their goals. The program has been modeled by numerous hospital systems.

Dr. Bruinsma is a graduate of the University of Michigan and Wayne State University's School of Medicine. He's an active member of the American Medical Association and is a fellow for both the American Academy of Physical Medicine and Rehabilitation and the American Association of Electrodiagnostic Medicine.

## JENNIFER McWAIN



### CHIEF 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 Health Care Compliance Association certification in 2018 and continues to actively maintain her certification and participation in the HCCA.



## MARIA OPOKU-AGYEMAN RN



### CHIEF NURSING OFFICER VICE PRESIDENT, 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 spent over a decade of leadership in various roles and levels of care. She worked at Corewell Health for many years prior to joining Mary Free Bed in 2014 as a clinical care coordinator. She served as a nursing manager and nursing director prior to being selected as Chief Nursing Officer and Vice President of Inpatient Services in 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 is currently pursuing a master's degree.

## BRUCE BRASSER RN



### VICE PRESIDENT, MARY FREE BED REHABILITATION NETWORK

Bruce provides support for the rehabilitation teams at Mary Free Bed Network locations and also serves as interim president of Schwab Rehabilitation Hospital in Chicago. Mary Free Bed's relationship with Schwab began in September 2021.

Bruce's clinical background as a registered nurse with extensive experience in critical care settings has provided a valuable understanding of the challenges facing direct care providers. Prior to joining Mary Free Bed as the Chief Nursing Executive in 2002, he worked at Spectrum Health in various clinical and leadership roles and was a staff 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.

## NATE GUZMAN



### VICE PRESIDENT, FINANCE CONTROLLER

Nate began his career in public accounting, earning his CPA while auditing governmental and nonprofit entities. Nate brought over ten 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.

## JEFF MUNFORD



### VICE PRESIDENT, PATIENT ACCESS AND REFERRAL DEVELOPMENT

Jeff graduated from Western Michigan University in 2001 with a degree in sales and business marketing. He began a career in business development working in consumer products and prescription pharmaceuticals. In 2008, Jeff joined Mary Free Bed to lead an expanding sales and outreach marketing team, while completing an MBA from Grand Valley State University. Since then, Jeff has led the patient access team through tremendous growth, seeing Mary Free Bed expand from an 80-bed inpatient rehabilitation hospital in Grand Rapids, to a system of over 400 beds throughout the Midwest.

Jeff currently serves as Vice President of Patient Access and Referral Development. The focus of this team is providing access to Mary Free Bed rehabilitation services through integration with acute care hospitals and their surrounding communities.



## JAIME MYERS



### VICE PRESIDENT, OUTPATIENT SERVICES

Jaime is an accomplished clinician and health care leader with more than 20 years of combined clinical and management experience. She started her career as a physical therapist in 2000, working primarily in outpatient orthopedic settings with an emphasis on spine care. After joining Mary Free Bed as a physical therapist in 2011, Jaime's clinical accomplishments led to various leadership roles heading interdisciplinary rehabilitation teams as well as the strategic expansion of the Outpatient Services Division. She led outpatient operations for Mary Free Bed's West Michigan Market as System Director of Rehabilitation, before her promotion to vice president in October 2022.

Jaime graduated from Boston University with an undergraduate degree and a master's in physical therapy in 1999. She holds an Orthopedic Clinical Specialist designation.

## JOYAL PAVEY



### VICE PRESIDENT, ADVISORY GROUP

Joyal became part of the Mary Free Bed family in 2019, as vice president of the Mary Free Bed Advisory Group. With almost 20 years 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.

## TIM PIETRYGA



### VICE PRESIDENT, 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.

## SCOTT RIDDLE



### VICE PRESIDENT, 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, 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.



## CYNTHIA SPRINGER



### VICE PRESIDENT, HUMAN RESOURCES

With more than 20 years of executive leadership, Cynthia brings experience in organizational development; diversity, equity and inclusion; and leading human resources in highly regulated, complex organizations.

Before joining Mary Free Bed, she held human resource positions at Purdue University Fort Wayne, Grand Rapids Community College and Amway. A Distinguished Alumni Award Recipient from Davenport University, where she received an associates in legal studies and a bachelor's in business administration, Springer also has a master's of management & organizational development degree from Aquinas College. She's currently completing an executive juris doctor law degree from Purdue Global Concord Law School.

Cynthia recently served as a Board Trustee at Trinity Health Saint Mary's Grand Rapids and on the City of Grand Rapids Civil Service Board. She's also been a member of the Michigan Chapter of the American Council of Education Network for Women Leaders in Higher Education.

## KIERSTEN CUDNEY



### ADMINISTRATOR, 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.

## MICHELLE LA FLEUR



### GENERAL COUNSEL

When Michelle joined Mary Free Bed early in 2021, she brought personal and pertinent experience to her role as general counsel. Prior to law school, Michelle practiced as a registered nurse in a variety of settings in Michigan and Ohio before focusing primarily on pediatrics. She oversees legal affairs and provides legal opinions concerning health care operations for our entire system.

Michelle has practiced law for more than ten years. Before joining Mary Free Bed, she served as an attorney for Akron Children's Hospital, a freestanding facility with more than 80 locations throughout northeast Ohio. She also served children in her private legal practice, accepting cases from the Cuyahoga County Juvenile Court in Cuyahoga County, Ohio and serving as a Guardian Ad Litem in Cuyahoga County.

She earned a nursing diploma from Hurley Medical Center School of Nursing and a BSN from the University of Michigan, before completing her Juris Doctorate from the University of Akron School of Law.

## ROSALIE GLOWNEY RN



### DIRECTOR, QUALITY AND RISK

Rosalie became a Mary Free Bed team member in 2020 and leads the Quality and Risk Department. Her team monitors data from patient engagement surveys, oversees the Institutional Review Board structure and process, and coordinates the development and compliance of contracts.

Her varied experience has enabled Rosalie to understand health care delivery throughout the continuum. She began her career as a nurse then moved into risk management, public health, operations and quality. She served as an operations manager before transitioning to a corporate director position, leading quality teams for a medical group and post-acute services.

Rosalie holds a bachelor's degree in nursing from the University of Michigan and a master's degree in health law and policy from DePaul University. She's also a Certified Professional in Healthcare Risk Management (CPHRM), Nursing Executive-Board Certified (NE-BC) and a Fellow of the American College of Healthcare Executives (FACHE).



## JASON PEOPLES



### **DIRECTOR, TECHNOLOGY AND INNOVATION**

Jason's always had an affinity for technology and an interest in health care. His journey merging the two began in 2009 at Carle Hospital in Urbana, Illinois, where he was instrumental in building the foundation and implementing telehealth services to underserved and rural populations.

He came to Grand Rapids in 2016 and began building and integrating virtual care into Mary Free Bed practice, increasing access to patient care across the Network in all clinical service lines. In 2020, Jason became director of Technology and Innovation, and is responsible for Information Technology operations with oversight of smart hospital, electronic medical records, network architecture, systems administration, virtual health, telecommunications and cyber security. Jason also creates strategic partnerships with national organizations to expeditiously move concepts into practice.

## JEANNETTE POLLATZ RN



### **DIRECTOR, INTERPROFESSIONAL EDUCATION**

Jeannette leads Mary Free Bed's education initiatives — including 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 as well as bachelor's and master's degrees in nursing. She also earned a Doctor of Nursing Practice in Healthcare Systems Leadership.

## TIM TUTHILL



### **PRESIDENT & CEO, ASSOCIATION FOR THE BLIND AND VISUALLY IMPAIRED**

Tim leads the Association for the Blind and Visually Impaired (ABVI), a longstanding local organization that became an independent subsidiary of Mary Free Bed in January 2020. The two organizations joined forces to enhance programs, services and coordinate care for more adults and children with low vision or blindness.

Tim joined ABVI after working as the Center Manager for Care Resources PACE of Kent County. With an interdisciplinary team, he coordinated growing community-based services for older adults living in Kent County. Prior to that, he served as a director at Clark Retirement Community.

He holds a Bachelor of Science in psychology from Grand Valley State University and a Master of Social Work from Michigan State University. He also received his Master of Divinity from Perkins School of Theology at Southern Methodist University in Dallas, Texas.

## BILL LAPE



### **PRESIDENT, 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.



CLINICAL LEADERSHIP

RICHARD BALL M.D.



MEDICAL DIRECTOR, PHYSICAL MEDICINE AND REHABILITATION RESIDENCY

Dr. Ball performs electrodiagnostic procedures for Mary Free Bed outpatient programs offered on the main campus and in Holland.

Dr. Ball, who joined Mary Free Bed in 2018, is medical director of Mary Free Bed’s Physical Medicine and Rehabilitation Residency. He’s board certified with the American Board of Physical Medicine & Rehabilitation and the American Board of 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 was an assistant professor in PM&R for five years at U-M before entering private practice in Traverse City for 30 years prior to joining Mary Free Bed.

JULIA CRANER COOPER PH.D., ABPP



DIRECTOR OF PSYCHOLOGY

Dr. Craner Cooper 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 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 has an appointment as a research associate in the Center for Research and Innovation at Mary Free Bed.

Her clinical and research interests focus on the way patients interpret and respond to somatic symptoms, such as chronic pain, and how they 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, is also interested in evaluating treatment outcomes and dissemination of evidence-based practices for chronic pain.

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.

BOARD OF TRUSTEES

- CHAIRPERSON  
David Muir
- VICE CHAIR  
Jennifer Taylor
- SECRETARY  
Amy Stuursma
- TREASURER  
Dan Vaughan
- ASSISTANT TREASURER  
Sue Kinsler
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Nancy Albers  
Andriana Almanza  
Mike Andary, M.D.  
Luis Avila  
Becky Bechler  
Dave Beemer  
Susan Bloss  
Benjamin Bruinsma, M.D.  
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Paul Doyle  
Sandra Gaddy  
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Deb Kay  
Maureen Kozel  
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Holly Peterson  
Laura Puff  
Kent Riddle  
Wendy Stock  
Jennifer Taylor  
MaryIn Walton  
Cameron Young

GUILD BOARD OF DIRECTORS

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Amy Stuursma
- FIRST VICE PRESIDENT  
N/A
- SECOND VICE PRESIDENT  
Maureen Kozel
- THIRD VICE PRESIDENT  
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Sue Kinsler
- ASSISTANT TREASURER  
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- CORRESPONDING SECRETARY  
N/A
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Tiffany Fox  
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MaryIn Walton

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Linda Edgar, Secretary  
Sue Kinsler, Treasurer
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Susan Bloss  
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Wendy Stock  
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CORPORATE OVERVIEW

MARCH 2023



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