

A large, stylized graphic of the number '2024' in white, set against a solid orange background. The numbers are thick and blocky, with a modern, sans-serif feel. The '2' has a circular top, the '0' is a simple ring, the first '2' has a circular top, and the '4' has a vertical stem and a horizontal base.

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

**ANNUAL REPORT** FOR FISCAL YEAR ENDING MARCH 31, 2024

THANK 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 2,739 employees, staff and volunteers provided hope, and a lot of freedom, to more than 99,000 patients across our expanding system of care in fiscal year 2024. These patients and their loved ones put their trust in us, as do you, and we cherish the opportunity to serve all that we can.

Innovation has become a part of the Mary Free Bed 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 bring hope and freedom to an ever-expanding network of patients.

Mary Free Bed Grand Rapids opened 20 additional inpatient beds on our sixth floor. There have been times this year that these, and the rest of our beds, were completely filled.

Mary Free Bed is creating a brighter future for the next generation. Together with our partner, Corewell Health Helen DeVos Children's Hospital, we are in the process of raising 70 million dollars for the capital costs for Joan Secchia Children's Rehabilitation 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.

This annual report is a welcome reminder of how our shared efforts add up to a remarkable journey for a 133-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 countless moments of gratitude.

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 Medical Officer**

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**Chief Financial Officer**

Ryan Podvin

**Chief Nursing Officer**

Maria Opoku-Agyeman

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**Vice President, Finance**

Nate Guzman

**Vice President, Patient Access and****Referral Development**

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**Vice President, Outpatient Services**

Jaime Myers

**Vice President, Advisory Group**

Joyal Pavey

**Vice President, Advancement**

Tim Pietryga

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

Scott Riddle

**Vice President, Human Resources**

Cynthia Springer

**Administrator, Sub-Acute****Rehabilitation**

Open

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

Tim Tuthill

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**Immediate Past****President**

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Kelly Fitzgerald

**LEADERSHIP**

## ABOVE AND BEYOND



### U.S. NEWS & WORLD REPORT

*U.S. News & World Report* ranks Mary Free Bed Rehabilitation Hospital as the 9th Best Rehabilitation Hospital in the nation. The 2024-25 rankings considered 1,049 hospitals, and results were based on a number of factors including clinical outcomes, physician perception, quality of care, and patient experience. Mary Free Bed exceeded the national average in several key metrics, including prevention of readmissions to general acute-care hospitals during and following rehabilitation stays, and the rate of patients being able to return home.



### NEWSWEEK

For the fourth 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. *Newsweek* reviewed 1,100 organizations across the country. Ratings are based on quality of care, service and follow-up treatment in addition to accommodations and amenities.

**Mary Free Bed Sub-Acute Rehabilitation** was also recognized, for the seventh 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 developed infections resulting in hospitalizations compared to state and national averages.





## WARRIOR MAC: Thriving against the odds with CP

When McKay “Mac” Mortier, entered the world in December 2015, his parents, Jessica and Justin, braced for a future filled with uncertainties. Born unresponsive, Mac was quickly transferred to Corewell Health Helen DeVos Children’s Hospital, where his parents were told he might not live past the age of two.

Diagnosed with cerebral palsy, Mac required extensive rehabilitation. Starting therapy at Mary Free Bed at Munson Healthcare, he achieved small but significant milestones.

Pediatric physical and occupational therapies played crucial roles in his development, aiding not only his physical progress but also his cognitive and emotional growth. The innovative treatment methods and unwavering support of his therapists profoundly impacted Mac and his family.

Now in third grade, 8-year-old Mac thrives as a top reader, enjoying art, gym, and his role as the “mayor of his school.”

As Mac’s parents ponder his future — whether it be college, driving, or other adventures to come — they do so with a sense of optimism and gratitude. Grateful for the years of therapy that have helped Mac thrive beyond imagination, they look forward to the endless possibilities that lie ahead.



Scan to  
meet Mac



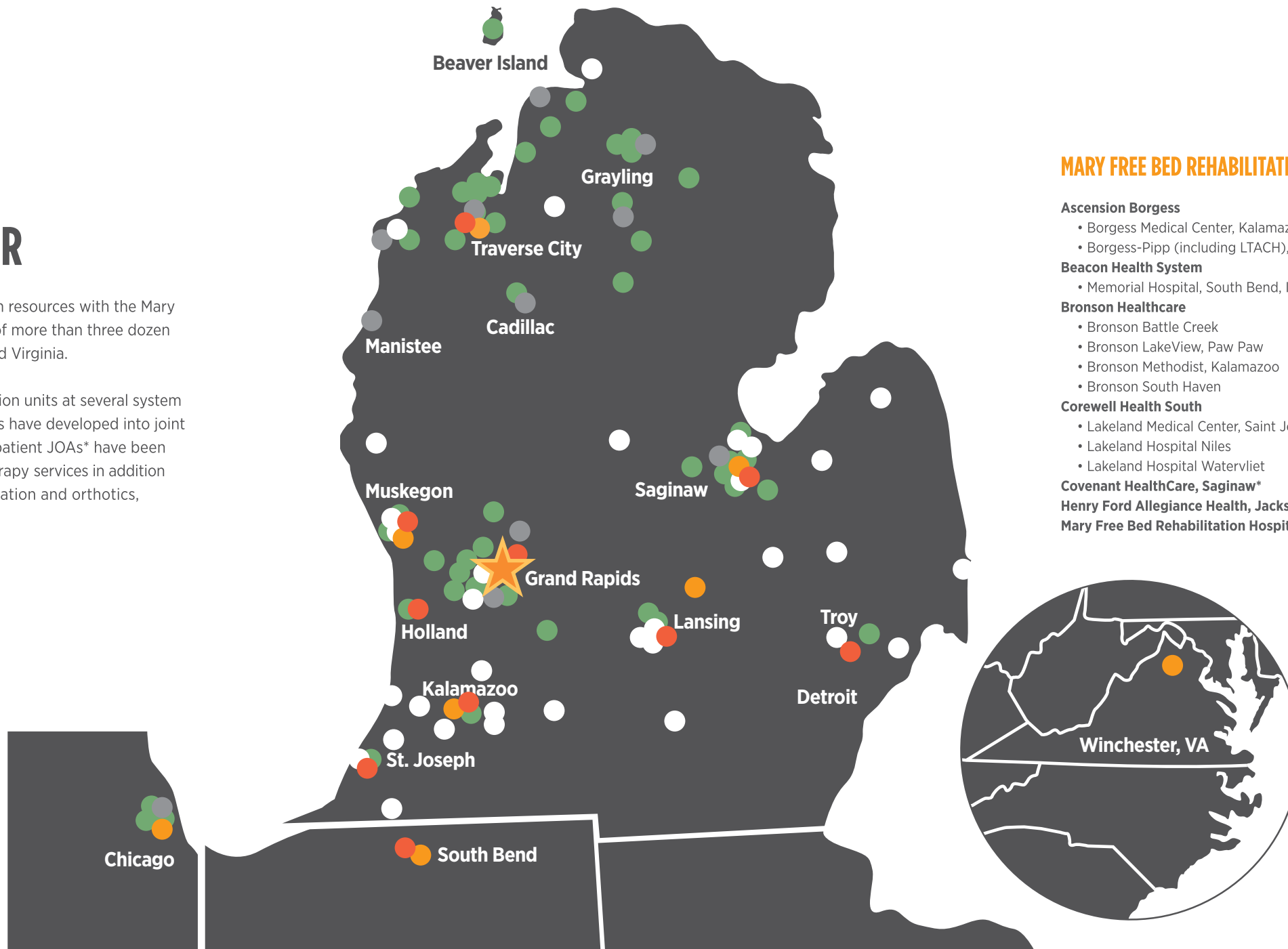
# RECOVERY IS JUST AROUND THE CORNER

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

Mary Free Bed manages inpatient rehabilitation units at several system 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 locations
- Acute-care therapy services/TCU/LCU managed by Mary Free Bed
- System member locations
- Orthotics & Prosthetics + Bionics

\*Joint Operating Agreements



## MARY FREE BED REHABILITATION SYSTEM

### 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

### 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

### University of Michigan Health - Sparrow\*

### Valley Health System | Winchester Medical Center

# BRIGHTER FUTURES FOR MORE PATIENTS

## MARY FREE BED PARTNERS WITH VALLEY HEALTH

Mary Free Bed announced a new joint operating agreement with Valley Health Winchester Medical Center. This partnership aims to provide patients with exceptional care and innovative treatments, enhancing recovery outcomes. The combined expertise of both institutions ensures comprehensive and expert rehabilitation for the community.

While there are many miles between us, the history and missions of our organizations couldn't be more closely aligned. Mary Free Bed Rehabilitation Hospital and Valley Health Winchester Medical Center are both not-for-profit hospitals having served their communities for more than 120 years. We look forward to a brand new partnership built on a shared dedication to improving access to high quality care for all patients.

## SERVING MORE PATIENTS

Mary Free Bed Rehabilitation Hospital in Grand Rapids expanded its 6th floor, adding 20 private inpatient rooms to accommodate more patients. This \$6 million project is a response to the increasing demand for specialized rehabilitation services. This expansion reflects Mary Free Bed's commitment to meeting the community's needs and providing exceptional rehabilitation services for a wide range of conditions, from stroke recovery to spinal cord injuries.



## ANNOUNCING JOAN SECCHIA CHILDREN'S REHABILITATION HOSPITAL

In October, we proudly unveiled the name of the new children's rehabilitation hospital project in Grand Rapids: Joan Secchia Children's Rehabilitation Hospital. The name not only represents state-of-the-art rehabilitation but also celebrates the continuing legacy of one of our community's most devoted philanthropists, Joan Secchia.

Planned to open in 2026, the facility is a joint vision between Mary Free Bed and Corewell Health Helen DeVos Children's Hospital. Featuring advanced technology, innovative therapy programs, and a family-centered care approach, the hospital will be dedicated to providing comprehensive rehabilitation services for children with complex medical needs.







## RISE UP WITH MULTIPLE SCLEROSIS: SAM'S JOURNEY

Samantha Pastucha's journey began in April 2023 with a seemingly simple ear problem. What followed was a rapid descent into confusion and physical decline. As she struggled at work, forgetting basic tasks and feeling shooting pains, it became clear something was seriously wrong. Despite initially being told it was anxiety, further hospital visits revealed a devastating diagnosis: multiple sclerosis (MS).

Transferred to Mary Free Bed Rehabilitation Hospital Adult Inpatient Rehabilitation program, Samantha faced a harsh reality — she would need to relearn to walk. The road was tough but Samantha's spirit remained unbroken. With the support of her dedicated therapists and sheer determination, she defied all expectations.

Sam graduated to outpatient therapy at Mary Free Bed — Muskegon. She promised to return to thank her inpatient therapy team — only next time, she would be walking on her own.

Now, walking again, she shares her journey to inspire others and raise awareness about MS. Her message is clear: with strength and support, it's possible to overcome even the most daunting challenges.



Scan to  
meet Sam





## STATISTICS AND FINANCIAL PORTRAIT

- 99,875 PATIENTS SERVED\*
- 8,920 INPATIENT\*
- 72,704 OUTPATIENT\*
- 4,943 VIRTUAL\*\*
- 14,351 ORTHOTICS & PROSTHETICS + BIONICS
- 3,900 MARY FREE BED AT HOME



### OUTSTANDING RESULTS FOR INPATIENT SAFETY\*

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

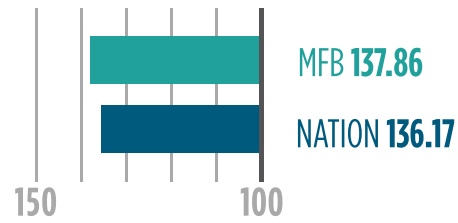
\*Throughout Mary Free Bed System (includes system sites)  
 \*\*Included in Outpatient total

## FUNCTIONAL IMPROVEMENT USING THE QRP SCALE

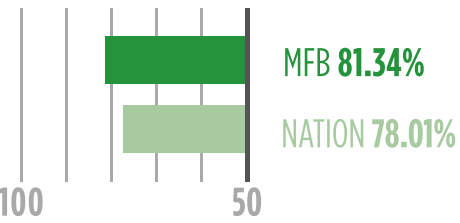
The amount of functional improvement patients make in rehabilitation is measured by the difference in abilities between admission and graduation. A variety of skills used in daily living are tracked. We share this information with the Centers for Medicare and Medicaid through the Quality Reporting Program (QRP), 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\*

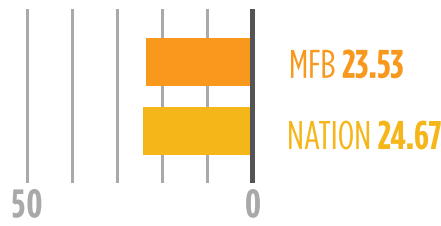


### DISCHARGE TO COMMUNITY\*

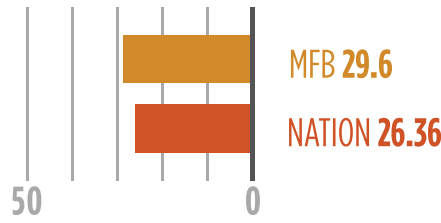


\*Mary Free Bed Rehabilitation Hospital  
 Source: eRehab

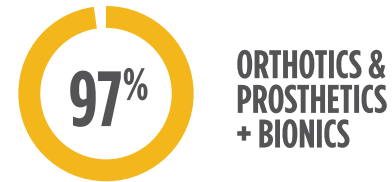
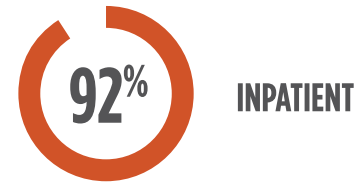
### FUNCTIONAL IMPROVEMENT FOR WHEELCHAIR USERS\*



### FUNCTIONAL IMPROVEMENT\*

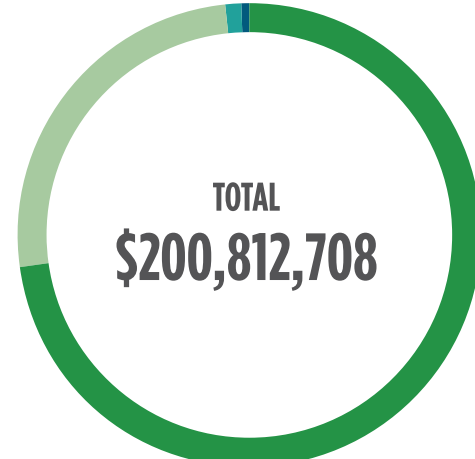


**LIKELY TO RECOMMEND\***



**SOURCES OF REVENUE AVAILABLE FOR OPERATIONS**

NET PATIENT SERVICE REVENUE 75%  
 OTHER OPERATING REVENUE 19%  
 JOINT VENTURES AND COLLABORATIVE ARRANGEMENT EARNINGS 6%



**OPERATING EXPENSE ALLOCATION**

SALARIES AND BENEFITS 73%  
 OTHER OPERATING EXPENSES 24%  
 FACILITIES AND EQUIPMENT 1%  
 FUTURE IMPROVEMENTS 2%

*\*Financial information is from the consolidated Fiscal Year 2024 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.*





## GRAND RAPIDS EMT GETS HIS GROOVE BACK AFTER A STROKE

Lavell McDaniel, known for his infectious laugh and dance moves, earned the nickname “el Boogie” from his friends. In December 2022, the 36-year-old EMT suffered a stroke after delivering a patient to Helen DeVos Children’s Hospital. He was rushed to Corewell Health Butterworth Hospital. It wasn’t until eight days later that his wife, Destiny, heard his voice again.

Lavell spent over two months in the Mary Free Bed Adult Inpatient Stroke Rehabilitation program regaining strength and mobility. Music therapy played a crucial role, helping him physically and emotionally.

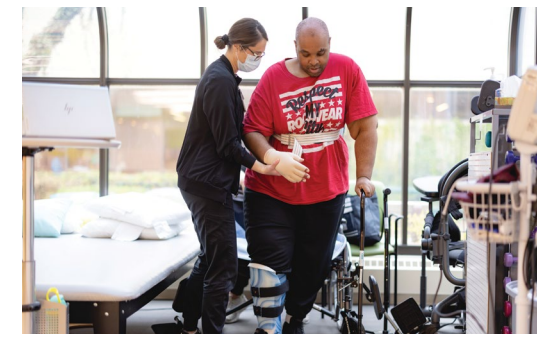
Destiny found support through caregiver education, learning self-care to better support Lavell. We celebrated his progress with a graduation tunnel and an awards ceremony for his five years of service with Life EMS.

Now continuing rehabilitation at home, Lavell works daily to add more “boogie” to his step and speech. His message: “This is my life, and it’s a special one ... I have to keep fighting.”

And that’s music to our ears.



Scan to meet Lavell



## MARY FREE BED FOUNDATION

Thanks to the generosity of donors who believe in our mission of restoring hope and freedom through philanthropy, the Mary Free Bed Foundation has raised more than \$92 million since it was established in 2012.

### 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

### STORYTELLING, PURPOSE AND CONNECTION

Bringing people together for fundraising events blends the power of community and generosity. These events serve as catalysts for rallying individuals around a common purpose while fueling vital support through financial contributions and shared passion. The Let Freedom Spring Luncheon, the Mary Free Bed Open Golf Outing, Crafting Vision and Thrive Gala are opportunities to share stories, build connections and shape brighter futures.

**\$1,639,359** PROGRAM DEDICATED

**\$420,296** UNRESTRICTED

**\$25,971** IN-KIND

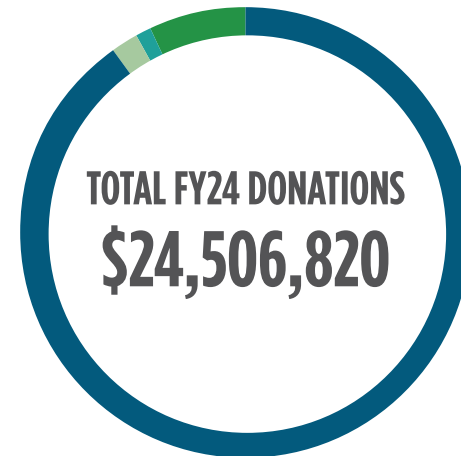
**\$22,421,194** JOAN SECCHIA CHILDREN'S REHABILITATION HOSPITAL DEDICATED

**6,097** GIFTS

**1,607** DONORS

### LEAPS & BOUNDLESS

The Mary Free Bed Foundation announced the Leaps & Boundless capital campaign to raise funds for Joan Secchia Children's Rehabilitation Hospital. This will be the first hospital in Michigan solely dedicated to rehabilitation for infants, children and teens. The hospital is a joint vision with Corewell Health Helen DeVos Children's Hospital and is planned to open in 2026.



PM&R RESIDENCY PROGRAM



# COMMITTED TO THE NEXT GENERATION OF CARE

The Mary Free Bed Physical Medicine & Rehabilitation Residency program trained:

- 12 PM&R RESIDENTS
- 36 VISITING RESIDENTS
- 31 MEDICAL STUDENT ELECTIVE ROTATIONS

We also provided instruction for:

- 2 NEUROLOGIC OCCUPATIONAL THERAPY FELLOWS
- 2 NEUROLOGIC PHYSICAL THERAPY RESIDENTS
- 1 ORTHOPEDIC PHYSICAL THERAPY RESIDENT
- 2 PEDIATRIC PHYSICAL THERAPY RESIDENTS
- 2 ORTHOTICS AND PROSTHETICS 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

**\$168,862** AWARDED IN TUITION REIMBURSEMENT

LAUNCHED WELLBEING SERVICES

NURSE NAVIGATION

WELLNESS COACHING

TEXTCARE

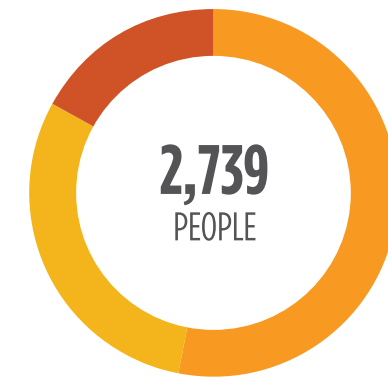
YEAR 2 COMPETITIVE MARKET REVIEW

INTEGRATING SYSTEM-WIDE EDUCATION

EMPLOYEE RETENTION UP BY 3.3%

RECRUITMENT/ONBOARDING/ ORIENTATION

90+% SATISFACTION RATE



**1,434** Grand Rapids Campus

**827** System Employees

**478** Volunteers

18,306.47 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.

Over the past five years, we've increased:

- The number of employees across the system by **43%**
- Racial/Ethnic diversity among employees from 15% to **20%**

In FY24, we:

- Hired an inaugural Director of Diversity & Strategic Initiatives to drive our DEI+B efforts
- Awarded **\$92,000** to 23 students through the Ability and Diversity Scholarships
- Received the Grand Rapids Women's Resource Center Pillar Award, acknowledging Mary Free Bed for its efforts in supporting, empowering, and advancing women in the workplace.

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

The Mary Free Bed 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.

**1,632 PARTICIPANTS**

**42 PROGRAMS**

**17 COMPETITIVE TEAMS**

**11 CLINICS**

**9 CLASSES**

**5 EVENTS**

**8 HOME TOURNAMENTS**

**2,244 VOLUNTEER HOURS**

**96.4%** participants felt successful upon completion of an event\*

**96.4%** participants agreed that our instructors were knowledgeable about the activity and skills being taught\*

\*RedCap



### PARTICIPANT FEEDBACK

"We looked forward to Myah's sports camp all week. The instructors took time to work with her one-on-one to help further develop her athletic skills. We also love that she can socialize with peers that she can really relate to."

- Parent of a Youth Sports Sampler participant

"We love seeing Pearl try something totally new. This is an experience Scott and I are not able to give her, so watching her do it with the support and equipment of others, was just awesome!"

- Parent of Adaptive Downhill Ski Clinic participant

"Thank you so much for existing! Bikes for the Rest of Us gave my little boy the gift of summer biking with his big sister! I'm so grateful for him to have a fun source of exercise that works for his body!"

- Parent of Bikes for the Rest of Us event participant





**SOCIALIZE WITH US!**

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



235 WEALTHY ST. SE  
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