



Mary Free Bed
Rehabilitation Hospital

ANNUAL REPORT

for fiscal year ending March 31, 2023

THANK YOU to *you* — our donors, partners, staff and volunteers — for another outstanding year!

Mary Free Bed was again rated one of the nation's top specialty hospitals by *U.S. News & World Report*. *Newsweek* also recognized Mary Free Bed as one of the top rehabilitation hospitals in the country. Of the nation's 1,100 rehabilitation hospitals, Mary Free Bed continues to climb both lists.



Nationwide, few, if any, nonprofit rehabilitation hospitals served as many patients this past year. Mary Free Bed's team of 2,450 employees, staff and volunteers provided hope, and a lot of freedom, to more than 63,000 patients across our expanding system of care in fiscal year 2023. These patients and their loved ones put their trust in us, and we cherish the opportunity to serve them.

Innovation has become a part of Mary Free Bed's culture, ensuring our patients receive the highest quality treatment and outcomes despite an ever-changing, challenging health care environment.

Collaboration through partnership with other nonprofit health care systems remains our strategy. To date, Mary Free Bed is partnering with 12 health care systems and 39 network hospitals to give hope and freedom to an ever-expanding network of patients.

Mary Free Bed initiated construction on the sixth floor of our Grand Rapids hospital. To meet the growing need to serve more patients, we're adding 20 additional inpatient beds.

Mary Free Bed is creating a brighter future for the next generation. In July, along with Governor Gretchen Whitmer, Mary Free Bed announced a shared vision for a new children's rehabilitation hospital with Corewell Health Helen DeVos Children's Hospital. Slated for completion in 2026, this state-of-the-art facility — one of only nine in the country — will provide a nurturing, empowering environment for children.

Mary Free Bed and University of Michigan Medicine collaborated on a National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR) model system grant for spinal cord research.

Mary Free Bed celebrated an additional three PM&R Residency graduates this year, preparing these new physicians to begin careers in rehabilitation around the county.

The Mary Free Bed Foundation had a record year, thanks to many generous supporters who make changing the lives of patients possible.

This annual report is a welcome reminder of how our shared efforts add up to a remarkable journey for a 132-year-old institution. This year is no different. These stories and milestones are evidence of our collective, continuous efforts to strive for excellence in all aspects of patient care. I'm filled with gratitude for each and every one of you who have played an integral role in a mission that unites us all.

Wishing you another year filled with hope, freedom and "Wow" moments!

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 REHABILITATION AND 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**.



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Chief Financial Officer

Ryan Podvin

Chief Nursing Officer

Maria Opoku-Agyeman

Chief Compliance Officer

Jennifer McWain

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Vice President, Advisory Group

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Vice President, Advancement

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

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Administrator, Sub-Acute**Rehabilitation**

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President & CEO, Association for**the Blind and Visually Impaired**

Tim Tuthill

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LEADERSHIP



ABOVE AND BEYOND



NEWSWEEK

For the third year in a row, *Newsweek* named Mary Free Bed as one of the Best Physical Rehabilitation Centers in the nation. Mary Free Bed ranked first among Michigan rehabilitation facilities and 11th in the country.

Newsweek reviewed all 50 states and spotlighted 255 organizations. Ratings are based on quality of care, service and follow-up treatment in addition to accommodations and amenities.



U.S. NEWS & WORLD REPORT

Mary Free Bed was again rated one of the nation's top providers by *U.S. News & World Report*. This year, we were ranked #17 out of 799 rehabilitation organizations evaluated. Mary Free Bed was rated above average for preventing readmission to acute-care hospitals during rehabilitation stays and following discharge, as well as the rate of patients able to return home.

Mary Free Bed Sub-Acute Rehabilitation was also recognized, for the sixth straight year, by *U.S. News & World Report* for Best Short-Term Rehabilitation. The program received an overall rating at the highest level — five out of five.

Mary Free Bed exceeded state and national averages for a patient's ability to return home after their rehabilitation. Fewer patients were rehospitalized during their stay at Mary Free Bed and fewer developed infections resulting in hospitalizations compared to state and national averages.





#SAMSTRONG

Last September, 16-year-old Sam Smalldon was driving in his hometown of Holland, Michigan, when he lost control of his car, hit several trees and was thrown from the vehicle. The impact was so violent, the car split in two. Sam suffered serious injuries: including multiple skull fractures, broken bones and a diffuse axonal brain injury.

Left in critical condition, Sam was airlifted to Helen DeVos Children's Hospital and received open brain surgery on arrival. Following two weeks in the ICU, Sam transferred to the Mary Free Bed Inpatient Pediatric Rehabilitation program.

When Sam arrived at Mary Free Bed, he was wavering between a persistent vegetative state and minimally-conscious state. There were signs that Sam was emerging from his coma, and it was the start of a rehabilitation journey that would bring a village together.

Six weeks after arriving at Mary Free Bed, Sam whispered his first words

after the accident, saying, "Hi, Mom." It was a sign of hope and a milestone turning point in his recovery.

During his 100-day inpatient stay at Mary Free Bed, Sam's recovery team grew to nearly 50 Mary Free Bed staff members, including doctors, nursing staff and therapists.

Sam graduated on December 30 and has continued to make strides in his recovery at home and in intensive physical, occupational and speech therapy to remap his brain to improve his short-term memory and communication.

Today, Sam is working toward getting back to what he loves. In the spring, he celebrated his 17th birthday, returned to school full time and went to prom! He's enjoyed getting back to playing sports with friends and helping to coach a youth football team. This fall, he's looking forward to being team manager for the West Ottawa High School football team.

Watch Sam's story [here](#).



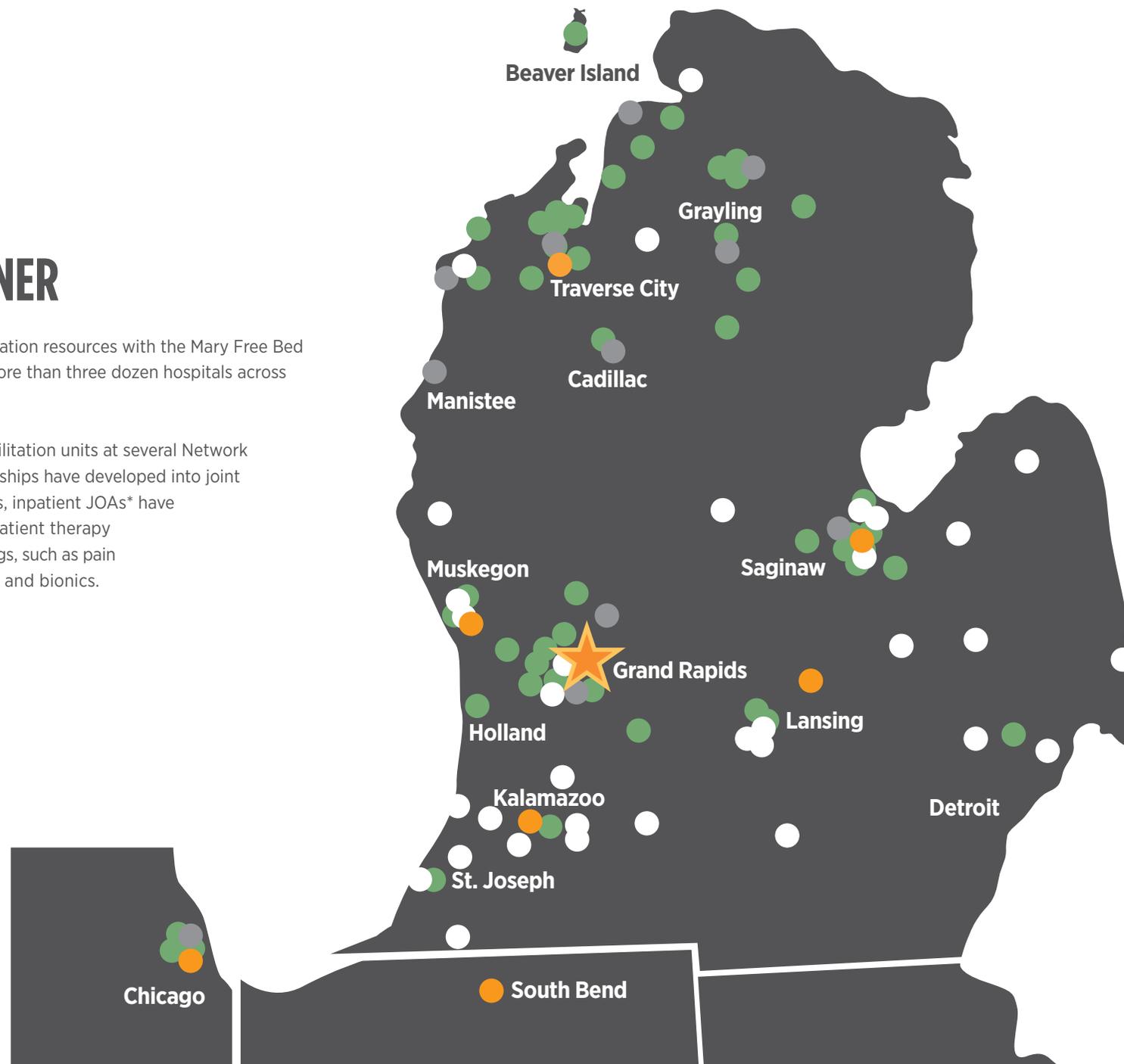
RECOVERY IS JUST AROUND THE CORNER

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

Mary Free Bed manages inpatient rehabilitation units at several Network hospitals. In certain cases, these relationships have developed into joint operating agreements. 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/Orthotics & Prosthetics + Bionics locations
- Acute-care therapy services/TCU/LCU managed by Mary Free Bed
- Network member locations

*Joint Operating Agreements



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

Corewell Health South

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

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 Shelby Hospital
- Trinity Health Muskegon
- 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

Sinai Chicago

- Mount Sinai Hospital
- Holy Cross Hospital
- Schwab Rehabilitation Hospital

Sparrow Hospital, Lansing*

BRIGHTER FUTURES FOR MORE PATIENTS

RECREATIONAL THERAPY EXPANDS SERVICES

Thanks to the generosity of community donors, we enhanced our inpatient recreational therapy offerings for adults and kids.

Faith, a 3-year-old golden retriever, joined Vandy to become Mary Free Bed's second animal-assisted therapy (AAT) dog. Faith received her training with Paws With A Cause®. Our AAT dogs work to help patients improve mobility, endurance, cognitive functions and emotional well-being.

Mary Free Bed welcomed our very first board-certified art therapist and our second board-certified music therapist. Our music and art therapists work individually and in tandem with occupational, physical, recreational and speech therapists. Under the umbrella of recreational therapy, they use the magic of creativity to help patients on their healing journeys.

GOING FOR GOLD

When she was 19, Kate Brim of Lowell, Michigan, experienced complications from a minor surgery that led to a spinal cord injury. After receiving inpatient and outpatient therapy at Mary Free Bed, she became involved with the Grand Rapids Thunder wheelchair rugby team and Mary Free Bed's handcycle team. In 2021, she entered her first competitive handcycling race. Last summer, she was invited to join the Team USA Paralympic Cycling team. Kate has quickly risen to become a world champion, winning multiple gold medals with Team USA!



MS. WHEELCHAIR AMERICA

The national Ms. Wheelchair America competition took place in August. Contestants holding state titles from across the U.S. visited Grand Rapids to contend for the title. Ali Ingersoll, Ms. Wheelchair North Carolina, was awarded the 2023 title. Her platform is health care advocacy.

The Mary Free Bed Guild was proud to support these inspiring women as the event's lead sponsor.

"It's with great joy that the Mary Free Bed Guild has collaborated with Ms. Wheelchair America to spotlight these amazing contestants. They play such a critical role in the hope, freedom and success of all who are wheelchair users."

- Amy Stuursma, Mary Free Bed Guild President



NATIONAL CHAMPS

Congratulations to the Grand Rapids Junior Sled Wings on winning the USA Sled Hockey National Championship! The Junior Sled Wings team includes athletes ages 13-18 with varying physical abilities, who traveled to Pittsburgh to compete in the four-day tournament.

A HEALTH CARE FIRST FOR MICHIGAN'S KIDS

Governor Gretchen Whitmer paid a special visit to Mary Free Bed in July. In a press conference at the Grand Rapids Campus, she announced plans to build the state's first children's rehabilitation hospital. Through a joint operating agreement, Mary Free Bed Rehabilitation Hospital and Corewell Health Helen DeVos Children's Hospital are partnering to bring a shared vision to life in Grand Rapids.





MOM BATTLES BACK AFTER COVID-19

In November 2021, Consuelo Rodriguez, 31, of Grandville, Michigan, tested positive for COVID-19. At the time, she was pregnant with her second child.

She expected a quick recovery, but in a matter of days she was hospitalized. Her organs were failing; she was put on ECMO and dialysis, and wasn't expected to survive.

In February, doctors at University of Michigan Health asked Consuelo's family to say their goodbyes. But miraculously, she began to awaken. In March, she met the son, Samuel, she had delivered three months earlier.

In May 2022, after seven months in acute care, Consuelo transferred to Mary Free Bed Inpatient Rehabilitation in Grand Rapids. When she arrived at the hospital, she required supplemental oxygen and was unable to walk independently. Samuel was now 6 months old, and she still hadn't yet been strong enough to feed him.

Consuelo's rigorous therapy plan incorporated physical therapy and occupational therapy. With her husband by her side, she worked diligently to regain the skills she would need to help care for their children at home.

After four weeks of inpatient rehabilitation, Consuelo returned home able to walk on her own without oxygen. During her time at Mary Free Bed, she regained the strength to feed Samuel. With continued dedication to outpatient therapy, she's been able to get back to what she loves — caring for her family.

Meet Consuelo and her family [here](#).





STATISTICS AND FINANCIAL PORTRAIT

- 93,484 PATIENTS SERVED*
- 8,304 INPATIENT
- 67,048 OUTPATIENT
- 4,817 OUTPATIENT VIRTUAL**
- 14,954 ORTHOTICS & PROSTHETICS + BIONICS
- 3,178 MARY FREE BED AT HOME



OUTSTANDING RESULTS FOR INPATIENT SAFETY*

Lower health-acquired pressure ulcer rate (adults) than national average.

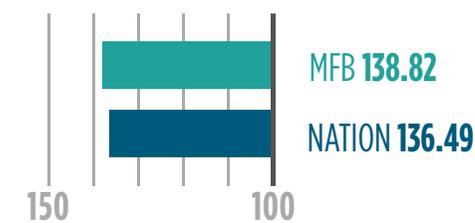
*Throughout Mary Free Bed System (includes Network sites)
 **Included in Outpatient total

FUNCTIONAL IMPROVEMENT USING THE QRP SCALE

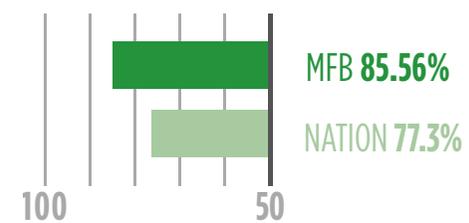
The amount of functional improvement patients make in rehabilitation is measured by the difference in abilities between admission and graduation. A variety of skills used in daily living are tracked. We share this information with the Centers for Medicare and Medicaid through the Quality Reporting Program,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

Inpatients at the Grand Rapids campus achieved more functional improvement than the national average as measured through QRP. The following information includes both adult and pediatric data.

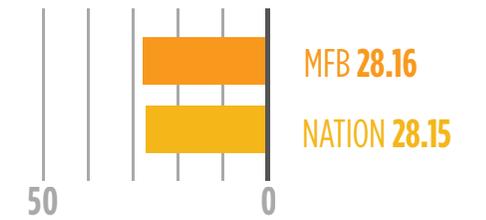
THERAPY MINUTES PER DAY*



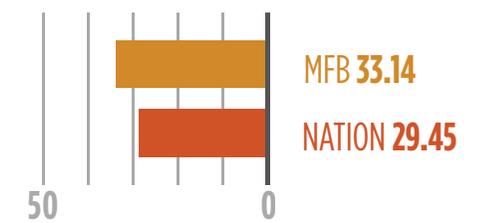
DISCHARGE TO COMMUNITY*



FUNCTIONAL IMPROVEMENT FOR WHEELCHAIR USERS*

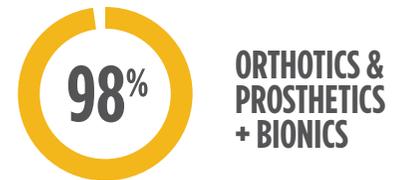


FUNCTIONAL IMPROVEMENT*



*Mary Free Bed Rehabilitation Hospital
 Source: eRehab

LIKELY TO RECOMMEND*



SOURCES OF REVENUE AVAILABLE FOR OPERATIONS

NET PATIENT SERVICE REVENUE 74.7%
OTHER OPERATING REVENUE 19.7%
JOINT VENTURES AND COLLABORATIVE ARRANGEMENT EARNINGS 5.6%



OPERATING EXPENSE ALLOCATION

SALARIES AND BENEFITS 73%
OTHER OPERATING EXPENSES 25.4%
FACILITIES AND EQUIPMENT 1.2%
FUTURE IMPROVEMENTS 0.4%

**Financial information is from the consolidated Fiscal Year 2023 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.*





TOUGH LIKE A MONSTER TRUCK

Last Christmas, Michele Stevenson rushed her 7-year-old son, Kaden, to the ER. He had a serious case of influenza and strep. Bacteria from the infections had entered his blood stream and caused toxic shock syndrome (TSS).

Doctors at Helen DeVos Children's Hospital were able to save his life, but the damage from sepsis meant Kaden would need to undergo amputation for both of his legs.

Kaden transferred to the Pediatric Inpatient Rehabilitation program at Mary Free Bed Kids. He worked with his therapy team to regain strength and function before and after his amputation surgery in March.

In all of his therapy sessions, Kaden brought along his passion: Monster Trucks. Therapists used his love of the trucks to help keep him motivated and focused on his therapy goals.

As Kaden fought to get better and stronger, Michele made a strong connection between the trucks and her son:

"He's tough like a monster truck."

Meet Michele & Kaden [here](#).



MARY FREE BED FOUNDATION: ON A MISSION

Dedicated to its mission of restoring hope and freedom through philanthropy, the Mary Free Bed Foundation has raised more than \$60 million since it was established in 2012. Thanks to the generosity of donors, the Foundation provides a critical connection between the hospital and people who need care most.

PHILANTHROPY AT WORK

The generosity of our donors has a direct impact on caring for patients on their journey to restore hope and freedom. These are some programs and therapies supported through philanthropic funds.

- Animal-Assisted Therapy Dogs
- Art Therapy
- Children's Therapy Playground
- Daily breakfast at the Mary Free Bed Inn
- Full Peds Ahead — An Initiative for Mary Free Bed Kids
 - Autism
 - Cerebral Palsy
 - Early Development
 - Chronic Pain
- Mary & Brite Holiday Event
- Music Therapy
- Pediatric Feeding Program
- Pediatric Recreational Therapy
- Sleep Disorders Program
- Wheelchair and Adaptive Sports

A DECADE IN MOTION

As the Mary Free Bed Foundation celebrates its tenth anniversary, we're so grateful for our donors and friends who have been an integral part of our success. We've been able to deeply engage with community members who have graciously donated funds to create far-reaching, impactful projects to expand and improve our facilities, services and technology and to support underinsured patients. All contribute to better rehabilitation outcomes for our patients.

\$2,295,977 PROGRAM DEDICATED

\$308,478 UNRESTRICTED

\$43,415 IN-KIND

\$15,133,709 CHILDREN'S REHABILITATION HOSPITAL DEDICATED

5,805 GIFTS

1,440 DONORS



PARTNERSHIP IN REHABILITATION

In partnership with Corewell Health Helen DeVos Children's Hospital, we're building Michigan's first freestanding hospital dedicated to children's rehabilitation. The \$60 million project will be funded by public and private philanthropy. Our shared vision will allow clinicians to collaborate more closely, serving more kids and building brighter futures.



EDUCATION ACADEMY: TOP OF THE CLASS

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.



**391 STUDENTS FROM
41 COLLEGES AND UNIVERSITIES**

**9 VIRTUAL & HYBRID CONFERENCES
530 ATTENDEES**

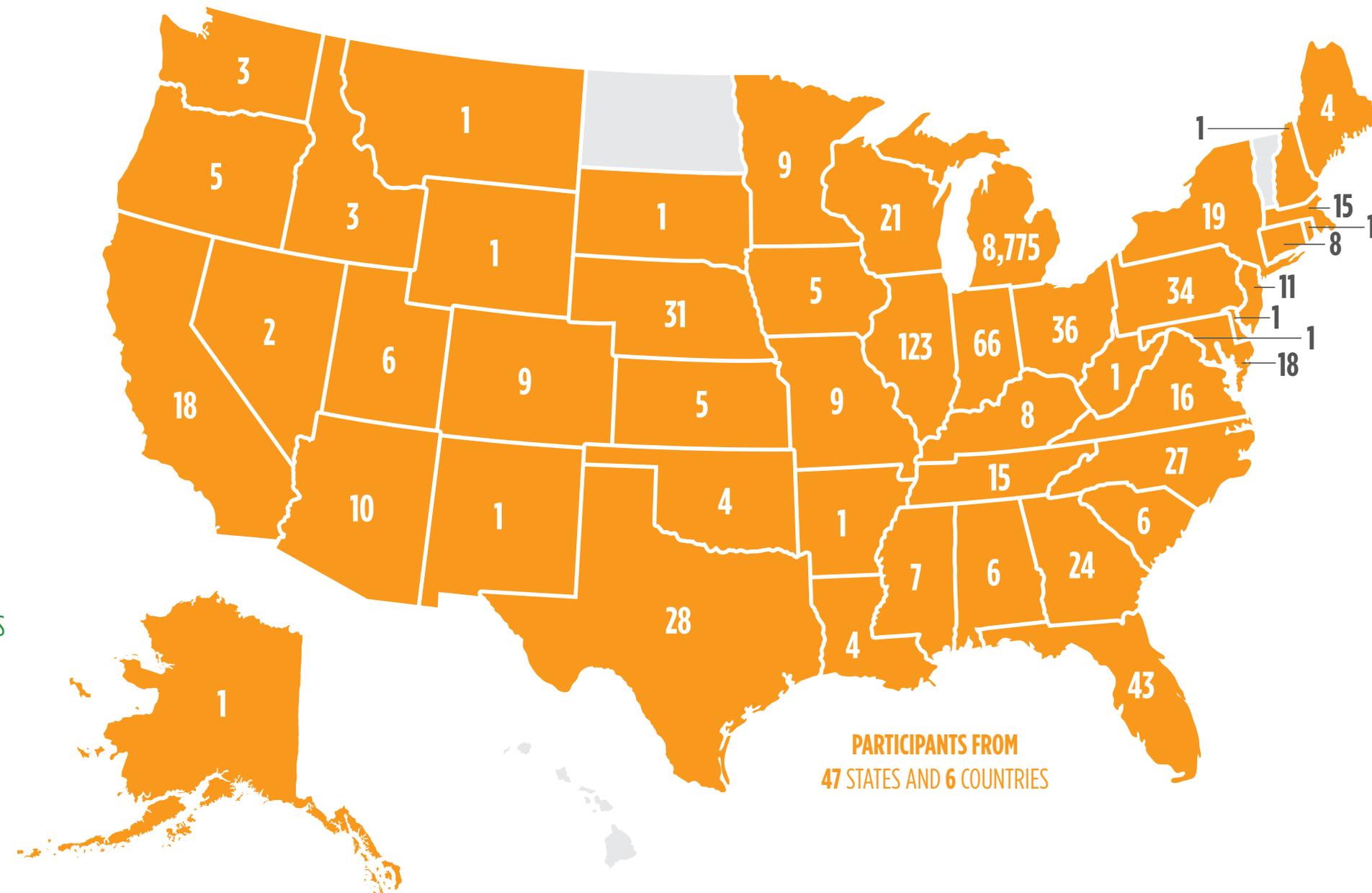
**40 INTERPROFESSIONAL GRAND ROUNDS
1,648 CES AWARDED**

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

**17 SPECIALTY WORKSHOPS AND TRAININGS
976 ATTENDEES**

95% ATTENDEE SATISFACTION

98 PIECES OF EMPLOYEE EDUCATION



AUSTRALIA 1



CANADA 3



GHANA 1



SAUDI ARABIA 1



SOUTH AFRICA 6



UNITED KINGDOM 6

PM&R RESIDENCY PROGRAM



COMMITTED TO THE NEXT GENERATION OF CARE

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

13 PM&R RESIDENTS

22 VISITING RESIDENTS

36 MEDICAL STUDENT ELECTIVE ROTATIONS

We also provided instruction for:

2 CLINICAL NEUROPSYCHOLOGY RESIDENTS

1 NEUROLOGIC OCCUPATIONAL THERAPY FELLOW

2 NEUROLOGIC PHYSICAL THERAPY RESIDENTS

1 ORTHOPEDIC PHYSICAL THERAPY RESIDENT

10 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.



EMPOWERING OUR TEAM

\$171,781 AWARDED IN TUITION REIMBURSEMENT

EXPANDING **EMPLOYEE HEALTH SERVICES**

INITIATING A **COMPETITIVE MARKET REVIEW**

DEVELOPING A **COMPREHENSIVE COMPENSATION GUIDE**

INTEGRATING **SYSTEM-WIDE EDUCATION**

LAUNCHED AN **IN-HOUSE NURSING TRAVEL POOL**



2,450
PEOPLE

1,285 Grand Rapids Campus / Outpatient

927 Network

238 Volunteers
10,257 Hours of Service

DIVERSITY, EQUITY, INCLUSION & BELONGING

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.

- 32.6% of new hires are diverse, up from 29% in FY22
- 27.7% of nursing team members are ethnic minorities
- 17.6% of physicians are ethnic minorities
- 23 students awarded \$91,750.00 in Ability and Diversity Scholarships by Mary Free Bed Guild

WHEELCHAIR & ADAPTIVE SPORTS: WE'RE ON A ROLL

Mary Free Bed's Wheelchair & Adaptive Sports (WAS) Program is one of the largest of its kind in the country. The program provides enriching recreational opportunities for athletes of all ages and abilities. This year, WAS started its first all-female wheelchair basketball team and traveled in its first full season of power soccer team competitions.

2,380 PARTICIPANTS

42 PROGRAMS

16 COMPETITIVE TEAMS

9 CLINICS

7 CLASSES

5 EVENTS

5 HOME TOURNAMENTS

1,040 VOLUNTEER HOURS

98.5% PARTICIPANT SATISFACTION*

*RedCap



PARTICIPANT FEEDBACK

"WAS helps my child learn new sports/activities, socialize with peers and improve physical abilities."

- Parent of a Youth Sports Sampler participant

"It was my first time in the water since the amputation. I was very apprehensive, but this clinic solved that. I can't express my gratitude enough to everybody!"

- Participant in Adaptive Scuba Clinic

"The joy on my child's face was just amazing! We're so happy she got to try a sport she normally wouldn't have been able to."

- Parent of Adaptive Downhill Ski Clinic participant





SOCIALIZE WITH US!

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



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MARYFREEBED.COM